

caring



innovation



excellence



pride



*Franklin* Community Health Network

2008 / 2009 Annual Report

## A Message from the President

CARING...INNOVATION...PRIDE...EXCELLENCE...these are the values of Franklin Community Health Network, Franklin Memorial Hospital, Franklin Health, Healthy Community Coalition, and Evergreen Behavioral Services. These values continue to frame our mission of working collaboratively with others in the community to achieve the highest level of wellness possible for the people of West Central Maine.

I am honored to have been selected by the Board of Directors to serve as the new President and Chief Executive Officer of Franklin Community Health Network, where dedicated and exceptional staff and physicians assure high-quality care for our patients and families. I began my tenure in this role in January 2009, following in the footsteps of Richard Batt who provided visionary leadership to the network for more than 15 years. I am committed to continuing and enhancing the dedicated work of Mr. Batt as we move forward to meet the health care challenges of the future.

You will find in this year's annual report many examples of how FCHN continues to meet the health and wellness needs in the communities we serve. It is a privilege for me to share with you some of the highlights from our last fiscal year:

- Patient safety improvements such as rapid response teams and a patient safe handling program;
- Health and wellness service expansion for breast and cervical health screening by the Healthy Community Coalition;
- Partnership arrangement with Tufts University School of Medicine and Maine Medical Center to be a teaching site for medical students;
- Opening of the Evergreen Child Development Center to care for children with autism, Asperger's syndrome, and other developmental and behavioral concerns;
- New physicians and other medical providers recruited for greater access to pediatric care, primary care service expansion in the Livermore Falls area, and the establishment of dermatology care for this area;
- State-of-the-art diagnostic and clinical systems investments including eICU and an electronic bedside medication documentation and verification system; and
- National recognition for nursing and laboratory excellence and advancements in health care information technology.

Our successes have been major accomplishments for the organization at a time when health care is facing a crisis at the national, state, and local levels. FCHN has seen a dramatic increase in the needs of patients and families who have no financial resources to meet their health care needs. Meeting the needs of uninsured and underinsured individuals in Franklin County has caused a significant increase in the hospital's charity care and bad debt. To offset these expenses, we have had to implement cost-saving measures during the past year. As a result of the hard work and dedication of our staff, we have been able to meet patient care needs while sustaining the financial stability of the organization. During these difficult economic times, we continue to be dedicated to providing care to those in need.

I want to recognize and thank all who have made this hospital and health system so successful: our outstanding physicians, caring nurses, dedicated employees, skilled managers, outstanding senior leadership team, generous volunteers, contributors, involved community members who give back to the community their time and talent to serve as board and committee members, the supportive members of the Auxiliary, those who serve as vendors and suppliers, and our many friends in the community-at-large. Franklin Community Health Network continues to be a resource that belongs to the community because of everyone's commitment and dedication to its success.



Rebecca Ryder  
President & Chief Executive Officer  
Franklin Community Health Network





# Franklin Memorial Hospital

Franklin Memorial Hospital is a progressive, friendly, not-for-profit community general 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 in West Central Maine.



## Rapid Response Teams

Franklin Memorial Hospital implemented a rapid response team to improve inpatient outcomes by providing a means for rapid and timely intervention of a declining patient. Staff or family members who are concerned about a patient's condition, as well as the patient himself may summon the team, which includes the attending nurse, a nurse with advanced critical life support certification, a hospitalist, and other specialists such as a respiratory therapist. Once summoned the team assesses the patient's condition, implements interventions via established protocols, and recommends further actions in collaboration with the patient's physician.

## Safe Patient Handling

At Franklin Memorial Hospital, safe patient lifting is a safety priority for caregivers and patients alike. This year the hospital started a patient and staff injury prevention program using mechanical lifts and positioning aids to move its patients. These devices provide a more secure process for lifting, transferring, or repositioning patients, and benefit the patients as well as the health care providers. The program includes an extensive staff orientation and training program and on-going monitoring of usage. Manual lifting and transferring of patients are the most commonly reported causes of injury among health care workers.

## Medical School Partnership

Franklin Memorial Hospital is one of three rural hospitals in Maine selected to partner with prestigious Tufts University School of Medicine and Maine Medical Center to become a teaching site for medical students. The partnership is aimed at addressing the severe shortage of physicians in Maine. The students will spend their first two years at Tufts with rotations in Maine, then transition to Maine Medical Center for their third year of medical school. During this third year, students training at Franklin Memorial will focus on rural and small-town practice. The program will start during the summer of 2011, with preceptor sessions in August and in spring 2010 at Franklin Memorial Hospital.



## Caregiver of the Year

Medical librarian Emily Scribner was named the hospital's caregiver of the year, an annual award that honors a caregiver who on a daily basis demonstrates extraordinary commitment to the delivery of care to patients and their families. Scribner performs everyday behind-the-scenes work as a reflection of her dedication to education, shining as a patient advocate and helping to mold our future caregivers with her ability to support medical and nursing students with their learning needs.

## Most Wired

Franklin Memorial Hospital was named among the nation's most wired hospitals in the "Top 25 Most Improved" category, according to the results of the 2009 Most Wired Survey Benchmarking Study released in the July issue of Hospitals & Health Networks, a journal of the American Hospital Association. Out of over 5,700 hospitals across the country, more than 1,300 were considered for the award. Franklin Memorial was one of just two hospitals in Maine to be recognized by the "Most Wired" organization this year.



## Nursing Excellence

Two poster presentations submitted by our nurses were selected and featured at a statewide nursing conference, sponsored by Maine Nurse Executives in collaboration with the Maine Hospital Association. "Freedom From Falls," a collaboration by Bethany Giberson, RNC; Jan Bell, RN; and Miriah McKenna RN, CCRN; and "A Day in the Age of Labor Pain Management" by Phoebe Howard, RN; represented best-practice initiatives undertaken at Franklin Memorial Hospital.



## Franklin eICU

Franklin Memorial continues to invest in state-of-the-art diagnostic and clinical systems in order to provide the highest quality care for our community. With eICU technology that was implemented last October, patients being cared for in the hospital's ICU are now linked with MaineHealth VitalNetwork's critical care team of intensivists and critical care nurses at its center in Portland. The new technology provides electronic monitoring of patient conditions around the clock and allows our providers to collaborate with a second team of critical care specialists.

## Medication Safety

Nursing, clinical documentation, information systems, and pharmacy worked collaboratively to implement an electronic medication administration record and bedside medication verification. An electronic medication administration record ensures that all of the medications that are administered to a patient are documented in the computer; while, bedside medication verification ensures that a nurse administering medication has the correct – patient, drug, dosage, route, time, and documentation – by scanning barcodes on the patient's identification band along with barcodes on the medication.



# Franklin Health

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

## Online Ordering of Prescription Refills

Most of these medical practices now offer their patients the convenience of online ordering of prescription refills. Patients provide required information such as name, date of birth, doctor, pharmacy, and medication name and dosage; this secure information then goes to the medical practice, where staff complete the process. Patients receive a confirmation message when the request is received by the medical practice and when the prescription is sent to the pharmacy. Patients also receive a message if their request is invalid for any reason.

## Franklin Health Dermatology

Franklin Health Dermatology recently opened; it is the first ever dermatology-only medical practice in Franklin County. It is a service that the community has requested for quite some time through the health visioning process. Franklin Health Dermatology offers treatment for a full range of dermatological conditions affecting all ages. State-of-the-art dermatological services are offered including: biopsies, treatment of pre-cancerous lesions, removal of skin cancer and benign growths, skin patch testing, narrow band ultraviolet light therapy, cryosurgery and electrocautery, and steroid injections. Cosmetic procedures are also available.

## This year Franklin Health welcomed:



### Michele McCormick, MD

Dr. McCormick is a board-certified pediatrician who received her medical degree from the Medical University of South Carolina, before completing her residency at Duke University Medical Center in North Carolina. She is a Fellow of the American Academy of Pediatrics and a Diplomate of the American Board of Pediatrics.



### Michael Rowland, MD, MPH

Dr. Rowland received his medical degree from Tufts University and postgraduate training at the Maine-Dartmouth Family Medicine Residency. He later received a master's degree in public health from Harvard School of Public Health. Dr. Rowland is board-certified in both family medicine and occupational medicine.



### Mary Dunlap, FNP

Mary Dunlap received her bachelor's degree in nursing from Cornell University School of Nursing and her master's degree in nursing from the University of Southern Maine. She later received an advanced nurse practitioner degree in family and adult practice from Simmons College.



### Joshua Sparling, MD, FAAD

Dr. Sparling is board-certified and a Fellow of the American Academy of Dermatology. He received his medical degree at Dartmouth Medical School and later completed his residency in dermatology at Walter Reed Army Medical Center. Most recently Dr. Sparling served as the sole dermatologist at the Guthrie Ambulatory Health Clinic in Fort Drum, New York, where he provided surgical and medical dermatology services for all active duty soldiers and their dependents.



# NorthStar

The mission of NorthStar is to adhere to the highest standards of respectful patient care, engage in positive community activities, and to exercise good stewardship with existing resources in the pursuit of excellence. With support from all the towns and counties in the 2,800 square miles of its service area, NorthStar is committed to the highest standards of patient care, professionalism of its staff, and state-of-the-art equipment.



Carol Pillsbury is  
NorthStar's EMT  
of the Year.

## HeartSafe Community

Continuing leadership by NorthStar in automatic external defibrillator (AED) placements, heart and stroke education, and first responder networking qualified the region as a HeartSafe community at the gold level for the third consecutive year.



## Strategic Emergency Response

With its five strategically-based locations, NorthStar combines the power and strength of a regional organization with the response, in patient care and in community service, of a local ambulance service. NorthStar responds to more than 5,300 calls per year and gives thousands of hours of community activities, such as: the house call program, Operation Santa Claus, LifeLine, CPR classes, blood pressure checks, bike safety events, wilderness rescues, and stand-by at school athletic events.



# Healthy Community Coalition

Healthy Community Coalition is one of the oldest and largest community-based health coalitions in the country. Its qualified public health professionals work with the community and area providers to measurably improve the health and well-being of all people in Franklin County and neighboring towns, using a coordinated approach. Among the services Healthy Community Coalition provides are health screenings, health promotion, and health education; outreach via the mobile health unit; and worksite wellness programs for area businesses.



## Health Screening and Outreach

During the last year 3,731 health screenings were conducted at community events, clinics, and on the mobile health unit. The new mobile health unit, with the addition of a second counseling space and a client receiving area, increases the capacity to see more clients. It also features digital media equipment that enhances the ability to offer educational encounters through a variety of venues. This year mobile outreach was expanded to reach residents in the most southern part of our service area, as well as northern Franklin County.

## Breast and Cervical Health / Bone Density Outreach

More than 3,800 breast and cervical health educational contacts and 283 bone density screenings were conducted at local businesses, community events, and on the mobile health unit. Additionally, clinicians aboard the mobile health unit provided free clinical breast exams; and three screening days were offered at Franklin Memorial Hospital and at Rangeley Regional Health Center with 43 women receiving a physical and mammogram.

## A Roving Media Platform

The available media platforms on the mobile health unit are the single greatest advancement in public health outreach that Healthy Community Coalition could hope to have. With a video screen outside on the side of the unit, people can view a video in passing. The interior is outfitted with a media center in the waiting area designed to utilize many different forms of technology including computers, DVDs, digital TV, and other video interfaces. These media forms provide educational entertainment to those waiting for health screenings. The two clinical stations in the unit allow for mounted computers so clinical interventions such as ScoreHealth, bone density screenings, and prescription assistance can take place.



# Evergreen Behavioral Services

Evergreen Behavioral Services provides comprehensive mental health services including outpatient services, substance abuse services, eating disorders treatment, crisis services, an employee assistance program, and services for Crossroads Regional School, an alternative day treatment program for children who have serious emotional and behavioral problems. Its newest program, the Evergreen Child Development Center, promotes the optimal development and abilities of children and adolescents with a wide range of developmental and behavioral concerns, including autism spectrum disorders, Asperger's syndrome, ADHD, and difficulties with learning and school performance.



## Mental Health in the Primary Care setting

Psychiatrists Dr. Art Dingley and Dr. Lourdes Soto-Moreno have taken the lead in coordinating care with primary care providers, and this year social workers Mary Small, LCSW, began providing psychiatric counseling and medication management at Franklin Health Women's Care and Roslie Deri, LCSW, is working at Franklin Health Wilton Family Practice. Studies have proven far better results in treating chronic diseases when mental health treatment is combined with primary care treatment. When these disciplines work together toward a plan of healing, the outcome includes improved lifestyle and better coping skills for the patient. In the coming year, Evergreen Behavioral Services is looking forward to utilizing the electronic medical record in coordinating care for patients from Evergreen and Franklin Health.

## Improving Care for Children with Developmental Issues

Evergreen received a Maine Health Access Foundation grant for its clinicians to work with pediatricians coordinating care for children with developmental issues including autism spectrum disorders. The grant provided the funding to develop and implement an early screening tool to better identify significant developmental issues in children during the well-baby visit. When issues, including autism, are identified early in children, intensive treatment can make a critical difference in their development. The grant has also allowed the program to coordinate services with schools and other community resources toward developing a comprehensive approach in working with children and families.

## Improved Coordination of Services

Evergreen works collaboratively with the emergency department and medical/surgical floor at Franklin Memorial Hospital to coordinate care for patients with dual medical and mental health disorders. Evergreen has additionally worked toward formal collaborations with mental health resources in the tri-county area focused on the development and implementation of a regionalized system of care that includes systems and protocols to better coordinate services and fill gaps for individuals who would have fallen through the cracks of service.

## Donor Spotlight

A year after losing his wife Martha to breast cancer, Peter Webber started the Martha B. Webber Cancer Awareness Fund and then in 2005, deciding to take further action in her memory, he planted a seed for the future by funding an endowment for the Martha B. Webber Breast Care Center.

In 2008, the Martha B. Webber Breast Care Center moved from the hospital to a bright, welcoming space in the Franklin Health Medical Arts Center. This would not have been possible without the collaboration of many individuals and organizations, including the Maine Cancer Foundation, Sugarloaf USA and the Sugarloaf Charitable Trust which, along with Peter Webber, shared a conviction that today's investments are tomorrow's programs and services.



Kate Punderson, Peter and Martha's daughter, addresses donors and others who attended the dedication of the Martha B. Webber Breast Care Center in October 2008.

## Franklin Community Health Network and Subsidiaries Unaudited Consolidated Statement of Operations Fiscal Year Ended June 30, 2009

### Financial Highlights

- Operating gain of \$1.3 million for fiscal year ended June 30, 2009
- Committed \$1.7 million towards capital projects and equipment during the year
- Provided \$3,626,662 of charity care to patients of Franklin Memorial Hospital
- Provided \$48.4 million of salaries and benefits for the local economy employing over 800 individuals

|   |                   |
|---|-------------------|
| Patient Services Amount Billed.....   | 160,842,651       |
| Less amounts not received from Medicare, MaineCare and other<br>insurance companies ..... | 76,056,567        |
| Less amounts not received because of the Network's commitment to access for all.....      | 3,626,662         |
| <b>Net Patient Services Revenue Received .....</b>  | <b>81,159,422</b> |
| <br>Other Operating Revenue .....   | <br>3,631,426     |
| <b>Net Revenue.....</b>   | <b>84,790,848</b> |
| <br>Total Operating Expenses .....  | <br>83,423,431    |
| <b>Net Bottom Line From Operations .....</b>  | <b>1,367,417</b>  |
| <br>Donations from Network Friends.....   | <br>70,680        |
| Other Nonoperating Gains.....   | 16,283            |
| <b>Gain from Operating the Network.....</b>   | <b>1,454,380</b>  |

# Our Leadership

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*Vice President for Medical  
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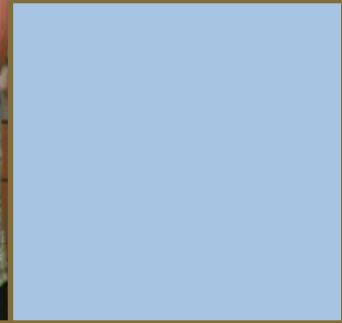
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