



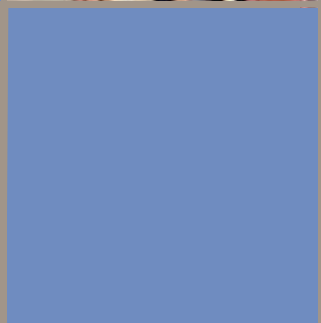
caring



innovation



excellence



pride



Franklin Community Health Network

2009 / 2010 Annual Report

A Message from the President

In the eighty-one years since Franklin Memorial Hospital (FMH) was founded, the only constant has been change. The hospital started as a vision by a small group of dedicated community leaders who spent ten years planning for a facility in Franklin County. That vision led to the building of a hospital in 1929. Today, we have evolved into a strong health system that has grown exponentially in the range and sophistication of services and programs offered in the area, while integrating community collaboration in our care delivery model. From a staff of a few doctors and other health care professionals in the early years, we have now grown to a medical staff of approximately 200 and a total health system staff of more than 900 individuals. Over the years, the technology and procedures available in the community have changed significantly more than could have been imagined a generation ago.

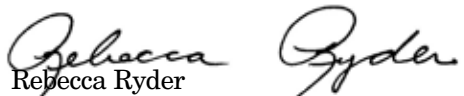
Even with such dramatic change, the health system today is very much like FMH of 25, 50 or 75 years ago in that it continues to be a community-owned, locally managed, not-for-profit community asset. Active community members continue to give their time and talent by serving on the various health system boards, committees, and advisory groups. Franklin Community Health Network continues to have its legacy of annual meetings where corporators come together to focus on the accomplishments and needs of the organization. The Board of Directors of Franklin Community Health Network continues to provide governance oversight with the goal of assuring the long-term stability and success of the organization so that the needs of our citizens are met.

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

- The addition of new physicians and other medical providers allowing greater access to cardiac, pulmonary, surgical and cancer care;
- The installation of state-of-the art diagnostic technology with the addition of a new nuclear medicine camera in the radiology department;
- Advancements in the adoption of clinical information systems with the system-wide implementation of an electronic health record in physician practices of Franklin Memorial Hospital; and
- Expansion of community wellness outreach for youth and adults.

During the past fiscal year Congress enacted sweeping national health care reform legislation. This legislation outlines a ten-year plan to transition health care from an illness-focused to a wellness and preventive-focused delivery system. The long-term impact of this transition on hospitals across the country is still unclear, but we do know that there will be increased requirements to improve the quality of health care while reducing costs of services delivered. Providers of health care will be challenged by declining reimbursement for services, increased demand for care, and an ongoing shortage of health care providers. With its long history of quality care, wellness and preventive initiatives, and exceptional physician and other health care personnel, FCHN is prepared to embrace the transition envisioned in health care reform.

I would like to extend my sincere appreciation to the hospital and health system employees, physicians, volunteers, and community members whose hard work and dedication makes our organization successful. As we move ahead, Franklin Community Health Network will continue to focus on improving quality, assuring access to care, and promoting a healthy, vibrant community for future generations.


Rebecca Ryder
President & Chief Executive Officer
Franklin Community Health Network





Franklin Memorial Hospital

Franklin Memorial Hospital is a progressive, high-quality, 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 within its service area.



New Providers

Demand for outpatient specialty services continues to grow and this past year cost-effective collaborations with neighboring medical centers added five providers to the medical staff. They include: Brooke Ritvo, MD, a cardiologist who specializes in electrophysiology; Joe Sala, PA-C, a pacemaker and implantable cardiac device specialist; Neil Duval, MD, a pulmonologist; Abderrahim Khomani, MD, a medical oncologist/hematologist; and Jamie Bell, PA-C, a physician assistant specializing in hematology and cancer care.

Additionally, Rodney Sparks, MD, joined the emergency department and Thomas Ryan, DO, provides inpatient hospital care.

HealthInfoNet

Since August, 15 hospitals – including Franklin Memorial Hospital – and more than 2,000 health care providers in Maine now have access to a new consolidated electronic health record made possible by HealthInfoNet that contains critical information drawn from records that have traditionally been separately maintained in physician practices, hospitals, and other settings. Armed with more complete and timely information about a patient, clinicians can provide better quality care and improve the coordination of care, particularly for those patients who see several providers and receive care in more than one community or care setting.

Doctor of Nursing Practice

Daisy Goodman, DNP, WHNP, a certified nurse practitioner/midwife who specializes in women's health and obstetrics has received her doctor of nursing practice degree from Massachusetts General Hospital's Institute for Health Professions, becoming the first nurse network-wide to earn this advanced degree. Goodman, who practices at Franklin Health Women's Care, focused her doctoral work on the evidence-based care of pregnant women with opioid dependency in the rural hospital setting.



Nuclear Medicine Camera Added

Franklin Memorial is committed to providing diagnostic equipment that will give results physicians need quickly and accurately. A new nuclear medicine camera imaging system – ideal for the early detection and staging of cancer, heart disease, and other hard-to-diagnose disorders – was added this past year to an already robust suite of services available in the radiology department. With the second nuclear medicine camera in place, wait times for appointments, total examination times, and costs have all been reduced, while at the same time improving patient outcomes.

Electronic Medical Records

Medical practices completed the transition to an electronic medical record (EMR) through the system eClinicalWorks. The computerized system provides 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. Electronic reminders and prompts also alert providers to preventive care, such as when a patient should have a colonoscopy, get a flu shot, or get certain lab tests.





Infection Control

The hospital bolstered its efforts to prevent the spread of the flu and other infections by adding respiratory hygiene stations to its entrances, waiting areas, and corridors, and its Franklin Health medical practices. The stations hold hand sanitizer, tissues, and facemasks along with a visual reminder to cover your cough. In addition, housekeeping staff sanitize high touch surfaces in the hospital – such as door knobs, hand railings, and elevator buttons – at least twice a day in addition to their regular daily cleaning. Signs urging patients to ask health care personnel if they have cleaned their hands, along with the bold message that clean hands save lives have also been added.

Patient IV Safety

In January, the hospital converted to IV smart pumps to improve patient safety and prevent adverse drug events through advanced electronics. A professional practice council that included nurses, pharmacists, and support staff researched and trialed many pumps to find to one that would be best for our patients. Smart infusion pumps add a line of defense at the bedside against medication errors by ensuring that the right medication and dose goes to the right patient every time. Another safety feature of the pumps is drug libraries that reduce medication errors by eliminating the need for nurses to manually enter commonly used drugs and dosage rates.



*Clockwise from top left:
Leslie Tainter, CNMT, Nuclear Medicine Technologist;
Pam Hadley, RN, Infection Control Coordinator and
Gerald Cayer, FCHN Executive Vice President; BJ Moulton,
RN; and Jay Naliboff, MD, Franklin Health Medical Director.*

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, 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.

Medical Arts Center Fire

In the aftermath of a fire at the Franklin Health Medical Arts Center in January, hospital administrators and other staff served on impact teams to address issues such as relocating services, cleanup, security, and planning for repair. After these short-term actions for continued services were in place, the focus turned to restoration of services in the west wing, which reopened just eight days later. However, water and smoke damage to the east wing of the building—namely the urology, general surgery and pediatrics offices—was extensive. Reconstruction began immediately and medical practices reoccupied their offices in September.

Child & Adolescent Developmental Pediatrics

On April 1, an organizational change took place as Evergreen Child Development Center became part of Franklin Memorial Hospital and its Franklin Health medical practices. Now named Franklin Health Child & Adolescent Developmental Pediatrics, the practice 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.

This year Franklin Health welcomed:



Isaac Ball, PA-C

Isaac Ball received his master's degree in physician assistant studies from the University of New England. While there he completed clinical rotations in orthopaedics: assisting in pre-, intra- and post-operative care of orthopaedic patients. Before attending the University of New England, Ball worked as a physical therapy aide, assisting in the management of patient rehabilitation.

Shane Lydon, MD, FACS

Dr. Lydon completed a fellowship in general surgery at Johns Hopkins Hospital in Baltimore and his residency in general surgery at Case Western Reserve University in Cleveland. Dr. Lydon received his medical degree at Royal College of Surgeons in Dublin, Ireland. Dr. Lydon has been practicing medicine since 1994, most recently at Penobscot Bay Medical Center in Rockport.

Calli Meader, PA-C

Calli Meader received her master's degree in physician assistant studies from the University of New England. While there she completed two clinical rotations with medical staff from Franklin Health, Dr. Lorien Batt and physician assistant David Huish. Meader grew up in the area and graduated from Mt. Blue High School.



NorthStar

NorthStar, the regional ambulance service for Greater Franklin County, celebrates its fifth birthday this year. As part of the Franklin Community Health Network family, NorthStar's 75 EMS professionals follow its mission of respectful patient care, positive community activities, good stewardship of resources and excellent patient care. This mission is evident throughout NorthStar's operations with 5,000 calls a year to the 71 communities over the 2,800 square miles it proudly serves. With state-of-the-art equipment and modern ambulances, the service is ready, responsive and reliable.





Community Service

NorthStar crews are involved in more than 3,500 hours of community service each year. CPR trainings, bicycle safety rodeos, presentations at area schools, fire scene support, 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 area.

EMT of the Year

NorthStar employee of the year Dennis Kerrigan, WNREMT-P, demonstrates an unfailingly positive attitude, passion, energy, humor, intensity, and excellence. Whether at the patient's side or leading training and education programs, his wealth of knowledge and great bedside expertise are always evident. A dedicated family man and a great mentor, he is willing to do anything for the benefit of NorthStar or EMS in general. He is great role model for all of us.





Healthy Community Coalition

Healthy Community Coalition, founded in 1989, is one of the oldest health coalitions in the country. Its mission is to measurably improve the health and well-being of all people in Greater Franklin County using a coordinated approach of education, health promotion, and outreach. With its qualified staff of public health professionals, Healthy Community Coalition offers health screenings, health information, and programs and events to support healthy lifestyles 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 8,000 individuals benefited from the outreach activities of the Coalition with 3,572 seeking services on the mobile health unit, where health risk appraisals (HRAs) are routinely offered. HRAs include a blood pressure and cholesterol check and individualized health education. Additional outreach events were held throughout the region such as: bone density screenings, flu and H1N1 immunizations, free clinical breast exams, and education on the prevention of breast, cervical, colon, lung, prostate, and/or skin cancer.

Worksite Wellness

More and more local businesses are placing a high priority on promoting good health for their employees. Healthy Community Coalition expanded its worksite wellness program by providing comprehensive worksite wellness activities at 27 area businesses – reaching 1,395 employees. Staff provide health risk assessments, blood pressure and cholesterol screenings, lifestyle counseling, lunch and learns, and educational campaigns that engage employers and employees to be active advocates for their own wellness.

Youth Opportunities

Approximately 120 students participated in the *CUT the Habit* student film project, working in school-based groups for the past two years to produce 24 short films with a creative anti-tobacco message. All films were featured at a film festival in March and DVDs of the top three winning videos have been distributed to local schools, community groups, and movie rental stores.

More than 50 students participated in the 10th annual youth summit, titled *Celebrating a Decade of Youth Empowerment*. Students were taught the basics of creating short videos and print and radio public service announcements in order to implement a media campaign to raise awareness of the consequences of substance abuse.



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.



New Models of Care

Evergreen has spent much of the year participating on committees focused on statewide reforms of the mental health system. Improvements to better integrate mental health services into primary care – with treatments that are patient and family focused – are needed. With this being a center of attention, Evergreen now provides psychiatric consultations at DFD Russell Medical Centers located in Leeds, Turner, and Monmouth; and, Swift River Health Care in Rumford remains a site where Evergreen provides mental health services. Evergreen is exploring ways to incorporate these two primary care approaches into the Franklin Health practice model.

Emergency Mental Health

The Emergency Mental Health team continues to work with the Maine Department of Mental Health to ensure access to individuals in crisis – outside of the emergency department. The team evaluated patient flow, use, and volume and has been successful in triaging appropriate individuals for services to an outpatient or mobile setting. This initiative has provided improved cost efficiencies for the state, while improving care for the patient in a safe, comfortable, and confidential surrounding. The team has also been involved in the CAL-ME grant (Caring about Lives in Maine), which coordinates efforts among schools and providers to prevent teen suicide, in addition to collaborating with the University of Maine at Farmington to establish procedures and protocol for responding to crises on campus.

Crossroads School

The Crossroads Regional School is an alternative day treatment program for middle and high school children who have serious emotional and behavioral problems. Located at Jay High School, it continues success with a growing enrollment of middle and high school students. The school uses an individualized curriculum, alternative methods for earning credit, and a very small staff-to-student ratio to prepare students for the future. Coordinating efforts with the state's Career Center helps ensure the successful placement of graduating seniors in jobs or internship programs.

Workforce Development

Franklin Community Health Network reinforces the benefit of investing in education with the goal of attracting, retaining, and developing a workforce that is recognized as our greatest asset. Franklin Memorial Hospital is an educational hub for the health care field serving as a classroom and clinical space for doctors, nurses, and technicians from medical schools and local institutions, as well as high school students. Examples include the recent Tufts/Maine Medical Center medical school partnership and Central Maine Medical Center College of Nursing and Health Professions, which offers its two-year, associate degree registered nurse program via live video conferencing to a classroom at Franklin Memorial Hospital.



Medical School Partnership

Franklin Memorial Hospital is one of four rural hospitals in Maine to partner with the prestigious Tufts University School of Medicine and Maine Medical Center to become a teaching site for medical students. Beginning March 2011, two medical students will spend their third-year clerkship and later fourth-year long-term clinical rotations at Franklin Memorial. This partnership provides a multidisciplinary curriculum that takes full advantage of the unique breadth of clinical expertise in a rural environment.

Crucial Conversations

A crucial conversation takes place when stakes are high, opinions varied, and emotions run strong. These conversations – when handled poorly or ignored – cause teams and organizations to get less than desirable results. In December 2008, the Education Department adopted the best practices Crucial Conversations model of communication principles and has trained approximately 20 percent of network employees. Three certified instructors teach the 16-hour training that introduces a set of tools to build interpersonal communication skills to resolve disagreements, build acceptance rather than resistance, and foster teamwork.

Summer Scrub Club

The annual Summer Scrub Club is a weeklong day camp that takes place at Franklin Memorial Hospital. Designed to introduce youth in grades 8-11 to a wide variety of careers available in health care, campers participate in unique hands-on activities and demonstrations such as x-ray interpretation, casting, lab analysis, and emergency response. Students become certified in CPR and first aid, which creates interest in and provides an easy entry into health care. Success has been demonstrated since its inception by increased participation each year and returning students.

Employee Education

The Education Department at Franklin Memorial Hospital provides continuing education for employees, such as computer classes, safe patient handling training, and certification in advanced cardiac life support, among others. Collaborations with physicians provide programs like Cardiology Grand Rounds, Tumor Board, and the Adult Medicine Series to keep physicians and other health care professionals current in the profession. In addition, the Ben Franklin Center hosts many conferences each year, bringing in outside experts in their field to share their expertise.

Donor Spotlight

The Franklin Memorial Hospital Auxiliary is a vibrant and active organization. Formed in 1953, the Auxiliary has grown to more than 150 members. The Auxiliary plans activities and special events, which raise thousands of dollars annually to support Franklin Memorial Hospital. The hospital's gift shop is the Auxiliary's major fundraiser in its mission to provide financial support by purchasing equipment that the hospital would like to have, but cannot fit into its budget. The Auxiliary also raises money by way of membership dues, raffles, food and book sales, memorial stones, silent teas, garden tours, special events, and the Remembrance Tree during the holidays. Heart monitors for the ambulance service and emergency department; a helipad; flat screen televisions and furnishings for patient rooms; and funds to expand the healing garden are among the many gifts presented to Franklin Memorial Hospital over the years.

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, 2009 and June 30, 2010 can be viewed on our Web site at www.fchn.org/support.



*Left:
Auxiliary officers include:
Lois Smith, secretary;
Betty Levesque, assistant
treasurer; Les Gatchell,
vice president; Rebecca
Ryder, FCHN president;
Shannon Smith, president;
and Judy Farrington,
treasurer.*

*Right:
Gifts from the Auxiliary have
allowed for the expansion
of the Healing Garden,
which is located between the
hospital and the Medical
Arts Center. The garden
flowers sit quietly among
the stately pines offering a
serene setting for visitors,
patients, and staff. A variety
of vibrant perennials provide
flowers in bloom throughout
the season.*



Our Leadership

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Secretary

Dr. Allen Berger,
Vice Chair

John Bogar

Darryl Brown

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Dr. Wil Eastman

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President of Medical Staff

Peter Judkins

Steve Pierce

Rebecca Ryder,
President / CEO

Shannon Smith,
President FMH Auxiliary

Meredith Tipton

Carol Timberlake

Tim Wallace

Doug Walrath

Waine Whittier

Rhonda Wiles-Rosell

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*Chief of Maternal Child
Health Services*

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Medical Staff President

Heidi Decker, MD
Secretary / Treasurer

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*Vice President for
Medical Affairs and
Education
(ex-officio member)*

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

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Larry Labul, DO
*Chief of Adult Medicine
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James Lancaster, MD
Chief of Surgical Services

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Rebecca Ryder
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(ex-officio member)*

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*Executive Vice President,
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Franklin Memorial Hospital*

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*Administrator, Franklin
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Hospital*

Ralph Johnson,
*Chief Information Officer,
Franklin Community
Health Network*

Mandy Luce,
*Executive Assistant to
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Community Health
Network*

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*Vice President and
Chief Financial Officer,
Franklin Community
Health Network*

Wallace Pooler,
*Chief of Facilities
Management,
Franklin Community
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Franklin Memorial
Hospital*

Susan Tedrick,
*Chief Compliance Officer,
Franklin Community
Health Network*

Franklin Community Health Network and Subsidiaries Unaudited Consolidated Statement of Operations Fiscal Year Ended June 30, 2010

Financial Highlights

- Operating gain of \$2 million for fiscal year ended June 30, 2010
- Committed \$4 million towards capital projects and equipment during the year
- Provided \$4,659,233 of charity care to patients of Franklin Memorial Hospital
- Provided \$50.5 million of salaries and benefits for the local economy employing over 800 individuals

Patient Services Amount Billed.....	169,380,251
Less amounts not received from Medicare, MaineCare and other insurance companies	81,513,601
Less amounts not received because of the Network’s commitment to access for all.....	4,659,236
Net Patient Services Revenue Received	83,207,414
Other Operating Revenue	3,348,113
Net Revenue.....	86,555,527
Total Operating Expenses	84,489,026
Net Bottom Line From Operations	2,066,501
Donations from Network Friends.....	284,974
Other Nonoperating Gains.....	1,160,769
Gain from Operating the Network.....	3,512,244

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.

“For many years I was one of many who fought, pushed, and prodded to improve local health care.”

Dr. David Dixon



Dr. David Dixon

Dr. David Dixon is a visionary physician. After finishing his surgical residency at Maine Medical Center in 1969, he came to this community to work with the late Dr. Paul Brinkman. From the start, Dr. Dixon had a vision of a health care that would serve the community – combining the best clinical medicine with the best preventive medicine – in a network that would make health care available to all. Originally, that vision took the form of Rural Health Associates (RHA), one of the nation’s first HMOs. RHA employed physicians and physician assistants who provided primary care to its members. The organization operated three ambulatory health centers at strategic locations in the region and connected members to specialty care by employing RHA specialists based at the hospital. Despite RHA’s eventual disintegration, its influences are still felt today at Franklin Community Health Network. Under his guidance now as FCHN Vice President for Medical Staff Affairs and Education – the vision goes on.



Franklin Community Health Network

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Farmington, ME 04938

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800-398-6031 (in Maine)

www.fchn.org