

# HealthReach Community Health Centers



## COMMUNITY REPORT 2013

Fulfilling our mission to provide high quality, affordable, patient-centered health care in the medically underserved communities of Central and Western Maine.

# DEAR FRIENDS...

Please join us in celebrating another successful year of providing affordable, quality health care to Central and Western Maine. Join us as we celebrate our latest accomplishments and look to the future.



"We'd like to thank you, our community members, for your continued support of our mission."

## Message from our President

Dear Community Members,

The Merriam Webster Dictionary defines "commitment" as a promise to do something. The mission of "providing high quality, affordable, patient-centered health care throughout the medically underserved communities of central and western Maine" is the commitment that HealthReach Community Health Centers' 220 staff members and 120 volunteers make to community members across the more than 80 communities served by our organization.

Over the last year, we've continued our focus on patient-centered care. Seven of our sites have received recognition from the National Committee on Quality Assurance that they have met benchmarks for patient-centered care while our other sites are actively working on achieving this recognition. This recognition means that the practice has strong systems to support the partnership between the patient, provider and staff. We've continued our integration of behavioral health services designed to support our patients on an individual basis to make positive changes to improve their health. Our staff also lead educational events that benefit the community members where we live and work--offering the Diabetes Prevention Program at Belgrade Regional Health Center, leading a "health-themed" story walk with students at Albion Elementary, and many more (see page 7). Our staff and board members have fun participating in community-wide events—you've seen

us at the Windsor Fair, Madison-Anson Days, the Apple Pumpkin Festival in Livermore Falls, and others... (see page 6).

There's been an enhancement of our outreach efforts over the last year. Traditionally, the staff members of our "Connector" program have helped to link patients with programs that help overcome barriers to care like transportation issues, complete applications to access programs that help with the cost of health care or medications, and connect with other community resources. During this last year, we've added staff to our "Connector" program and sought training for them to become certified application counselors to help both patients and community members sign up for insurances offered on the new Health Insurance Marketplace established under the Affordable Care Act.

We'd like to thank you, our community members, for your continued support of our mission to deliver vital health care services and recognizing our "commitment" to be active participants in your rural communities. We always welcome your feedback.

Connie Coggins  
HRCHC President and CEO

(In Maine) 800-299-2460 | [HRCHC@HealthReach.org](mailto:HRCHC@HealthReach.org)

"Becoming certified as a Patient-Centered Medical Home is an important step in continuing to deliver meaningful, holistic and effective care to our patients. The patient enters the health center and is connected to our entire medical team. I am pleased to be part of such a dedicated team here at Madison where the patient comes first."

- JoHanna Davis, FNP at Madison Area Health Center





# Message from our Board Chair

As a patient, customer, and beneficiary of health care through HealthReach Community Health Centers, I think it is important to recognize that the services of HealthReach extend far beyond the direct care provided by our health care professionals to include the impact on quality of life across Central and Western Maine. It was 1976 when I first used the services of Richmond Area Health Center, now one of the eleven locations of HealthReach Community Health Centers. When my family returned to Maine in 2001, HealthReach became my family's primary medical care provider. I am glad and honored to be a part of this organization.

The goal of HealthReach is simply to provide high quality, affordable, patient-centered health care in medically underserved areas in Central and Western Maine. The assurance of access to health care and now mental health care services for Central Maine is, quite frankly, increasingly critical to sustaining and developing our communities and a cause worthy of all of our efforts. Today, across America, we are finding that access to health care is increasingly challenging. HealthReach Community Health Centers, however, provides essential health services and treatments in our communities that make all of our lives better, and indeed continues to welcome new patients of all ages and incomes.

On behalf of the Governing Board, I am pleased to report that the practices of HealthReach Community Health Centers are doing very well in meeting the demands of providing health services to our Central and Western Maine residents. It is evident from health center to health center that our communities and nearly 30,000 patients are better off because of the staff and facilities we have positioned across this region.

I am honored to serve as Board Chair on the HealthReach Community Health Centers' Board of Directors. The success of HRCHC rests largely on the shoulders of the professionals who work in the health centers and the HRCHC offices. We, as a Board, are formed to assist and support all of them in any way necessary to sustain the success.

The HealthReach Community Health Centers' Board is collectively proud of the people who serve every day to make all of the health centers better.

Joanne E.A. Joy  
Chair, HealthReach Governing Board



**2014 HealthReach Community Health Centers  
Governing Board of Directors**

Back Row (l-r): Stephen Ball; Gary Pierson; Dana Kempton; David Greer; David Leigh, Secretary & Treasurer

Front Row (l-r): Jody Watson; Joanne E. A. Joy, Chair; Lois Bouchard; Janine White, RN, BSN

Not Pictured: Marci Alexander, Esq; Robin Melancon-Quimby; Margaret Edwards Flynn, Vice Chair

## Lois Bouchard Joins Governing Board

Former Lovejoy Practice Manager Lois Bouchard has joined HealthReach's Governing Board of Directors.



Lois retired in 2013 after 29 years of service to HealthReach. She expressed a strong interest in continuing her relationship with and contribution to HealthReach through Board membership.

"I felt that providing health care services in our rural areas was important," said Bouchard. "Even before I thought of retiring, I knew that I would like to be on the Board. I still feel very committed to Lovejoy and the high quality health care that HealthReach provides in local Maine communities."

# SPOTLIGHT ON: BELGRADE REGIONAL HEALTH CENTER

## A community-centered practice where things happen!

### At a Glance

Year established: 1977

Patients served in 2013: 2,131

### Services

- Care of Acute and Chronic Illnesses
- Checkups for the Entire Family
- Adult and Child Immunizations
- Family Planning Services
- Laboratory Services
- Podiatry Services
- HealthReach Affordable Care
- Prescription Assistance Programs
- Community Resource Referrals
- Emergency Coverage on-call 24/7

**Belgrade Regional Health Center** is located in the heart of the Belgrade Lakes region in central Maine. In 1977, the center became the third practice to join HealthReach Community Health Centers, and has been a trusted medical home for patient families ever since.

From the Center's **Healthy Gains Program**, **Cooking Matters** and **Pre-Diabetes Education** classes, to fun and healthy Youth Initiative activities during the **Belgrade Holiday Stroll**, to an upcoming **Healthy Community Cookbook**, featuring recipes submitted by patients, community members and staff, Belgrade Regional Health Center is a vibrant part of its region.



***"There is no better way of providing medical care than by treating the whole family. We do that. When I interviewed here, and I saw what a great team the staff is, it was a slam dunk for me."*** Robert Cianfarano, PA, joined the medical team in June, 2013.

***"I have had patients with depression and anxiety challenges that I can send down the hall to Jess Hopkins, LCSW for further help. Afterward, Jess and I continue to work together on the patient's behalf to make sure that the needs of the whole person are addressed."*** Lisa LaGrange, FNP, began seeing patients in August, 2013.



***"The process of helping people with Marketplace questions can be daunting at times, but I find solutions with them. All in all, it has been very gratifying."*** Ann Schwab, HealthReach Connector, joined the practice in July, 2013. As a Connector, she works with patients to identify programs and services that can help them with their health needs. Additionally, she assists community members in understanding the Health Insurance Marketplace when they are ready to enroll.



***"I coordinate care for patients between all members of the medical team."*** Jessica Veilleux, Care Coordinator, joined Belgrade in July, 2013. As a Care Coordinator, she essentially makes sure there are not any gaps in the integrated care of each patient, including the assessment of appropriate follow up appointments, preventive services, test measurements, and more.



### Towns served

Augusta, Belgrade, Belgrade Lakes, Benton, Fairfield, Farmingdale, Gardiner, Hallowell, Manchester, Mercer, Mount Vernon, New Sharon, Norridgewock, Oakland, Readfield, Rome, Sidney, Skowhegan, Smithfield, Vassalboro, Vienna, Waterville, Winslow

# Bringing a Patient Perspective



(left to right) Faye Swanholm, Rob Levine, Pat Gammon, Kathy Levasseur, Kathi Smith, Brenda Davenport, Matthew Chandler | *Not pictured:* Donna Anderson, Jean Boudreau, Doris Mathias, Val Schmitt

Belgrade's Patient Advisory Council is a group of patients who meet with staff every other month to add patient perspectives to the Center's work.

In 2013, the Council created and implemented a patient survey, developed a patient invitation and outreach tools for attracting new patients, and reviewed patient handouts to improve their effectiveness. Faye Swanholm also represented the Council in a HealthReach committee tasked with creating an organization-wide New Patient Services Book.

"I think this Council is great. It gives patients a chance to talk with their providers in a way that makes the health center better serve its patients and the community," said Faye Swanholm.

## Helping Our Homebound Patients



In 2012, Belgrade Regional Health Center teamed up with Delta Ambulance to create a **Community Paramedicine Program**, which has been a valued service and partnership.

The free program connects paramedics and EMTs with Belgrade patients who are homebound or who have trouble traveling to the health center. They take vital signs, examine patients, assess response to medications, collect blood specimens, and then communicate their findings back to the appropriate provider at the health center. It essentially becomes a means for bringing the health center to our homebound friends and neighbors. Patients who have received this service have been very pleased with the care provided.

"We are proud of this program," said Amy Madden, MD. "We're working with our community partners to deliver needed health care to people when they might have trouble accessing it otherwise."

## Keeping a Community Perspective

Belgrade Regional Health Center's Community Board of Directors is a group of community members devoted to ensuring that the Health Center continues to serve the needs of families in the area.

In 2013, the Board funded *Healthy Gains* quarterly meetings, including free 6-week, 12-session classes with a personal trainer. The group also supplied vaccinations for the annual flu-shot clinic, purchased medical equipment, and much more!

### 2013-2014 Community Board Members

Polly Beatie, President • Jean Casey • Ethel Dernorsek • Liz Fontaine • Andy Kane, Vice President • David Leigh Natalie Morse • Marcel Schnee • Linda Sprague, Secretary • Ellen Walter, Treasurer • Kevin Wellenius • Nicole Williams



### Thomas Bangs: "My doctor is on my side"

Thomas came to Belgrade two years ago after feeling like he was getting nowhere with his last doctor.

"I am so happy I came here. If not for Amy [Madden, MD], I wouldn't be here. She has made my life worthwhile again."

Thomas has tackled his diabetes with Dr. Madden and has lost 100 pounds so far.

"My numbers keep getting better every time I come in. I just feel that [Amy] is on my side, and I trust her decisions. I guess that means she has my respect."

Thomas enjoys the quality of care he receives at Belgrade so much that his wife and son have since become patients as well.

# YEAR IN REVIEW

See what the rest of our health centers have been up to this year. Whether welcoming new providers, receiving awards or providing our communities with health-related classes and events, all of our health center staff dedicate every day to providing quality care to Central and Western Maine residents.

*Richmond Area Health Center's  
Richmond Days 5K Run*

## Outreach to Community

Last July, HealthReach received Health Resources and Services Administration funding to expand current outreach services and help people sign up for the new Health Insurance Marketplace. The outreach staff held **Health Information Days** in key community locations near our local community health centers in an effort to “go where the people are,” which has proven effective in raising awareness about the Marketplace and HealthReach’s available programs and services.

- **Richmond Area Health Center** ~ *Gardiner Library* ~ November 30 & December 9, 2013
- **Bingham Area Health Center** ~ *Jimmy’s Market* ~ November 21, 2013
- **Madison Area Health Center** ~ *Campbell’s Hardware* ~ January 9, 2014
- **Mt. Abram Regional Health Center** ~ *Tranten’s Market* (Kingfield) ~ January 31, 2014
- **Western Maine Family Health Center** ~ *Food City* (Livermore Falls) ~ February 19, 2014
- **Bethel Family Health Center** ~ *Rite Aid* ~ March 21, 2014



Crystal Fitch and Emily Owen  
at Jimmy’s Market in Bingham

## Participation in Community Events



Belgrade Holiday Stroll

You may have seen HealthReach sharing space with our Healthy Communities of the Capital Area (HCCA) friends at the **Windsor Fair**. Perhaps you visited our table at the 37th **Common Ground Country Fair** as one of the 60,000 attendees, or joined us at the **Belgrade Holiday Stroll**. We are always excited when we can be a part of a community tradition, which gives us the opportunity to show folks all the services we have to offer for families in Central and Western Maine.

In 2013, HealthReach participated in the following events:

- **Mollyockett Days**, Bethel ~ July 20 & 21
- **Richmond Days**, Richmond ~ July 27
- **Fireman’s Field Day**, Albion ~ July 7
- **Madison-Anson Days**, Madison ~ August 22
- **Windsor Fair**, Windsor ~ August 26 - 31
- **Common Ground Country Fair**, Unity ~ September 20 - 22
- **Apple Pumpkin Festival**, Livermore Falls ~ September 28
- **Belgrade Holiday Stroll**, Belgrade ~ December 7



Common Ground Country Fair, 2013

# Expansion of Services

## Dental Hygiene Services

Beginning in September, 2013, Sharon Smith-Bouchard, IPDH, who works at Strong, helped lead a pilot program at **Bethel Family Health Center** to offer dental hygiene services for children and teens under 20. "As a dental hygienist, I am very excited and proud to be a part of this project in Bethel," said Smith-Bouchard. "The services are preventive and include oral hygiene education, cleanings, fluoride, sealants, caries risk assessments, and referrals."



Sharon Smith-Bouchard, IPDH with a happy patient

## Care Management

HealthReach added new Care Management positions to four centers (**Sheepscot, Lovejoy, Western Maine and Bethel**) to compliment and coordinate care for patients between all members of the medical team. They help patients better manage diabetes and asthma, establish nutrition and weight management goals, and more.

## New Faces



Robert Cianfarano, PA • Lisa LaGrange, FNP (**Belgrade**); Leslie Lufkin, LCSW (**Bethel**); Deborah Daigle, LCSW (**Lovejoy**)



Taylor Butterfield, PA (**Rangeley**); Alyson Byard, LCSW (**Rangeley & Strong**); Louise Gephart, LCSW (**Richmond**)

## Education



Sara Tisherman, AmeriCorps Vista member with teacher & students at the Albion Elementary School Story Walk

### Belgrade Regional Health Center

- Cooking Matters!
- Diabetes Prevention
- Healthy Gains
- Pre-Diabetes Prevention

### Lovejoy Health Center School Story Walk

### Mt. Abram Regional Health Center Backpack Weigh-in • Summer Safety Week

### Sheepscot Valley Health Center Healthy Living with Diabetes • Living Well

### Richmond Area Health Center Healthy Lifestyle Celebration



Christie King, FNP teaching backpack awareness to students

## Focus on Improving Care



To date, seven HealthReach Centers (**Belgrade, Bingham, Lovejoy, Madison, Mt. Abram, Rangeley, and Western Maine**) are certified as Patient-Centered Medical Homes!

**“A Patient-Centered Medical Home is not a building or doctor. It is a team of professionals working on your behalf to make sure that all your health needs are met. We use technologies like Patient Portal to better communicate with you and electronic medical records to better coordinate your care.”**

- Paula Dube, RN, Clinical Quality Improvement Coordinator



## CONNECTING THE DOTS

Help from HealthReach Connectors is available to all HealthReach patients. If you have a high deductible, no insurance plan, or questions about your coverage, contact a HealthReach Connector. *(This service is free)*

Raymond Coffey, Jr. has not had health insurance in eight years. He heard about the Health Insurance Marketplace and thought he would ask Crystal Fitch, HealthReach Connector about it because he knew that, “she would have some idea of what to do.”

As a HealthReach Connector, Crystal Fitch helps link patients to programs that help pay for medical care, lab fees and medications, and much more. Raymond has met with Crystal several times over the eight years he was without health insurance.

Crystal recently met with Raymond at Strong Area Health Center and worked through the Marketplace enrollment process. As a result, he was very pleased with the plan he purchased on the Marketplace, and looks forward to having health insurance coverage once again.

Raymond is a long-time patient of Strong Area Health Center. “I’ve been going there since they opened the doors in 1986.” As a resident in rural Maine, not having to travel 30 minutes or more to access quality health care services has been a great convenience through the years. [I live] only 10 miles from the Health Center. It doesn’t get much better than that!”

Aside from the fact that the Center is close to home, Raymond appreciates many things about the full range of services and the medical team at Strong Area Health Center.

“My experience at the Center is that the people there are easy-going. You can get appointments quickly, and when you get there they are ready for you. Everybody is very friendly and professional. I recommend the Health Center to people. If I know someone who has a hard time paying for their medicine, I tell them to call Crystal!”

**“I wasn’t even sure if I wanted to sign up. I thought it was going to be a waste of time. Looking back, if I had done it at home by myself, I would have given up. If it wasn’t for Crystal, I never would have tried.”**

# Saving You Money, Keeping You Healthy

**HealthReach patients saved over two million dollars in medication costs in 2013!** Our Patient Assistance Program staff of nine is dedicated to helping our uninsured and under-insured patients receive free and low-cost medicines from participating drug companies.



## A Patient Assistance Super Sleuth

For over 10 years, Eileen Castonguay, LPN has worked for the Patient Assistance Program at Western Maine Family Health Center. In 2013, Eileen helped patients save \$527,869 in medication costs!

“The amount of money we saved patients at Western Maine just boggles my mind,” exclaimed Castonguay.

Typically, the process begins one of two ways. Either the patient’s provider recognizes the need for a medication and the patient is concerned that he or she cannot afford it, or a patient notes in their paperwork that they have difficulties with prescription costs. In both circumstances, Eileen comes into the picture and works with the patient to find solutions.

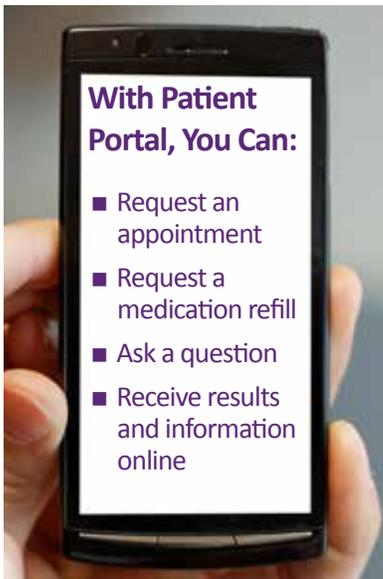
“When a patient can’t afford insulin, for instance, that is a life threatening circumstance. I recently worked with such a patient who unfortunately did not fit the guidelines for free or reduced cost medications. I wrote to a participating drug company explaining the patient’s situation and that he would be hospitalized without his insulin. The company actually went outside of their guidelines to help my patient.”

“When someone needs medications, I go to work until I find a solution for them. It is the most gratifying part of my job!”

## Have You Joined the Patient Portal Yet?

The Patient Portal is an online communication tool that allows patients to interact with their providers from the comfort of their personal computer.

Through the Patient Portal, patients can request appointments, obtain test results, request prescription refills, and interact with providers and health center staff. The Portal is available at all eleven of our health centers, and you can be up and running with this free service in three easy steps.



**STEP 1:** First you need an email address, which you may already have. If not, sign up for a free one at one of several websites, including: mail.google.com, mail.live.com, or mail.yahoo.com.

**STEP 2:** Next, visit your health center to request an account in the Patient Portal at the front desk. The staff member will create an account for you and give you a personal enrollment token (an 8-digit number used to sign in).

**STEP 3:** Once your account is created, you will receive an email with instructions on how to enroll in the Patient Portal, which you can do on your computer, tablet or smartphone.

That is all you have to do to start communicating with your health center online!



Jenny Davis, FNP at Lovejoy Health Center using the Patient Portal to respond to a patient

# THANK YOU

...for generously supporting the work of our health centers. Below are our 2013 individual, corporate, government and foundation supporters.

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- 1 In Memory of Ed Welch
- 2 In Memory of Rodney McElroy
- 3 In Honor of Jeanne Alley
- 4 In Memory of Scott Gilbert
- 5 In Memory of Judith Hassen Manzo
- 6 In Memory of Bob Knowlton
- 7 In Memory of George Gould
- 8 In Honor of Raymond L. Allard III
- 9 In Honor of Mary Rossabi
- 10 In Honor of Dr. C. Forrest West
- 11 In Memory of Claire Marie Young
- 12 In Memory of Delcy Rogers

*HealthReach employee names are italicized*

In 2013, individuals, businesses, foundations and community partners generously contributed to HealthReach in support of our mission: To provide high quality, affordable, patient-centered health care in the medically underserved communities of Central and Western Maine. The patients, staff and board members recognize the vital role that donors play in the success and growth of our health centers. Donations ensure our patients will have access to state-of-the-art equipment, cutting edge treatments, new programming and extended services.

There are many ways to show support for your local health center. If you would like to help out, consider making a financial contribution, donating goods or services, serving on one of your health center's boards or volunteering. Your generosity promotes the health and well-being of our Maine communities.

Financial donations to HealthReach are tax deductible under IRS rules. **For more information about how you can contribute, to find out about our current priorities and opportunities, or to learn more about the needs of the community board of your health center, contact the Development Office at (207) 660-9913. If you would like to donate online, visit [www.HealthReachCHC.org](http://www.HealthReachCHC.org).**

*HealthReach Community Health Centers makes every effort to list donor names as requested. Please direct corrections to the Development Office at 207-660-9913. The list above reflects financial and in-kind donations and pledges received between January 1, 2013 and December 31, 2013.*

# Health Centers Hosted 22 Students

In 2013, HealthReach Community Health Centers hosted a total of 22 students at our health centers. We welcomed students from physician, physician assistant, nurse practitioner, and medical assistant programs. The positive experience that students gain through the work they perform at our health centers is a direct reflection of the quality of our providers and the dedication of our clinical and administration support staff. The relationships we build with future providers may inspire graduates to practice in Maine and maybe even at our health centers.

## Student Perspective: Sarah Shepler, PA



Gretchen Morrow, PA and Sarah Shepler, PA student

University of New England PA student Sarah Shepler began her six-week clinical rotation at Lovejoy Health Center in February, 2014. Her preceptor was Gretchen Morrow, PA.

Sarah came to Lovejoy as a result of the positive recommendations and evaluations that previous students had submitted for the health center. Each student has an opportunity to provide feedback about their preceptor and health center, and the University of New England uses those evaluations as a basis for determining

where future students would benefit most during their clinical rotations.

“I’ve really enjoyed my time here, and the staff was very friendly and welcoming.” said Shepler. “Gretchen has been a great preceptor, and very supportive. In addition to being able to work with other Lovejoy providers, I had the opportunity to formulate my own approach and thoughts before working with each patient, which was empowering.”

“After meeting with a patient, if my thoughts differed from Gretchen’s, we would then discuss and come to a mutual decision.”

Sarah’s experiences in family medicine at Lovejoy have been formative. “I really like the relationships you can build at a community health center. I’ve had a chance to meet some patients multiple times. I have even met several members of the family as patients in fact, which has provided me with a more complete picture or story about each individual.”

When asked to give an example of how her time at Lovejoy would shape her perspective as a provider, Shepler’s immediate reply was, “the importance of listening.”

“There is a real benefit to listening to what patients have to say, before making any decisions about their care. It also builds trust and results in a stronger patient-provider relationship.”

“Working with patients as a part of their health care team, I have the opportunity to help people make changes or get “unstuck” when they are challenged by issues and conditions that affect their health and quality of life.”

- Deborah Daigle, LCSW at Lovejoy Health Center



### OUR 2013 PRECEPTORS:

#### Belgrade Regional Health Center

Robert Cianfarano, PA  
Amy Madden, MD

#### Bethel Family Health Center

Richard DeCarolus, DO  
T. Kevin Finley, DO

#### Bingham Area Health Center

Patricia Nurse, FNP

#### Lovejoy Health Center

Gretchen Morrow, PA

#### Madison Area Health Center

Stephen Dickey, FNP  
Nancy Knapp, MD

#### Mt. Abram Regional Health Center

Shannon Munro, FNP

#### Rangeley Family Medicine

Burton Knapp, Jr., MD

#### Richmond Area Health Center

Tom Bartol, NP  
Linda Hermans, MD  
Dale Gardner, RN

#### Sheepsfoot Valley Health Center

Carol Eckert, MD  
Roy Miller, MD

#### Western Maine Family Health Center

Emma Ansara, FNP  
Eileen Castonguay, LPN



**Belgrade Regional Health Center**  
 2,131 patients totaling  
 6,636 visits in 2013



**Bethel Family Health Center**  
 3,801 patients totaling  
 13,437 visits in 2013



**Bingham Area Health & Dental Center**  
 2,536 patients totaling  
 6,519 visits in 2013



**Lovejoy Health Center**  
 4,067 patients totaling  
 13,669 visits in 2013



**Madison Area Health Center**  
 1,919 patients totaling  
 7,967 visits in 2013



**Mt. Abram Regional Health Center**  
 1,486 patients totaling  
 5,191 visits in 2013



**Rangeley Family Medicine**  
 1,518 patients totaling  
 3,387 visits in 2013



**Richmond Area Health Center**  
 2,659 patients totaling  
 9,176 visits in 2013



**Sheepscot Valley Health Center**  
 3,954 patients totaling  
 13,346 visits in 2013



**Strong Area Health & Dental Center**  
 3,352 patients totaling  
 10,595 visits in 2013



**Western Maine Family Health Center**  
 2,245 patients totaling  
 6,374 visits in 2013

## HealthReach Community Health Centers

10 Water Street  
 Suite 305  
 Waterville, ME 04901

# 2013 By the numbers

**96,297**

total health center visits

**5,551**

flu shots given

**80**

communities served

**9**

counties served

**1,072,111**

dollars patients saved with Affordable Care Program

**7,114**

dental visits

**28,861**

patients served

**3,191**

patients receiving care with reduced fees

## Financial Information

### Statement of Activities

	2013	2012
Revenue		
Revenue & Earnings	\$20,586,081	\$19,691,514
Deductions from Revenue	<u>\$ (4,762,534)</u>	<u>\$ (4,189,237)</u>
Net Revenue	\$15,823,547	\$15,502,277
Expenses		
Salaries, Wages & Employee Benefits	\$10,678,301	\$10,280,403
Supplies & Other	<u>\$ 4,504,388</u>	<u>\$ 4,451,876</u>
Total Expenses	\$15,182,689	\$14,732,279
Net Operating Income	\$ 640,858	\$ 769,998

