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excellence



pride



Franklin Community Health Network

2010 / 2011 Annual Report

A Message from the President



Franklin Community Health Network (FCHN) continues to focus on improving the overall quality of health care, assuring access to services, and promoting a healthy population for future generations. This annual report chronicles the many achievements FCHN and its affiliates have accomplished in the past year.

In July 2011, Franklin Memorial Hospital was named among the nation's "Most Wired" hospitals. This honor speaks to a strategic focus on information technology by the organization's Board of Directors and to the dedication of all Franklin Memorial Hospital medical staff, nurses, and other employees who use technology and innovation every day to assure patient safety and create an exceptional experience for those who we serve. Hospital staff has embraced the adoption of technology in all aspects of daily operations: from physicians prescribing medications on the computer; to hospital nurses verifying medications with a bar code scanner; to staff in our medical practices converting from paper to electronic medical records; and to a professional practice council that brought IV smart pumps to the bedside. These examples improve patient care and safety, protect against medication errors, and enhance communication among health care providers.

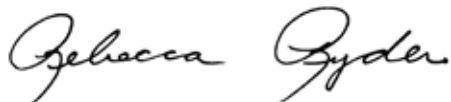
Also in July, the hospital underwent five days of intense review by The Joint Commission for compliance with standards of care specific to the quality and safety of care provided to our patients. In summary, to quote the lead surveyor, "It was a stellar survey." Our staff worked very hard to prepare for this survey and it is through their dedication to the quality of care provided by Franklin Memorial Hospital that I attribute our successful accreditation. I wish to extend my personal thanks and congratulations to our entire staff. In all ways, this accreditation underscores that this hospital and our medical practices are making tremendous strides in providing the highest quality of care to the people of Greater Franklin County. This positive affirmation by an independent reviewer only strengthens our determination to continue our efforts to excel at all levels of our health delivery system.

In January 2011, Franklin Memorial Hospital was selected to participate in the Centers for Medicare and Medicaid Services' Rural Community Hospital Demonstration Program. This program will be a key bridge strategy for our organization as we make the transition from fee-for-service care to the new health care

world of managing population health. Participation in this program will allow us to focus on initiatives to improve clinical outcomes and gain operational efficiencies for the care of inpatients. A total of just 19 hospitals from six states were selected to participate in the demonstration. In the coming year, Franklin Memorial Hospital will explore creative ways to better serve our patients including: evaluating access to primary care; exploring chronic disease management of conditions such as diabetes, heart disease, and COPD; and identifying outreach efforts that can prevent hospital readmissions. These initiatives are possible as a result of our participation in the demonstration program.

In November 2010, the health network was honored as Harvard Pilgrim's first Health Innovator Award recipient in Maine for innovative initiatives that encourage and promote the overall health and well-being of our employees. Through the use of a personal health assessment called WebScore, employees receive a report on potential personal risk factors and suggestions on what they can do to favorably impact their overall health status. In addition, FCHN's Wellness Team developed programs to address the key risk areas for our employees. Through these initiatives, significant cost savings in health care expenditures have been realized and the overall health status of our employees has improved.

In closing, our annual report is a tribute to our health system employees, physicians, and community members who volunteer and contribute to the good work of Franklin Community Health Network. I hope you will read it with a sense of pride.

A handwritten signature in black ink that reads "Rebecca Ryder". The signature is written in a cursive, flowing style.

Rebecca Ryder
President & Chief Executive Officer
Franklin Community Health Network

Franklin Community Health Network

Harvard Pilgrim honored Franklin Community Health Network in 2010 as the first Health Innovator Award recipient in Maine for its insightful ways of encouraging and promoting employee well-being.



Wellness Committee

The 20-member committee creates programs for its employees like the WOW program (Work Off Weight) that resulted in participants losing a combined 1,000 pounds in 16 weeks. The committee encourages employees to buddy up to exercise on the walking trails that have been built on the hospital campus. Heart healthy choices in the cafeteria, flu shots, aggressive hand-washing protocols and a 100 percent smoke-free campus are other initiatives that the wellness committee has developed to promote staff well-being.

ScoreHealth

FCHN clinicians use the ScoreHealth system, a Web-based risk assessment tool that measures risk factors for disease. It has a self-reporting capability for patients. Health educators and nurse counselors, along with primary care physicians, provide individual care based on the ScoreHealth assessments. This ScoreHealth tool has been adapted for employees with the ScoreKeeper program. Through ScoreKeeper, employees get a report on their personal risk factors and feedback on what they can do to initiate changes to improve their health.

Reduced Staff Injuries

The safe patient handling program is one example of how FCHN has reduced staff injuries and days lost. More than a year ago, the hospital started a staff injury prevention program using mechanical lifts and positioning aids for lifting, transferring, or repositioning patients. The program includes an extensive staff orientation and training program and ongoing monitoring of usage. In 2006, 21 injuries occurred among staff as the result of lifting patients with a total cost of \$200,000. In 2010, injuries were down to six per year, with fewer than \$6,000 in costs.

Health Promotion

Simple things can have as much impact as big initiatives. Just raising awareness of health issues: educating employees about health risks and prevention programs through our weekly staff newsletter, bulletin boards, publications, and lunch and learn sessions are low cost, but have high value.

*From left: Rebecca Ryder, FCHN president & CEO
with Ed Kane, vice president of Harvard Pilgrim
Health Care, Maine.*



Franklin Memorial Hospital

Franklin Memorial Hospital is a progressive, not-for-profit community hospital whose mission is to provide high quality, cost-effective, patient-centered health care. The hospital actively works with the community and with other health care providers to integrate services and ensure the health of people within its service area.



Our Providers

Demand for outpatient specialty services continues to grow and this past year cost-effective collaborations with neighboring medical centers added three providers to the medical staff. They include: Lee Ann Baggott, MD, FCCP, a pulmonologist; Robin Locke, MD, a medical oncologist/hematologist; and Ambreen Ijaz, MD, a medical oncologist/hematologist.

Abhishekh Govind, MD, joined Franklin Memorial Hospital in July 2011 to provide inpatient hospital care. Previously, Dr. Govind served as resident physician at Underwood Memorial Hospital in New Jersey specializing in inpatient care on the medical floors and intensive care unit.

Dr. Peter Cordner, a hospitalist at Franklin Memorial Hospital since 2006, was offered and subsequently accepted a Fellowship in Cardiology at Maine Medical Center that began in July 2011. Maine Medical Center supports just two cardiology fellowship positions in each of three years of training. Candidate selection is extremely competitive and the application process is extensive.

Rural Community Hospital Demonstration Program

Franklin Memorial Hospital was selected to participate in the Centers for Medicare and Medicaid Services' Rural Community Hospital Demonstration Program, which provides reimbursements to small rural hospitals that better reflect the true cost of providing care to Medicare beneficiaries. A total of just 19 hospitals were selected to participate in the demonstration that is aimed at increasing the capability of the selected hospitals to meet the needs of their service areas through improved efficiency and clinical outcomes. Franklin Memorial will explore creative ways to better serve its patients including: evaluating access to primary care so that this care is not provided in the Emergency Department; exploring chronic disease management of conditions such as diabetes, heart disease, and COPD, which can lead to hospitalizations; and exploring outreach efforts that can prevent readmissions.

Electronic Medical Records

This past year, Franklin Memorial Hospital converted the Emergency Department to electronic medical records (EMRs) to provide instant and complete patient information to consulting health care providers in medical offices, emergency rooms, hospitals, and other health facilities. EMRs improve patient safety and care by preventing the ordering of unnecessary tests and imaging procedures, and reducing medication errors. Last year, all Franklin Health medical practices converted to EMRs and have since learned new ways to communicate among specialties and primary care resulting in enhanced patient care.



Most Wired

Franklin Memorial Hospital was named among the nation's most wired hospitals according to the results of the *2011 Most Wired Survey Benchmarking Study* released in the July issue of *Hospitals & Health Networks*, the journal of the American Hospital Association. Most wired hospitals show better outcomes in patient satisfaction, risk-adjusted mortality rates, and other key quality measures through the use of information technology.

Nursing Education Support

Recognizing the vast amount of education that is required to promote knowledge and skill development among nurses, retired longtime Franklin Memorial Hospital nurse Mary Ellise Gilbert, representing the Neel Foundation, donated \$3,000 to be used for nursing education. The gift brought national quality and patient safety lecturer Janet Smith, RN, MS, to Franklin Memorial Hospital presenting on *Preparing for the New Health Care Landscape: Vigilance During a Time of Great Change* with nearly 80 of our nurses in attendance. This educational support is expected to be repeated over the next two years.

From left: Pam Ernest, chief nursing officer, and Mary Ellise Gilbert.



Most Wired (above)–Front left to right: Kathy Horton, Cathy White, Maureen McCool, Pat Chick, and Rebecca Ryder. Middle row: Denise Ouellette, Chuck Pritchard, Dee Robinson, Zeb Luce, and Geordan Brown. Back row: Frank Hosea, Julie Welch, Muriel Armstrong, Ralph Johnson, Bill Colwell, Wayne Moody, and Patrick O'Brien.

Medical School Partnership (opposite page)–From left: Dr. Michelle Knapp, Dr. Jay Naliboff, Dr. Connie Adler, Dr. Eric Gunther, medical students Marya Spurling and Peter Benziger, Dr. Stephen Goss, Dr. Tom Marshall, Dr. Lorien Batt, Dr. David Hyde, Dr. John Hickey, and Dr. Kathleen Hickey, MMC-TUSM longitudinal integrated clerkship community hospital coordinator.



Medical School Partnership

Maine Medical Center/Tufts University School of Medicine medical students are now living on the Franklin Memorial Hospital campus and following a select number of patients for a nine-month period. During this third year of medical school, they train at Franklin Memorial Hospital with a curriculum that focuses on rural and small town practice. The two students are shown here with their preceptors.

The Dixon House

The former McLean house, located on the Franklin Memorial Hospital campus, was proclaimed the Dixon House in October 2010 to serve as a residence for medical students. Dr. David Dixon was the initial instigator and advocate of Franklin Memorial's involvement as a rural training site with the Maine Medical Center/Tufts Medical School partnership.

From left: Dr. Nancy Cummings, Dr. David Dixon, Gerald Cayer, Estella McLean, Rebecca Ryder, and Dr. Peter Bates.



Franklin Health

Franklin Health is a multi-specialty group practice, sponsored by Franklin Memorial Hospital, which includes 11 medical and surgical practices. Franklin Health is the largest provider of health care services in the region. The practices are linked together by technology, an integrated medical record, and a common concept of family-centered care.

Franklin Health Medical Practices Updates

An organizational and name change took place with the psychiatric outpatient services component of Evergreen Behavioral Services, as it became part of Franklin Health medical practices this past year. The staff includes Lourdes Soto-Moreno, MD; Arthur Dingley, DO; and Rebecca Chandler, PMH-NP, CS; along with a team of fully licensed therapists. The new practice model promotes better integration with the client's primary care health plan and places the service as a more integral function of Franklin Memorial Hospital's network of services.

Franklin Health Urology closed in July when Dr. Richard Batstone opened a private practice in Farmington. Prior to that, Dr. Batstone had provided health care at Franklin Health Urology for three years. One of the primary goals of Franklin Memorial Hospital is to help support access to speciality care in the community. With Dr. Batstone staying in Farmington, he will remain on the Franklin Memorial Hospital medical staff and will continue to serve his patients.

Farmington Family Practice Relocates

In March, Franklin Health Farmington Family Practice moved into new offices on the ground floor of the Franklin Health Medical Arts Center located on the Franklin Memorial Hospital campus. The new location better accommodates the growing number of patients seeking health care at the practice and has numerous advantages for patients including easier access to diagnostic services and outpatient specialty care at the hospital. A waiting area for patients overlooks the hospital's healing garden.

This year Franklin Health welcomed:



Linda Christensen, PA-C | Farmington Family Practice

Christensen received her master's degree in physician assistant studies from Rocky Mountain College in Billings, Montana. Before joining Farmington Family Practice, Christensen provided primary care for patients of all ages at Northern Counties Health Care in Concord, Vermont. She is native of Greenville, Maine.



Marvin Lee, MD, MPH | Farmington Family Practice

Dr. Lee completed his medical degree and a year later his master's degree in public health and epidemiology at University of California, Los Angeles. He then completed a three-year family practice residency at Scenic General Hospital in Modesto, California. Dr. Lee is board-certified in family medicine. Previously Dr. Lee had been a float provider at HealthReach Community Health Centers in Central and Western Maine.



Jeffrey Lourie, FNP | Wilton Family Practice

Lourie is a board-certified family nurse practitioner who received his master's degree in nursing from the University of Southern Maine. His family nurse practitioner clinical training included assignments at primary care, urgent care, pediatrics, and gynecology medical practices.



Rebecca Sylvester, FNP | Women's Care

Sylvester recently received her master's degree in the family nurse practitioner program at the University of Southern Maine. Previously she had worked as a registered nurse on the medical/surgical unit at MaineGeneral Medical Center for seven years. She is a native of Farmington, Maine.



NorthStar

NorthStar, the regional ambulance service of Greater Franklin County, follows its mission of respectful and excellent patient care, positive community activities, and good stewardship of resources. NorthStar responds to more than 5,000 calls a year in 71 communities spread over 2,800 square miles. With state-of-the-art equipment and modern ambulances, the service is ready, responsive, and reliable.



Community Service

NorthStar crews are involved in thousands of hours of community service each year. CPR trainings, bicycle safety rodeos, presentations at area schools, mock accident scenes, a house call program and a presence at fairs, festivals, and athletic events are just a few of the ways that NorthStar contributes back to the residents and visitors of this region. New this year, NorthStar and AmeriCorps coordinated the distribution of E911 house number signs in Madrid, Salem, and Freeman townships to improve emergency response. Poorly displayed house numbers can delay precious response time in an emergency.

Fleet Upgrade

Through strategic capital purchases, NorthStar completed an upgrade of its fleet of ambulances and support vehicles, along with state-of-the-art ambulance equipment purchases this past year, so that its skillful staff can provide the best possible pre-hospital patient care and treatment improving outcomes for patients.

Disaster Drills

NorthStar participated in several major multi-patient drills alongside other community public safety agencies in 2010. Ironically, an emergency training drill in November at Sugarloaf for a crisis response to a chair lift derailment that trained emergency responders for a mass evacuation of riders, helped prepare responders for an actual—nearly identical situation—six weeks later. That training enabled the rescue of 150 people from the ski lift to go smoothly and professionally. NorthStar sent six ambulances with approximately 20 paramedics and EMTs to help with the emergency response.

EMT of the Year

NorthStar employee of the year is paramedic Stan Wilcox of Weld, who over 11 years has advanced through the licensure levels and worked at all NorthStar bases. Wilcox was cited for his management roles, his participation on several NorthStar and hospital committees, his training and precepting roles, and his consistently exceptional patient care. A former recipient of the *Above & Beyond* award, Wilcox is a dedicated family man with a great sense of humor and an unfailingly positive attitude.

Opposite: Stan Wilcox of Weld is NorthStar's EMT of the Year.



Evergreen Behavioral Services

Evergreen Behavioral Services provides 24/7 emergency mental health response and community outreach services in Greater Franklin County. Its crisis team helps both children and adults stabilize a crisis by tailoring interventions to the person's unique needs, strengths, and situation.



Consumer Council

Evergreen Behavioral Services launched a Consumer Council to assist the organization in gaining a client's perspective on the delivery of care. The mission of the council is to improve the access, treatment, and safety of individuals served by the emergency mental health response program by way of consumer input and recommendation. Jenifer Chretien, chair of the council, will lead the group in activities that include: exploring and evaluating the use of evidenced-based practice models that could be introduced to the program; identifying gaps in service delivery; assisting in the development of outreach efforts; and developing a peer support program.

Ride-along Program

The Evergreen Behavioral Services crisis program has collaborated with local law enforcement to establish a ride-along program. Emergency mental health staff are available to ride with local law enforcement to assist in dealing with individuals who may have mental health issues. Chief Peck of the Farmington Police Department and former Chief Reynolds of the Wilton Police Department developed an initiative between mental health workers and law enforcement officers so that each better understands the other's role concerning public safety, with sensitivity for individuals affected by mental health illnesses. Future plans include outreach efforts for mentally ill individuals who get in trouble with the law due to their behavioral issues.

Western Maine Crisis Services Consortium

Evergreen has joined the Western Maine Crisis Services Consortium, a group of mental health agencies focused on providing mental health crisis response services for Central Maine. This consortium, which also includes Tri-County Mental Health Services, Oxford County Mental Health Services, Rumford Group Homes, and St. Mary's Regional Medical Center, works toward the goal of gaining cost efficiencies through centralizing some administrative functions, while promoting consistent and quality crisis response services throughout the region.

Opposite: Patrolman Darin Gilbert with crisis counselors Erin Bishop, MHRT/CSP and Adam Coulon, MHRT/CSP.



Healthy Community Coalition

The mission of Healthy Community Coalition of Greater Franklin County is to measurably improve the well-being of all people using a coordinated public health approach of education, health promotion, and outreach. It offers health screenings, health information, programs, and events that prevent disease and improve quality of life. Its community outreach efforts appear in every town and corner of the region.



Outreach

In the past year, more than 7,500 individuals benefited from the outreach activities of Healthy Community Coalition, with many seeking services on the mobile health unit where ScoreHealth risk appraisals are routinely offered. This service includes a blood pressure and cholesterol check and individualized health education. Additional outreach events held at businesses, community events, and on the mobile health unit included bone density screenings, flu immunizations, clinical breast exams, and education on the prevention of substance abuse and the benefits of physical activity and good nutrition, as well as education on the prevention of breast, cervical, colon, lung, prostate, and skin cancer.

Mapping Our Footsteps

Staff has worked directly with over 200 youth and adults from eight communities to map more than 30 non-motorized trails, take photos, and write trail descriptions as part of the *Mapping Our Footsteps* project funded by the Environmental Funders Network Quality of Place initiative. This endeavor was born out of the Community Health Visioning that identified a community need to engage more youth in positive recreational opportunities. The mapped trails are added to a growing database of four-season trails found on the *Maine Trail Finder* Web site so that others can follow in the footsteps of these young GIS pioneers and ensure that the trails are not lost for generations to follow.

Staff Recognition

Breast and Cancer Prevention Coordinator Jennifer McCormack, RN, BSN, MBA, was one of three recipients to receive the Maine Breast Health Leadership Award presented at the annual Silver Tea hosted by then First Lady Karen Baldacci. Awards are presented annually during the month of October to recognize Maine residents who have made exceptional contributions to promoting breast health, and/or working toward the elimination of the disease at the national, state, or local level.

Program Coordinator Nicole Ditata, MCHES, was among the first individuals nationwide to earn certification as a Master Certified Health Education Specialist. This newly created advanced level certification is awarded by the National Commission for Health Education Credentialing and is considered a milestone in an individual's professional development and a testament to the individual's commitment to continuous improvement in the health education profession.

Executive Director Heather Davis, MPH, participated in the Maine Association of Nonprofit's 2011 Leadership Institute. Davis was one of 20 applicants selected for the eight-month program. The Institute was created for executive directors who work in economically depressed areas, and fosters the development of essential skills nonprofit leaders need to capture creative opportunities to effectively meet their missions.

Opposite: Sherra Osgood, HCC program coordinator, checks a gentleman's blood pressure at the Wilton Blueberry Festival.

Medical Arts Center

A 13,500 square-foot medical arts center is being built in Livermore Falls that will bring together personnel and services currently provided at Franklin Health Livermore Falls Family Practice on Union Street and at Franklin Memorial Hospital Outpatient Services on Main Street. Planning began more than two years ago after an inclusive long-range community visioning process determined a need to construct a new health center in a prominent Livermore Falls location.

Aesthetic considerations played a role in the planning of the facility. The center will be one story with a brick front that resembles a multi-story complex so that it blends in with the existing downtown architecture that features distinctive brick façades and multiple stories.

Recognizing the value of the project and new facility to the Livermore Falls downtown area, FCHN has sought community input in all aspects of planning and decision making, including its name.



From left clockwise:

Community members involved in the planning process take part in the ground-breaking ceremony on July 27. From left: Dr. Wil Eastman, Darryl Brown, Dr. Michael Rowland, Jef Howell, Rebecca Ryder, Joseph Bujold, Kevin Bunker, Rhonda Wiles-Rosell, and Kristal Flagg.

Joseph Bujold, board chair, addresses an enthusiastic gathering of staff, town officials, physicians, and community members.

Donor Spotlight

In the past 25 years, the Williamson and Livermore Falls Lodges of the Independent Order of Odd Fellows have donated an astounding \$425,000 to Franklin Memorial Hospital and Franklin Community Health Network. They represent a congenial and generous group of men whose interest in serving their communities is unceasing.

In 2002, a \$75,000 pledge toward the Ben Franklin Center Library in the new west wing represented then, the largest single gift in the lodges' history. It was surpassed in 2006 with a \$200,000 endowment to the library to ensure enhanced and increasing resources for years to come for the health care professionals, patients, and public who use it.

The Ben Franklin Center Library, which is the only medical library for many miles around, will stand as a lasting monument in this community to the charitable men who have carried on the good work of their fraternal order.

The charitable gifts of our friends and neighbors support the work and vision of Franklin Community Health Network. Donor acknowledgement of all gifts received between July 1, 2010 and June 30, 2011 can be viewed on our Web site at www.fchn.org/support.



“ We are proud of our commitment to service in the community. The Ben Franklin Center Library is available to anyone in the community who may need information. We're so happy to be a part of making this service even better.”

Lawrence Wilbur, Noble Grand,
Williamson Lodge No. 20

From left front: Bernal Allen, Lawrence Wilbur, Paul Washburn. Back: Raymond Tilton, Relland O'Donal, Elmon Dyar, Bernal Wilkins, and Herbert Mosher. Absent from photo are Ben Welch and Gene Judkins.

Franklin Community Health Leadership Award

Each year, Franklin Community Health Network presents the Community Health Leadership Award to an individual who has worked to improve the health of his or her community and its members. Through the award, FCHN recognizes the unsung heroes who work to ensure that those around them achieve their greatest health potential.

“I get great satisfaction providing people with information that helps them perform their job better, manage their health, or just pursue an interest.”

Emily Scribner



Emily Scribner

During Emily Scribner's 18 years of service at Franklin Memorial Hospital, she grew a small library to a beautiful medical library in the Ben Franklin Center. This was a transition from a small article and book library to an electronic research center with networking capability throughout the world. Working tirelessly behind the scenes, her work was a reflection of her dedication to education; she shined as a patient advocate and helped mold hundreds of future caregivers every day with her ability to support medical and nursing students with their learning needs. Among her many achievements was her ability to receive grants to improve education for providers, nurses, students, and the community.

Franklin Community Health Network and Subsidiaries Unaudited Consolidated Statement of Operations Fiscal Year Ended June 30, 2011

Financial Highlights

- Operating gain of \$1.33 million for fiscal year ended June 30, 2011
- Committed \$3.561 million from operations toward capital projects and equipment during the year
- Provided \$6,857,651 of charity care to patients of Franklin Memorial Hospital
- Provided \$53 million of salaries and benefits for the local economy employing over 850 individuals
- Network friends provided \$162,211 in donations.

Patient Services Amount Billed.....	169,252,511
Less amounts not received from Medicare, MaineCare and other insurance companies.....	75,504,541
Less amounts not received because of the Network's commitment to access for all.....	6,857,651
Net Patient Services Revenue Received.....	\$86,890,319
 Other Operating Revenue.....	 3,522,638
Net Revenue.....	\$90,412,957
 Total Operating Expenses.....	 89,101,235
Net Bottom Line From Operations.....	\$1,311,722
 Other Nonoperating Gains.....	 1,880,209
 Gain from Operating the Network.....	 \$3,191,931

Our Leadership

Franklin Community Health Network and Franklin Memorial Hospital Board

Connie Adler, MD

Ron Aseltine

Darryl Brown

Joseph Bujold, *Chair*

Sheena Bunnell, PhD

Wil Eastman, MD

Gilly Hitchcock

Jef Howell, *Treasurer*

David Hyde, DO,
Secretary

Robert O'Reilly, DO,
President of Medical Staff

Peter Judkins

Rebecca Ryder,
President/CEO

Tom Saviello, PhD

Shannon Smith,
President FMH Auxiliary

Meredith Tipton, PhD

Carol Timberlake,
Vice Chair

Tim Wallace

Doug Walrath

Waine Whittier

Franklin Memorial Hospital Medical Staff Executive Committee

Tara Aumand, MD
*Chief of Maternal Child
Health Services*

Pamela Ernest, RN,
BSN, MSB, *Chief
Nursing Officer (ex-
officio member)*

David Hyde, DO
*Medical Director (ex-
officio member), Past
Medical Staff President*

Larry Labul, DO
*Chief of Adult Medicine
Services*

James Lancaster, MD
*Chief of Surgical
Services*

G. Thomas Marshall, MD
Secretary/Treasurer

Michele McCormick, MD
President-elect

Robert O'Reilly, DO
Medical Staff President

Rebecca Ryder
*President/CEO (ex-officio
member)*

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Emma Ansara, FNP

Mary Dexter, RN

Randy Easter

Chris Farmer

Patricia Flint, *Secretary*

Kelly Green

Tracy Harty

Betsey Hyde

Chris Kraus

Scott Landry

Eleesa Marnagh, MPH

Maurice Martin, PhD, MED

Sara Mulvey

Gary Perlson

Arthur Perry, *Treasurer*

David Robie

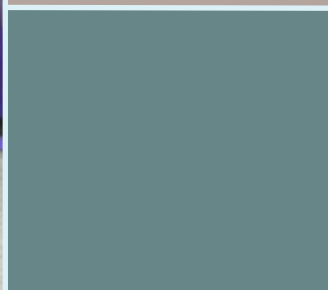
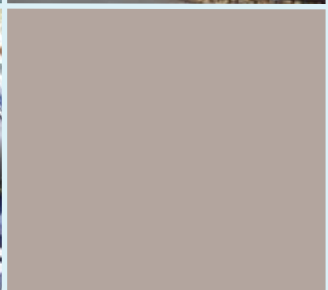
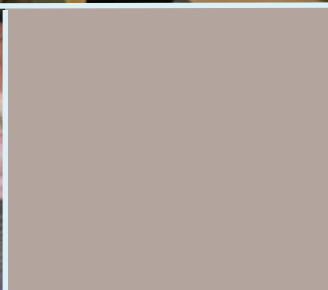
Rebecca Ryder,
President/CEO

Kawika Thompson, *Chair*

Judy Upham, *Vice Chair*

Allen Wicken

Healthy Community Coalition Board



Franklin Community Health Network

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800-398-6031 (in Maine)

www.fchn.org