



President's Report

Brenda Tibbetts

ISHC serves residents in 10 communities in northern Coos County, NH; seven towns in Essex County, VT; and two communities in Oxford County, ME.

Our Mission is
"to provide excellent preventive, acute, and wellness-focused health care to residents within the organization's service area regardless of a patient's ability to pay."

We will focus our resources to maximize the quality of life of area residents in a cost effective and efficient manner."

Occasionally in our lifetimes, we are given the honor of serving our community in ways that stretch our minds and abilities providing personal growth and new understanding. The past three years as Board President of Indian Stream Health Center have given me that opportunity, and I am exceptionally grateful for the experience. Our loyal and energetic staff have dedicated their past four years to recreating our "clinic" as a Federally Qualified "Health Center" we all can be proud to call our own. As a result of their work and the support and encouragement of the Board, ISHC has grown to provide a myriad of services which include:

- Comprehensive primary health care with an emphasis on disease prevention and health promotion activities as well as high quality chronic disease management
- The provision of a Low Cost Prescription Drug Program providing 8,343 prescriptions at a savings of \$272,664 in 2008
- The development of an oral health services program that provided hygienist care to nearly 100 patients and referred 35 patients to the dentist for restorative care, covering the cost of more than \$29,000 last year
- Our Outreach Program which assisted 30 patients in accessing needed transportation; provided 182 patient education sessions; and assisted more than 100 patients with sliding fee discount, disability and/or Medicaid applications
- Care Managers who together in 2008 logged more than 2,500 interventions with patients needing referrals, medication and diagnostic preauthorizations, durable medical equipment, interpretation services, and individual care management
- The provision of behavioral health services through an agreement with Northern Human Services, our area's community mental health provider

With a commitment to sustaining a strong health care system in Colebrook that is responsive to the needs of the residents we serve, the ISHC board and staff embarked on a strategic planning process that included everyone throughout the organization. Over the course of several months in 2008 and into 2009, a strategic planning document was finalized that is comprehensive in scope and reflective of our commitment to *"Maximize the Quality of Life of Area Residents"*. A summary of our Strategic Plan, provided on page 3 of this report, illustrates the activities that contribute to our desired outcomes of assuring:

- Customer Satisfaction
- Staff Accomplishment
- Quality of Care
- Social Capital
- Financial Sustainability

Although I am now the outgoing President of the ISHC Board, I remain committed to ISHC's mission and strategic plan. I urge community residents to join us in realizing our goals. There are many opportunities to serve on the Board, on a committee or as a volunteer for special events or activities. Please feel free to contact any one of us to indicate your interest in becoming involved in this meaningful and personally satisfying endeavor.

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ISHC STAFF

PROVIDERS

John Fothergill, MD
Medical Director

Peter Moran, MD
Family Medicine

Mary Judd, PA-C
Physician Assistant

Faye Memolo, PA-C
Physician Assistant

Penny Charrance, ARNP
Nurse Practitioner

CLINICAL SUPPORT

Amy Weberg, RN
Tricia Maguire, RMA
Deb Dimmitt, RN
Christina Calyer, LPN
Debra Sutters, RN
Lisa Phillips, MA

Ginny Petro, LPN
Outreach Coordinator

Cindy Corliss, LPN
Care Management

Jen Burns, CMA
Referrals Coordinator

ADMINISTRATIVE SUPPORT

Nancy Rouleau
Rose McGlone
Katie Marquis
Sharon Young
Louise Owen
Shirley Dagesse
Billy Jo Paquette
Sue Siewierski
Deborah Cooke

MANAGEMENT

Shirley Powell, CEO

Ernie Emmerson, CFO

Jill Gregoire, RN, BSN
QA/Clinical Operations Director

MaryBeth DeGray,
Revenue Cycle Manager

Jonathan Brown,
Information Systems Manager

Lisa Bouchard, RN
Nursing Manager

Sharon Cleveland,
Administrative Manager



Medical Director's Message

Dr. John Fothergill, MD

It is a privilege to serve as ISHC's Medical Director, continuing my commitment to caring for friends and neighbors, as well as people I have yet to meet and visitors to our community. I am only one member of a health care team of thoughtful primary care providers: physicians, physician assistants and nurse practitioners alike, who are supported by clinical and administrative staff, all dedicated to the well-being of our patients.

ISHC was born out of a long tradition of family medicine, having served this community for more than three decades. With the benefits of FQHC status, we have been able to significantly expand our services as described by Brenda Tibbetts, who has provided extraordinary leadership as president these past three years.

Through partnerships with state, regional and local agencies we provide: family planning and affordable preventive healthcare for women; obstetrics and gynecological care; mental health and substance abuse counseling; dental and vision care; and health education and screening programs. With funding from the state, and a physician champion in Dr. Peter Moran, we have developed comprehensive pediatric services utilizing the nationally recognized Bright Futures Program, a health promotion initiative dedicated to the belief that every child deserves to be healthy and that optimal health involves a trusting relationship between the health professional, the child, the family, and the community as partners in health practice.

We do not want to ignore the male population in our service area, who often do not seek health care until they are very ill. I recently attended a medical educational program specifically related to men's health and we are embarking on developing a men's health program. Due to rising unemployment in our service area and increasing rates of people without health insurance, we will be offering free physical exams with age appropriate screening tests for uninsured men during the month of August. We are dedicated to reducing the number of young men in our community who suffer, and sometimes die, from preventable diseases.

Finally, we want to assure that our older population live their lives to their fullest. As an internal medicine physician, my interest has always been to care for the adult population by providing timely exams and health maintenance visits; availability of care for acute illness; quality management of chronic disease; and continued attention to best practice.

Hopefully, through the pages of this Annual Report, you will get a sense of the energy and enthusiasm the Board and Staff of ISHC bring to addressing the health care needs of residents in our service area. We encourage you to contact us, to share your ideas about community needs and/or to request information regarding our services. As an organization, we strive to be a considerate and compassionate health care resource to the people who live, work and play in our service area.

ISHC's Strategic Plan

Inputs	Activities	Outputs	Outcomes
<i>With these resources...</i>	<i>We conduct these activities...</i>	<i>Which produce these results...</i>	<i>The benefits that occur...</i>
<p>Board of Directors</p> <p>A Board of 11 residents from the service area, a majority of whom consider ISHC their health care home, serve as volunteer leaders</p> <p>Committees: Executive, Finance, Governance, Community Relations, and QA Committee</p> <p>Staff</p> <p>Senior Leadership: Chief Executive Officer, Chief Financial Officer, Medical Director and Quality Assurance/Clinical Operations Director.</p> <p>Management Staff: Revenue Cycle, Patient Services, Information Systems and Nursing Managers.</p> <p>Direct Service Providers and Staff: Physicians, Physician Assistants, Nurse Practitioner, Nurses, Clinical and Administrative Support Staff</p> <p>Contractual Services:</p> <p>Behavioral Health provided by a License Clinical Social Worker employed by Northern Human Services Community Mental Health Center</p> <p>Preventive and restorative oral health services provided by a local dentist and hygienist</p> <p>Low cost optometric care including glasses provided by a local optometrist</p> <p>Low cost prescription medicines provided by 340B program in partnership with LaPerle's Pharmacy</p> <p>Federal, State and private Grants support:</p> <p>Care Management Outreach Patient Education Family Planning Women's Health Cancer Screenings HIV testing Sliding Fee Scale Pediatric Preventive Services</p> <p>Collaborative Relationships:</p> <p>Upper Connecticut Valley Hospital Androscoggin Valley Hospital Littleton Hospital Weeks Memorial Hospital Dartmouth Hitchcock</p> <p>Annual Budget: \$2.6 million</p>	<p>Service Delivery Activities</p> <p>Internal Medicine and Family Practice Behavioral Health Services Lease agreements with specialists Referrals to UCVH hospitalist and emergency room for acute care Referrals to out of town specialists with follow-up to assure care was received Contractual agreements with local dental service provider and local pharmacy for 340B services Contractual agreement with NH Law Collaborative</p> <p>Community education programs Health Fairs, flu clinics and preventive health screenings Ongoing Quality Assurance and Risk Management Activities Drop In Group Medical Appointments Pain Management Program</p> <p>Consumer Management Activities</p> <p>Financial Application Assistance NH Healthy Kids Application Site Daily Extended Hours & Saturday Morning Hours 24-Hour on call access to an ISHC provider Effective Electronic Patient Management System Collaboration with North Country Transportation Same campus as hospital/Largest populated community Facility maintenance/enhancement</p> <p>Management Activities</p> <p>Private, State and Federal Grants acquisition and management Competitive Service Delivery Fee Structure Insurance/Payor Contracts Real-time Billing Effective and Managed Collections Process Financial Reporting and Oversight Board of Directors Training/Education Effective Board Committee Structure Clinical and non clinical training Monthly Staff and Provider Meetings Weekly Leadership Meetings Ongoing Collaborative Organizational Meetings Timely Staff Feedback Fair Staff Performance Evaluations Provision of Resources/Tools for job performance Staff Morale Activities Supplemental funding for continuing education Non clinical staff training Fair and Competitive Compensation Federal and State Reviews Membership and Participation in industry associations</p>	<p>Health Care Services</p> <p>Outreach services Care Management Primary Care Behavioral Health Access Visiting Specialties OB/GYN Access Urology Access Podiatry Access Oral Health Family Planning 340B Low Cost Prescription Program School/Sport Physicals</p> <p>Community Outreach Services</p> <p>Community Education and Engagement Legal Services Health Promotion Disease Prevention Financial Assistance</p> <p>Accessibility</p> <p>Sliding Fee Scale Expansive Hours of Operation Productive Providers Transportation Handicapped Accessibility Location</p> <p>Financial Sustainability</p> <p>Healthy Profit Margin Resilience Flexibility Entrepreneurship Sufficient Cash on-hand Healthy Financial ratios Collaborative Resources Varied Funding Sources</p> <p>Staff Engagement / Support</p> <p>Low absenteeism Improved Retention Staff Satisfaction Excellent Customer Service</p> <p>Organizational Oversight</p> <p>Efficiency Excellent Productivity Effective Board of Directors High Quality Leadership Regulatory Compliance Quality Assurance</p>	<p>Customer Satisfaction Annual customer satisfaction surveys result in an average of 95% or greater overall satisfaction.</p> <p>Staff Accomplishment Staff members are successful within their roles and feel sense of accomplishment. Routine staff surveys result in a majority of positive responses</p> <p>Quality of Care is Delivered Quality assurance program and peer review is monitored and reported for optimal patient outcomes</p> <p>Social Capital ISHC outreach program is a significant contributor to community resources providing social capital</p> <p>Sustainability ISHC maintains the capacity to sustain services</p> <p>Critical financial indicators are at or above industry standards</p> <p>IMPACT STATEMENT</p> <p>Maximize the Quality of Life of Area Residents.</p> <p>MISSION STATEMENT</p> <p>Our mission is to provide excellent preventive, acute, and wellness-focused health care to residents within the organization's service area regardless of a patient's ability to pay.</p> <p>We will focus our resources to maximize the quality of life of area residents in a cost-effective and efficient manner.</p> <p><i>Strategic Plan 2009</i></p> 

Board Members

Brenda Tibbetts
President

Rick Tillotson
Vice President

Dallas Chase
Treasurer

Irene Dodge
Secretary

Mike Adamkowski
Bridget Freudenberger
Lydia Johnson
Claude Ladd
Jay Riff
Louise McCleery
Gail Fisher

Board Committees

Finance Committee

Rick Tillotson
Mike Adamkowski
Dallas Chase
Bridget Freudenberger
Jennifer Fish
Brenda Tibbetts, ex.off

Governance Committee

Jay Riff
Claude Ladd
Lydia Johnson
Brenda Tibbetts, ex.off.

Executive Committee

Brenda Tibbetts
Rick Tillotson
Dallas Chase
Irene Dodge

Q/A Committee

Jill Gregoire
Louise McCleery
Irene Dodge
Judy Sullivan
Brenda Tibbetts, ex.off.

Community Relations

Gail Fisher
Danielle Hibbard
Jonathan Brown
Brenda Tibbetts
Ginny Petro
Morgan Wade

Community Boards Assure Responsiveness

Community Boards are the foundation of FQHCs, which must be non-profit corporations led by a board of volunteers who together represent the communities served by the health center. The majority of the members must use the health center as their primary source of care and all must live or work in the service area. No member of the health center staff or his/her family can serve on the

Board of Directors. Board members are committed to the development of health centers as a medical “home” for service area residents. According to the American Academy of Pediatrics, a medical home is defined as primary care that is: *accessible, continuous, comprehensive, family centered, coordinated, compas-*

sionate and culturally effective. ISHC relies on its Board members to provide leadership, community feedback and accountability. ISHC is one of 1,076 FQHCs in the U.S. and nine in NH. In total NH FQHCs provide nearly 300,000 visits to more than 63,000 patients.

FINANCIAL AND STATISTICAL REPORT — 2008

Total Number of Patients Served	4,838
Total Number of Visits	13,704

Income and Expenses from Operations

Patient Care Income	\$1,540,999
State Grants	\$ 220,587
Foundation/Private Grants/Contracts	\$ 283,893
Federal Grant	\$ 650,916

Total Operating Costs \$2,603,403

Income Over (Under) Operating Expenses \$ 92,992

Sliding Fee Discounts	\$ 168,517
Uncompensated Care	\$ 240,877