



Adaptation.

Recovery.

Growth.



Spectrum
Healthcare Partners

SERVICE PROFILE 2020



CEO Message

DAVID LANDRY

The past year has truly been a unique experience for all of us. It has been over 100 years since we have seen a public health crisis of the magnitude that we have faced this past year. Despite those challenges, we have all demonstrated resilience, support for our communities, and a dedication to serving our families, friends, and fellow citizens in mitigating the ravaging impacts associated with the COVID-19 pandemic.

As we look forward to 2021, we are optimistic in our cooperative efforts, goodwill, and support in helping to ensure that we all emerge from this crisis as a stronger collective. Spectrum remains a steward of our healthcare resources in communities across Maine and northern New England. I am particularly appreciative of the work that our physicians, advanced practice providers, other clinical staff, and our entire support organization have provided as both frontline caregivers and in supporting the needs of our organization, our partners – including many hospitals across Maine and New Hampshire – and our communities.

Our commitment remains steadfast in the collaboration with and support of our communities. Our unique management model establishes a true partnership between physicians and business leaders, allowing us to consistently achieve both clinical and operational success. Our collaborative spirit also extends beyond Spectrum, as evidenced by both new partnerships and long-standing relationships with healthcare systems, hospitals, provider practices, health insurers, employers, government, and other entities within the communities we serve. As we move into the coming year, we will continue our focus on cultivating collaborative relationships to create new opportunities and enhance our ability to provide high value, integrated care to the citizens of Maine and northern New England.

We look forward to our collective emergence from this recent public health crisis. We feel privileged to continue providing leadership and support to our communities and serving the healthcare needs for you and your families.



Our unique management model establishes a true partnership between physicians and business leaders, which has allowed us to consistently achieve both clinical and operational success.

-David Landry, CEO

We are proud to have delivered 1,747,689 services, served 681,741 patients, offered \$1,859,111 in free patient care and \$780,700 in local and statewide charitable contributions.

Message from our CMO	2
The Year of the Pandemic	2
Highlights by Specialty	4
COVID—A Physician’s Perspective	5
Collaboration Yields Value	6
Business Side of Healthcare	7
Spectrum Orthopaedics	8
Population Health	10
Telehealth at Spectrum	12
Caring for Our Communities	14
A Time for Resilience	16
Leadership	18
Sites of Service	20

**681,741
patients**

**1,747,689
services**

**\$1,859,111
free care**

**\$780,700
charitable
contributions**



2020 Will Long be Remembered

A MESSAGE FROM OUR CHIEF MEDICAL OFFICER



Spectrum's physicians and staff faced the twin menaces of a pandemic and economic calamity with grace, dignity, and resolve. When the first COVID-19 cases appeared in Maine in March, we instituted infection control measures and secured a solid financial footing for the company. Hospital cases were down, but care by Spectrum physicians continued without interruption. Ambulatory care also carried on, and in the case of radiation oncology, our physicians were busier than ever. Spectrum-run offices and ambulatory surgery centers were reopened May 4.

We are proud of the courage and clinical expertise of Spectrum Healthcare Physicians. 2020 was their time to shine, and shine they did!

We are privileged to be able to serve our patients and communities and look forward to 2021.

Herbert E. Cushing, M.D.
-Herbert E. Cushing, MD



Recovery, Adaptation & Growth

THE YEAR OF THE PANDEMIC

The clinical divisions at Spectrum Healthcare Partners were impacted by COVID in various ways, but there was one consistent factor: our physicians and providers demonstrated incredible leadership and adaptability during the crisis. Following are some examples.

ANESTHESIOLOGY & CRITICAL CARE

A hospital's case mix index is an indicator of the diversity, clinical complexity, and resource needs of all inpatients. A rising case mix index means patients in the hospital are more diverse, complex, and requiring critical care services. During the height of the COVID crisis, the case

mix index rose significantly and anesthesiology intensivists, such as Spectrum's William Sauer, MD, played an increasingly important role in the care of critically ill COVID patients.

An anesthesiology intensivist is an anesthesiologist with a certification of special competence in critical care. Intensivists have extensive



William Sauer, MD

training in pharmacology and resuscitation, provide direct and consultative

care of patients in the ICU and deliver respiratory and cardiovascular support as well as pain management. They also are skilled in airway management, cardiac and pulmonary resuscitation, advanced life support, and pain control in emergency situations. Dr. Sauer, who is also the medical director of the MMC ECMO, leads a team of 10 intensivists. The team was an invaluable resource during the crisis.

“During this pandemic, it was our top priority to ensure that Maine people received the usual, excellent standard of care our physicians provide – all while learning about a new disease process with limited resources,” says Dr. Sauer. “We closely monitored case counts and remained in regular communication with our hospital partners, our colleagues at other surging ICUs, and the Maine CDC while taking care of these patients.”

ORTHOPAEDICS

Our orthopaedic division quickly implemented many new protocols and procedures that under other circumstances would have taken weeks or even months to roll out. Chief among them was instituting

a screening policy and other safety precautions for staff and patients. The division also took a leadership role in selecting and implementing a telehealth platform (which is featured on page 10).

PATHOLOGY

Our pathology division, like many other specialties, experienced a decline in volume when elective medical procedures were suspended in March and April of 2020. By late spring, volume returned, and the division is now busier than ever. Pathology leadership also played a critical role in securing an arrangement with Seacoast Labs, which enabled the Spectrum orthopaedic division to provide COVID testing to all surgical patients with a 24-hour turnaround on results. This provided both patients and surgical teams with assurance leading into surgical cases.

RADIATION ONCOLOGY

Our radiation oncologists experienced the initial phases of the COVID crisis differently than many of our physicians in the sense

“**Dr. Chng’s leadership was critical in ensuring that our radiologists could safely provide critically needed services.**”

–Luis Rengifo, CIO



Yeang Chng, MD, PhD, Radiologist

that they continued to maintain nearly full patient loads during that time. “Cancer doesn’t care about a virus,” says managing director Ian Bristol, MD, and, consequently, the division faced a steep learning curve to learn how to provide care safely almost immediately. You can read more about Dr. Bristol’s experience on page 7.

RADIOLOGY

With COVID on the rise, both of our radiology divisions quickly began conversations with our hospital partners to implement teleradiology and begin home-reading

capacity. Yeang Chng, MD, PhD, a radiologist in our radiology north division took a particularly strong leadership role in facilitating the home-read capability among Northern Light EMMC radiologists. This involved many long hours working with both Spectrum and Northern Light IT teams to resolve latency and other technical issues. “Dr. Chng went above and beyond during this time,” says Luis Rengifo, CIO at Spectrum. “His leadership and dedication were critical in our effort to ensure that our radiologists could safely continue to provide critically needed services to our hospital partners and their patients.”



Highlights by Specialty

ANESTHESIOLOGY

Our anesthesiology division added eight physicians to expand coverage in critical care, pediatric, cardiac, and general anesthesia to meet the increased demand for anesthesiology services.

During the COVID crisis our anesthesiologists stepped in to provide critical care services at several hospitals across Maine to help manage the surge of patients in need of this type of care on a 24/7 basis.

ORTHOPAEDICS

Congratulations to orthopaedic surgeon Thomas F. Murray, Jr., MD, who received the 2020 Maine Athletic Trainer Association (MATA) Service Award. The MATA Service Award annually recognizes an individual outside the athletic trainer field who has made a significant contribution to the profession of athletic training in Maine, including a dedication to advancing, promoting, and

championing the efforts of MATA and its members.

The orthopaedic division expanded its musculoskeletal ultrasound services, which includes platelet rich plasma (PRP), percutaneous needle tenotomy (PNT) and Tenex Health TX®. These services allow physicians to diagnose and treat certain orthopaedic conditions involving the muscles, tendons, ligaments, joints, and soft tissues in a less invasive manner than surgery.

PATHOLOGY

Our pathology team initiated a Focused Professional Practice Evaluation (FPPE) process that specifically assesses competency and sets expectations for our new pathologists who onboard at Maine Medical Center. The newly hired pathologists work closely with subspecialists to ensure that relevant information such as synoptic reporting, ancillary testing protocols, and tumor board

expectations are reviewed. This process allows our new pathologists to begin their learning and development shortly after hire and ensures that they meet our high level of quality standards quickly.

The pathology team has begun providing their services at Central Maine Healthcare (CMHC), including Central Maine Medical Center, Bridgton Hospital, and Rumford Hospital.

Pathology has partnered with Maine Medical Center and Maine Medical Partners in a joint dermatopathologist hire that brings greater subspecialty expertise to patients in the area.

RADIATION ONCOLOGY

The radiation oncology division, in collaboration with Maine Medical Center Radiation Oncology and the Maine Medical Center Research Institute, offers patients the opportunity to participate in cutting-edge research close to

home. The division works with NRG Oncology, the RTOG Foundation, the Dana-Farber Cancer Institute, and others to ensure access to a broad range of clinical trials. Matthew Cheney, MD, PhD, is the local principal investigator for radiation oncology trials. Their most highly accruing study is the Dana-Farber Cancer Institute FABREC (Study of Radiation Fractionation on Patient Outcomes after Breast Reconstruction for Invasive Breast Carcinoma).

RADIOLOGY

Our northern radiology division began providing services at Maine Coast Hospital in Ellsworth. With this new site of service, our SHCP radiologists will bring subspecialty expertise to eastern Maine.

The radiology division expanded their model to include an insourced teleradiology solution. This allowed us to expand opportunities for teleradiologists with broad



A Physician's Perspective on the Early Days of COVID-19

BY IAN BRISTOL, MD, RADIATION ONCOLOGIST & MANAGING DIRECTOR, RADIATION ONCOLOGY DIVISION



Ian Bristol, MD, Radiation Oncologist

MARCH 12TH: The first confirmed case of coronavirus is reported in the state of Maine. We knew it was only a matter of time before it got to our state and here it was. The week prior, I had been in British Columbia and watched as the numbers of cases and states reporting cases began to rise exponentially. Washington was already a mess. Several of my friends had connections through Seattle to get home. Fortunately, my connections were all in Canada. Was it safe to fly? Fear started to sink in.

MARCH 16TH: The *Portland Press Herald* reports that an employee at a local medical practice tested positive. With this diagnosis, 237 patients and other employees are potentially exposed and the office is closed under the advice of the Maine CDC. In only four days, a major medical office is already shut down. I look at our machine and clinic schedules that coming week. We have no fewer than 140 patients under active treatment daily and our consult, followup, and simulation schedules are booked solid. The stark reality of the moment sets in. What will happen if we have an exposure? We can't simply stop treating these people. Cancer doesn't care about a virus and you cannot interrupt active treatment without risking worse outcomes. How do we protect ourselves, our staff, and these vulnerable people depending on our care?

skill expertise and provide more efficient services to our partners and patients.

A recent research study on the effectiveness of Spectrum Radiology's 1Connect system was featured in the *Journal of Maine Medical Center* in early 2021. The 1Connect system presents a novel approach that supports timely and cost-effective communication of

imaging findings to treating providers. The findings from the research discovered that more than 96% of time-sensitive results (critical and STAT categories) were communicated within their predetermined time limits with the 1Connect system and estimated the value of radiologist time saved by 1Connect staff was approximately \$51,000 per year.

continued on page 19



Collaboration Yields Value

Delivering high-value healthcare services is implicit in the Spectrum Healthcare Partners (SHCP) mission. To achieve this requires not only talented physicians and clinicians, but also best practice processes and a highly experienced administrative team. Spectrum utilizes a unique dyad leadership model. In this approach, physician and business leaders collaborate to advance the organization's initiatives. This dynamic allows the organization to successfully develop and execute its strategic objectives, create frameworks to improve patient experience and access, and improve overall efficiency. Below are just a few examples of the unique value that is delivered by the Spectrum physician and business leadership teams.

THE JOURNEY TO HIGH RELIABILITY

SHCP has developed a strong internal quality committee, which is chaired by Spectrum pathologist, Kim Ginevan, MD, with

support from her business partner Miriam Dowling-Schmitt, RN, Spectrum's director of quality, risk, and patient safety. The committee will embark on many strategic initiatives this year, including preparing the organization for its Journey to High Reliability. A High Reliability Organization – or HRO – is an organization that has fewer than its fair share of mistakes despite being in a complex, high-risk industry. Healthcare, nuclear power, or air traffic control are examples of such industries. "The goal of the committee is to work collaboratively to make Spectrum the market-recognized leader in quality, safety, and value," states Dr. Ginevan, Spectrum pathologist and quality committee chair.

"Our efforts this year will be focused on transforming our practice to implement the HRO initiatives and advancing the tenets of the IHI's Quadruple Aim."

INCIDENT COMMAND

When the pandemic hit Maine, Spectrum quickly implemented an incident command structure based on principles developed by the U.S. Department of Homeland Security. Led by Herbert Cushing, MD, chief medical officer, and Leslie Weeks, vice president of physician practices, the COVID task force brought together physicians, provider teams, and business leaders across the organization to work together to ensure the effectiveness of Spectrum's response. The group tackled challenges ranging from supply chain interruptions for PPE, workforce issues, and, most importantly, developing policies to ensure that we could keep our patients and staff safe.

BEING AGILE ENHANCES RESPONSIVENESS

In January of 2020, SHCP implemented a Scaled Agile Framework (SAFe) approach to organizational project management. The SAFe framework differs from traditional project management in a number of ways, including a structure that emphasizes collaboration, frequent deliverables, enhanced incremental value, and regularly assessing team performance and focus. Further to the last point, the framework encourages organizations to "pivot without mercy." John Houser, SHCP director of project management, underscores the value that the SAFe framework brought to SHCP during the pandemic. "The SAFe framework teaches us to plan to go down a particular path, but to be prepared to take a left turn if the situation changes," explains Houser. "COVID was a perfect example of why this is important."



Kim Ginevan, MD



Growth through a New Venture

TAKING CARE OF THE BUSINESS SIDE OF HEALTHCARE

Even before the onset of the COVID pandemic, a hallmark of the Spectrum Healthcare Partners strategy was adaptation. Our organization has a long-demonstrated track record of growing and nimbly responding to the environment.

A recent example of this attribute is demonstrated with SHCP's leadership in

launching a management services company. Spectrum Management Services Company (SMSC) was formed in July 2019 in a partnership between Spectrum Healthcare Partners and MBMS, a market leader in billing and revenue cycle management services. SMSC provides a full suite of practice management, administrative, and office

support to SHCP as well as healthcare clients across the U.S.

The primary impetus behind the launch of SMSC was the recognition of an increasing need for business acumen at healthcare organizations – particularly independent physician practices – for them to continue to thrive in an increasingly turbulent

environment. In the wake of COVID, healthcare organizations now, more than ever, rely on innovative business leadership to both weather the immediate crisis and revise their longer-term strategies to ensure their future success.



SMSC CORE PURPOSE: *We help build and sustain thriving healthcare organizations by developing collaborative partnerships, understanding physician needs, and creating tailored solutions.*

SMSC offers a wide range of services to clients, including:

- Billing & Revenue Cycle Management (RCM) Services
- Executive Management & Practice Leadership
- Financial Strategy & Support
- Human Resources & Employee Development
- IT/PACS Support
- Market Research & Analytics
- Marketing, Communications & Business Development
- Payor Contracting
- Physician Recruitment
- Quality Improvement & Patient Experience
- Risk Management & Compliance

“ SMSC was a tremendous help with our payor contracting and negotiation process. They performed a comprehensive contract review of our primary commercial payor contracts and provided a detailed analysis that identified both immediate and longer-term opportunities for revenue enhancement. They shared specific points to use in negotiations that I was able to use successfully in contract renewal discussions with payors.

–SMSC client Jim Hueber, COO, Colorado Imaging Group



New Name, Same Great Care

INTRODUCING SPECTRUM ORTHOPAEDICS

The Spectrum orthopaedic division was formed in 2014 when OA Centers for Orthopaedics joined the organization. Since that time, several leading independent orthopaedic practices merged within the group, with most retaining their legacy names.

In May 2020, Spectrum Healthcare Partners introduced Spectrum Orthopaedics – a new, unified brand that consolidated its multiple orthopaedic groups.

Each legacy practice has unique qualities and a rich history and the new brand leverages the distinct characteristics of each group. The creation of the Spectrum Orthopaedics brand has enabled all our talented orthopaedic specialists to come together as a larger, more powerful group to better serve individuals requiring orthopaedic care. It also streamlines our ability to communicate

directly and plainly who we are, what we offer,

and the value we bring to the communities we serve.

BENEFITS OF BRAND CONSOLIDATION & INTEGRATION

With Spectrum Orthopaedics, we bring expertise to a broad geography and provide access to orthopaedic care across Maine. The brand represents quality patient care, expertise, and access, so individuals can feel confident about the care they receive across the Spectrum Orthopaedics system.

The unification of the practices within the orthopaedic division also creates opportunities for our providers to partner more closely and share both knowledge and resources. This enhanced collaboration allows us to improve the quality and value of our patient care. It will also serve as the foundation for our future growth.

Finally, coming closer together will also improve

the patient experience. As we continue our integration, we will be able to provide centralized scheduling, streamlined access to subspecialty care, and other important benefits.

Today, Spectrum Orthopaedics boasts the largest and most experienced orthopaedics team in Maine. In addition to our board-certified, subspecialty-trained orthopaedic physicians and surgeons, our team includes physical and occupational therapists, physician assistants, nurses, and certified athletic trainers who all play an invaluable role.

Bringing these well-respected groups closer together will improve our efficiency, foster collaboration, and enhance the patient experience.

#SeeYouOutThere



The more unified we are, the more streamlined we can make our programs, and the more strategic we can be with what services we provide and where we provide them. The focus is in the right direction of high quality, lower cost, and more efficient care, throughout the system.

-Lucien Ouellette, MD, sports medicine specialist



**ORTHOPAEDIC
SURGERY & SERVICES**

Ambulatory Surgery

Back and Spine Care

Foot and Ankle Care

Hand and Upper Extremity Care

Musculoskeletal Ultrasound

Joint Replacement

Physical Therapy & Rehabilitation

Sports Medicine Care

Trauma Care

Walk-In Care

Worker's Compensation

AVOID THE ER WITH ORTHOACCESS

A valuable extension of the Spectrum Orthopaedics brand is OrthoAccess. At our OrthoAccess walk-in clinics, patients can receive assessment and treatment of sprains, strains, minor fractures, dislocations, and other sports and activity-related injuries. This solution provides enhanced convenience for patients since there is no appointment required and they can access specialized orthopaedic care promptly – typically more quickly and less expensively than at a traditional hospital emergency department.

You can find OrthoAccess at three convenient locations: Portland, Saco, and Windham.



WHEREVER YOU WANT TO BE, WE'LL GET YOU BACK THERE.



SEE YOU OUT THERE »



Spectrum Orthopaedics
Spectrum Healthcare Partners

Spectrum Orthopaedics is a division of Spectrum Healthcare Partners that includes Central Maine Orthopaedics, Falmouth Orthopaedic Center, OA Centers for Orthopaedics, and Maine Orthopaedics Center.

WALK-IN SPECIALIZED ORTHOPAEDIC CARE.

PORTLAND. SACO. WINDHAM.



SEE YOU OUT THERE »



OrthoAccess
ORTHOPAEDIC WALK-IN CLINIC
Spectrum Healthcare Partners

NO APPOINTMENT NECESSARY.

“The biggest advantage to having one integrated orthopaedic group is that there’s one place to go for your hand problem, elbow, shoulder, or knee . . . if there’s a problem with your kid, or a problem with your father . . . we have everything you need.

–James Wilkerson, MD, hand and upper extremity specialist



Our Focus on Population Health

HOW WE ARE ADVANCING THE QUADRUPLE AIM

Spectrum Healthcare Partners and its quality committee is leading an initiative to implement the principles of the Institute for Healthcare Improvement’s (IHI) Quadruple Aim.

The Quadruple Aim focuses on:

- ▶ Enhancing Patient Experience
- ▶ Improving Population Health
- ▶ Reducing Costs
- ▶ Improving Provider Work/Life Balance

HOW SPECTRUM HEALTHCARE PARTNERS IS IMPROVING POPULATION HEALTH

Spectrum has multiple initiatives underway aimed at undertaking all four elements of the Quadruple Aim. This article focuses specifically on population health.

REDUCING OPIOID ADDICTION

Physicians in our anesthesiology and orthopaedic divisions are involved in a number of initiatives aimed at reducing opioid dependence. For example,

SHCP is taking evidence-based measures to reduce the number of prescription opioids taken home after surgery. Kathryn Hanna, MD, Spectrum orthopaedic surgeon, continues to lead an effort to

create a unique opioid prescribing algorithm that provides guidance on the upper limit of tablets to prescribe based on a patient’s procedure. This approach allows Spectrum to effectively manage a patient’s post-operative pain while also lowering the number of painkillers that contribute to the opioid epidemic.

Several Spectrum anesthesiologists, including David Warters, MD; Ryan Mountjoy, MD; and Aurora Quaye, MD, have been leading research efforts and adapting clinical practices in the effort to reduce opioid usage. Dr. Mountjoy has a particular area of interest in opioid-induced hyperalgesia and multimodal analgesia in the perioperative setting – in other words, using a variety of approaches to manage pain during surgery to avoid not only dependence, but also improve the body’s natural ability to fight pain.

“Opioids not only cause all the problems you frequently hear about, but they also can paradoxically worsen someone’s pain responses. The use of non-opiates from numerous classes of medications can be the foundation of a pain management pyramid that de-emphasizes the use of opioids as the primary pain control modality. There are also a number of emerging medicines and slow-release local anesthetics that will become increasingly important in the multimodal pathways,” says Dr. Mountjoy.

ADVANCING DIAGNOSTICS

The better able we are to detect disease, the better we are able to treat it. Spectrum pathologists and radiologists are central to these efforts.

The work of Spectrum radiologists leads to earlier detection of disease, which in turn helps improve the quality and duration of patients’ lives.



Kathryn Hanna, MD

Dr. Hanna leads an effort to create a unique opioid prescribing algorithm that provides guidance on the upper limit of tablets to prescribe based on a patient’s procedure.

“Opioids not only cause all the problems you frequently hear about, but they also can paradoxically worsen someone’s pain responses. The use of non-opiates from numerous classes of medications can be the foundation of a pain management pyramid that de-emphasizes the use of opioids as the primary pain control modality. There are also a number of emerging medicines and slow-release local anesthetics that will become increasingly important in the multimodal pathways.

–Ryan Mountjoy, MD

Our radiologists frequently collaborate with other specialists to improve the care pathway for certain diseases.

Similarly, our pathologists play a critical role in the accuracy of diagnoses, particularly for cancer patients. Personalized medicine has become more prevalent due to incredible advances in our understanding of molecular mechanisms of disease and by making biotechnology and molecular diagnostics widely available at reasonable cost. For example, cancer treatment centers can now identify and match certain patients and cancers with specific treatments, thereby improving and optimizing patient outcomes and limiting side effects.

Led by Robert Christman, MD, and Karen Rasmussen, PhD, Spectrum pathologists perform several critical roles: (1) ensuring the appropriate

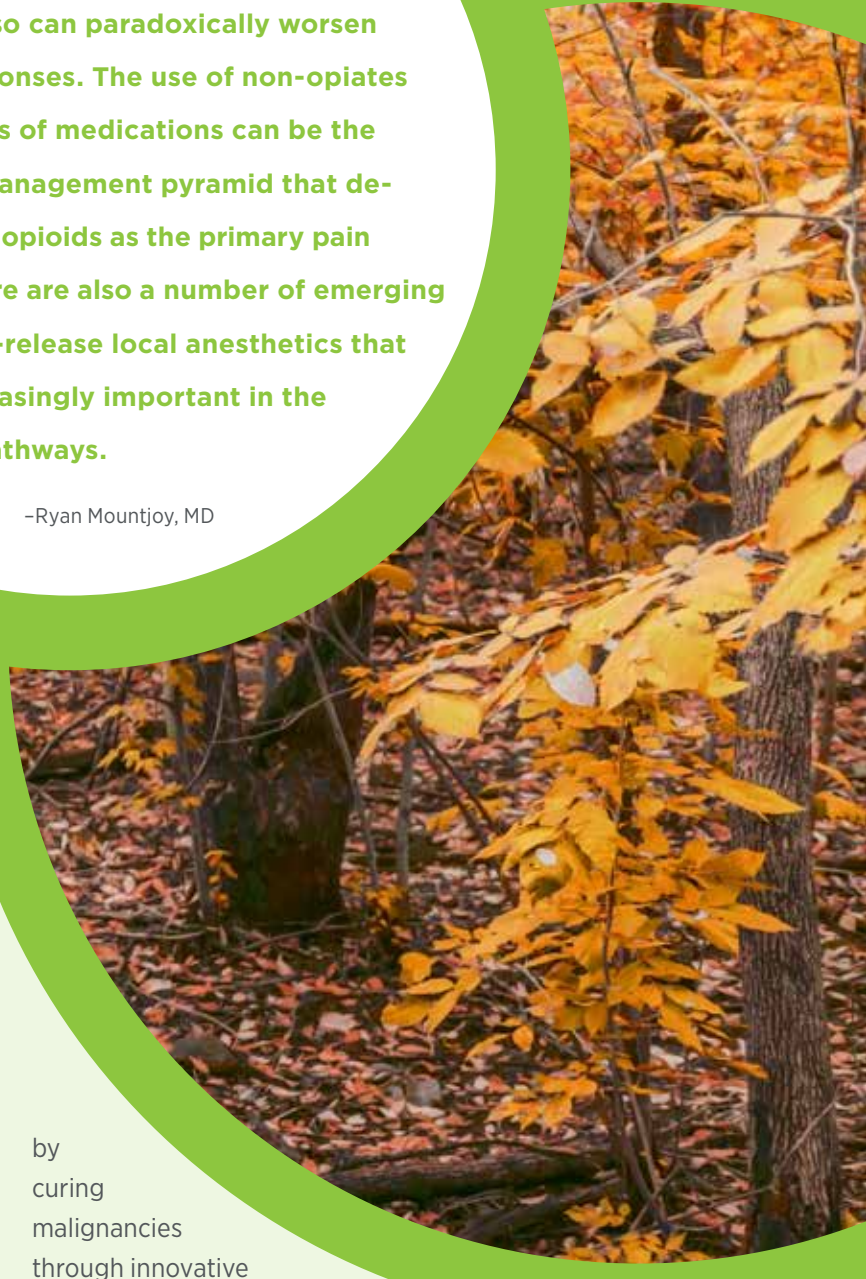
tissue sample is processed and preserved to allow for subsequent molecular analysis, (2) monitoring in real time, any molecular discovery for potential clinical utility, (3) developing best practice testing algorithms and workflows for each malignancy and (4) evaluating molecular testing platforms for accuracy, cost, and overall utility. This approach delivers scientifically validated results at lower cost to both patients and payors.

IMPROVING LIVES

In addition to the work of our radiologists and pathologists, Spectrum radiation oncologists play a direct and critical role in extending patients’ lives

by curing malignancies through innovative treatments. Earlier this year, our radiation oncology division began to offer treatment with Deep Inspiration Breath Hold (DIBH) for women with left-sided breast cancer. DIBH allows for highly accurate and reproducible treatment to the left breast while patients hold a deep breath. This treatment

significantly limits the amount of radiation received by the heart and will reduce potential late toxicity. Limiting the radiation exposure enhances patient outcomes more broadly and improves quality of life.





The Doctor will See You Virtually

TELEHEALTH AT SPECTRUM

For many healthcare organizations across the United States – Spectrum Healthcare Partners included – telehealth did not offer a clear use case in the pre-COVID model of care delivery.

As the COVID-19 pandemic quickly spread in the U.S., Benjamin Huffard,

MD, Spectrum orthopaedic surgeon, quickly identified the opportunity for Spectrum to provide telehealth services to ensure patients received timely care and to keep patients, providers, and ancillary staff safe. Dr. Huffard and John Houser, director of project management, researched various technology options to select a platform that provided both convenience and security.

The team managed a rapid rollout with a select group of physicians. Fast forward to the date of print, and over 50 Spectrum providers across multiple divisions use telehealth regularly, with new providers signing up each week.

“If ever Spectrum Orthopaedics was waiting for a sign to add telehealth services to complement our musculoskeletal service

offerings, this pandemic was it,” shared Dr. Huffard. “Thanks to the support of leadership and the agility of our technology team, we quickly implemented video communications to allow screen sharing capabilities between a provider and a patient. It’s quite similar to sitting in the same room face to face, so I don’t feel that the patient experience has declined. In fact, I think that it has improved since we’ve practically eliminated the patient’s drive time and wait time, which is significant for individuals who may still experience discomfort after injury or surgery.”

USE CASE FOR TELEHEALTH AT SPECTRUM

Our orthopaedic physicians use telehealth in the orthopaedic clinic, and many post-surgical patients found the technology to be a lifesaver. “Recovering from surgery is never easy, and when adding in the complications associated

with the pandemic, many patients were very grateful to have the telehealth option,” says Huffard.

Physical therapists have found the technology useful to treat patients, especially those who have access to requisite equipment at home to support their rehabilitation. In particular, telehealth supports those patients who are actively working to improve their range of motion.

Similarly, the Spectrum vascular and interventional radiology (VIR) and radiation oncology groups also implemented telehealth options to complement in-person care. VIR found it to be a viable option for patients undergoing minimally invasive cancer treatment among other conditions. At the height of the pandemic, radiation oncologists conducted 54% of their follow up visits telephonically.



THE PATIENT PERSPECTIVE

As the pandemic continues and the technology becomes more commonplace, patients are increasingly requesting it. Spectrum conducted a survey to learn patients' views on telehealth, and approximately one-half of respondents stated that they would at least consider a telehealth visit as an alternative to an in-person visit with a provider, especially if they could schedule a visit with the provider sooner. Other important factors included that patients would consider telehealth if the visit was with their regular provider, it was part of the care plan laid out for them in advance, and the technology was easy to use. National trends indicate that the rate of adoption also depends on the age of the patient and the patient's ability to access the appropriate technology.

THE PROVIDER PERSPECTIVE

As providers gradually began to include virtual visits into their patient care process, certain hurdles had to be overcome.

Reimbursement Considerations

First, the question of compensation and reimbursement by payors needed to be addressed, as providers and healthcare organizations had previously frequently cited this as a barrier to implementation. Fortunately, due to the circumstances of the COVID-19 public health emergency, the Centers for Medicare & Medicaid Services (CMS) changed policies related to telehealth under emergency waiver section 1135, starting on March 1, 2020, through the end of the public health emergency. These

changes stipulated that all healthcare providers who are authorized to bill Medicare for their professional services may also furnish telehealth services. Many private carriers followed Medicare's lead.

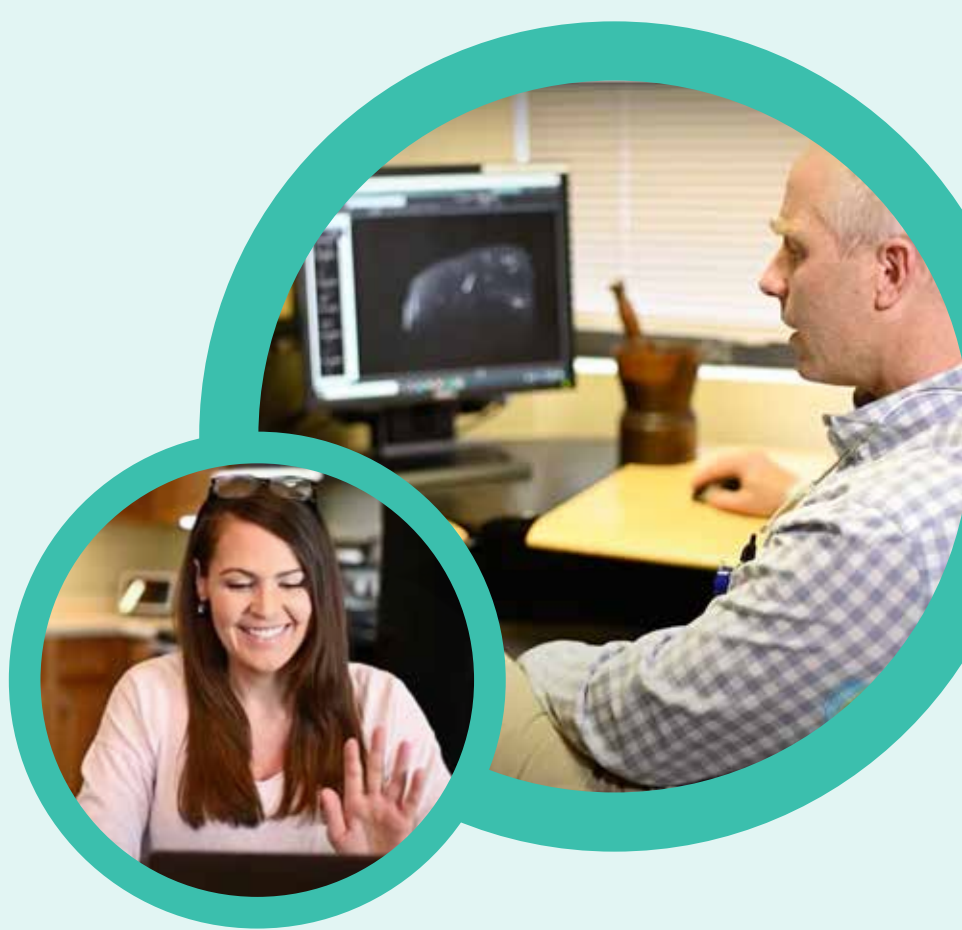
Confidentiality

Also at stake was the important subject of patient confidentiality. Although the CMS emergency health waiver allows some "good faith" exceptions to certain HIPAA requirements, Spectrum intentionally chose a HIPAA-compliant platform. This allowed Spectrum to

provide patients additional confidence and security, and ensured that the platform could be used indefinitely.

LOOKING FORWARD

Some patients prefer face-to-face interactions, and some medical situations necessitate in-person visits, yet Spectrum plans to continue its telehealth services long after the pandemic ends. Spectrum has plans for continued improvements to the telehealth service offering, including regularly assessing patient, provider, and staff satisfaction with the platform.



Benjamin Huffard, MD, Spectrum orthopaedic surgeon, consults with a patient using a secure telemedicine platform.



Caring for our Communities



James Kuhn, MD

Three important tenets of the Spectrum Healthcare Partners philosophy include supporting the communities we serve, improving the health and wellbeing of our constituents, and collaborating with like-minded partners to achieve our vision. Our partnership with Portland Public Schools and the Foundation for Portland Public Schools in response to the COVID-19 pandemic is one example of how we lived up to these ideals.

After grappling with remote learning solutions in the early pandemic, the Maine Department of Education and the Portland Public School System developed a solution to enable students to once again receive in-classroom education. In an effort to ensure symptomatic individuals didn't enter the classroom, each day all staff and students were required to answer the question, "Do you have a

fever (greater than 100.4) or do you feel feverish?" This question was next to impossible to answer for the students whose families couldn't afford a thermometer, putting the education of the most underprivileged students at even more risk.

James Kuhn, MD, an orthopaedic surgeon at Spectrum Healthcare Partners, who has historically taken an interest in the needs of underprivileged children, saw an opportunity for Spectrum and the healthcare community in Portland to step up and lend a hand.

With Dr. Kuhn's leadership, Spectrum Healthcare Partners teamed up with Martin's Point Health Care and InterMed to collectively provide 2,000 thermometers and 500 child-sized, reusable masks to Portland Public Schools students through the Foundation for Portland Public Schools. School nurses and multilingual, multicultural parent

community specialists delivered the supplies to families in need so that students could comply with school health and safety protocols.

Dr. Kuhn shared, "As healthcare providers, we are committed to addressing the disparities in the healthcare system. Providing disadvantaged families with some basic tools to keep them safe while their kids go to school is a step in that direction. We are very happy to be able to help these students and the Portland Public Schools."

“As healthcare providers, we are committed to addressing the disparities in the healthcare system.

-James Kuhn, MD

K9S ON THE FRONT LINES

Spectrum Healthcare Partners pathologist, Hagen Blaszyk, MD, has a passion for helping others, including our nation’s Veterans who return from their overseas deployments with invisible wounds of war. Dr. Blaszyk co-founded K9s on The Front Line, a nonprofit organization that provides fully trained service dogs to combat veterans with severe PTSD and/or TBI, at no cost to the veteran. Service dog candidates are selected from shelters and paired with their

veterans from day one, and the teams undergo a rigorous, six-month training program supervised by police and military K9 handlers.

Organizations like these are more important than ever. Every day, more than 20 families across the U.S. lose a veteran to suicide, underscoring the brutal toll PTSD exacts on this population.

“What we do goes well beyond ‘just’ providing lifesaving K9s to these warriors. Our intervention is successful at a small fraction of the cost we as

a nation currently pay for mental healthcare of this veteran population. We routinely see a median reduction in PTSD symptom severity of 60-80%, which will last for years. Many Veterans who previously self-medicated with alcohol stopped drinking altogether, others were able to either reduce or completely discontinue psychotropic prescription drugs. All our veteran graduates report the return of hope to their lives, for many a first after years of silent suffering. The lives of all the family members and friends surrounding these



Hagen Blaszyk, MD

veterans change as well, much like the ripple effect caused by a stone thrown into a pond.”

Thanks to Dr. Blaszyk and his volunteer team, K9s on The Front Line has helped provide fully trained and certified PTSD service dogs to more than 150 veterans across several states.

WE ARE PROUD TO SUPPORT:

- American Diabetes Foundation
- American Heart Association
- Androscoggin Home Healthcare + Hospice
- Auburn-Lewiston YMCA
- Barbara Bush Children’s Hospital
- Boys and Girls Club of Southern Maine
- Bridge Run Foundation
- Camp Sunshine
- Central Maine Adaptive Sports

- Courageous Steps Project
- Covenant Health – St. Joseph Hospital
- Covenant Health – St. Mary’s Regional Medical Center
- Dean Snell
- Dempsey Challenge
- Fletcher Foundation
- Foundation for Portland Public Schools
- Foundation4Love
- Girls on the Run
- Hurricane Island
- K9s on The Front Line

- Literacy Volunteers of Bangor
- Maine Cancer Foundation
- Maine Hospital Association
- Maine Medical Association
- Maine Medical Center
- Make-A-Wish
- Memorial Hospital
- MidCoast Hospital
- Mitchell Institute
- Olympia Snowe Women’s Leadership Institute
- Opportunity Alliance
- Pine Tree Society

- Portland Regional Chamber
- Portland Velo Club
- Riding to the Top
- Safe Passage
- South Portland Fire Dept.
- Southern Maine Healthcare
- Special Olympics
- St. Joseph’s College
- United Way of Greater Portland
- University of New England
- YMCA of Southern Maine
- ... and many more



A Time for Resilience

At the time of this writing, there have been more than 25 million confirmed cases of COVID-19 in the U.S. and the number is continuing to rise each day. The virus has significantly impacted the physical health of many Americans, but the psychological effects are even further reaching. A Kaiser Family Foundation study conducted in July 2020 indicated that 53% of respondents reported that their mental health had been negatively impacted by COVID. The impacts manifested themselves in a

variety of ways, such as sleeping (36%) or eating (32%) difficulties, increases in alcohol consumption and substance use (12%), and worsening chronic health conditions (12%). When these significant external stressors are layered on to individuals who work in high-stress environments such as healthcare, the problem intensifies significantly.

For many years, Spectrum has offered its physicians and staff a variety of tools and resources to promote wellness and resilience. These programs became increasingly important in 2020. Spectrum has two programs in place that focus on peer support

and resilience coaching. Program co-creators Les Schwab, MD, a community board member and Marianne Roy, MS, MEd, an organizational and development consultant, along with program administrator, Julie Wheeler, Spectrum's chief human resources officer, increased outreach and promotional efforts of these two programs during the pandemic.

In addition, Spectrum signed on this fall to participate through the Maine Medical Association in a program sponsored by the American Medical Association (AMA) called the Practice Transformation Initiative (PTI). The PTI is focused at the system level and designed to reduce clinical burnout, examine and build the evidence base for interventions that support physicians and providers, and facilitate collaboration and knowledge sharing. The program will focus on physicians and advanced practice providers with the objective of improving

practice efficiency and the work environment across Spectrum.

"Improving the everyday practice setting will not only ease the demands on clinicians but will also help them fulfill their purpose in serving their patients," stated Dr. Schwab. "The AMA program will allow Spectrum to hardwire its commitment to supporting providers through disciplined process improvement methods and drawing on the wisdom of those doing the work."

Prior to the pandemic, physician burnout has been a very serious problem with far-reaching consequences. When a physician's mental health is suffering, it can have a negative effect on the quality of their clinical work, engagement with patients, career satisfaction, and both mental and physical health. The Spectrum programs are designed to offer physicians much-needed support in a variety of ways.

“ Resilience training needs to be woven into our culture to ensure the health and wellbeing of our providers now and into the future. It is a fundamental building block of organizational health.

—Andrew Mancall, MD, radiologist & chair of physician resilience & well-being committee

A Physician's Perspective on the Early Days of COVID-19

CONTINUED FROM PAGE 5

MARCH 24TH: The city of Portland issues an official “stay at home” order for non-essential workers, and businesses are closing their doors. By March 30th, the entire state is shut down. Our clinic is still running at full steam. I am attending countless meetings, daily, with MMC administration to have real-time, up-to-date discussions about the “what-ifs” and the “how-tos” of dealing with this unprecedented situation. The feeling borders on panic as no one really has any clear answers, and all we can do is what feels right under the circumstances. How can we mitigate risk of exposure? Time, distance, shielding – all standard operating procedure in a radiation oncology clinic – but this time the exposure is not concerning radiation; it is exposure to our patients and their exposure to us that is the concern. How can we run an active radiation oncology clinic without exposure? The process of treating a cancer patient with radiation is extremely intimate. Direct, close contact cannot be avoided. Staff are scared. We do our best to provide reassurance and guidance, but the situation is gravely uncertain and uncomfortable. Despite this, I am amazed by the resilience and fortitude of our staff. At significant personal risk, they are steadfast in their duty to our patients. They continue to work without complaint. I am in awe of their loyalty. By this time the state had reported over 250 cases

with nearly 15% being in healthcare workers. So far, we had seen none. Knock on wood.

APRIL 1ST: Over the next several weeks, we start to learn things – what different types of masks can and cannot protect us, how transmission is more or less likely to occur, how to truly and effectively mitigate risk. Protocols are developed and implemented. Screening procedures are formalized. We prepare and practice how to treat a positive patient. Fear begins to subside and a new normal starts to creep in. We are still running at full capacity and have yet to see a positive case. At the same time, however, the stark reality of the financial consequences of this pandemic are starting to sink in. All elective procedures have stopped, and despite the radiation oncology division's continued success, we are seeing our colleagues in other divisions with little to do other than wait. David Landry and his administrative team work feverishly to do whatever is necessary to ensure our company's continued viability.

JUNE 10TH: Now, over eight weeks later, there have been 2,637 reported cases in Maine with 100 total deaths and what appears to be a decline in the number of active cases and an increase in the number of recoveries. The company has been successful in its recovery efforts and volume is returning. The state is reopening.

These are positive trends. We still have no cases in our department, and we continue to run at full capacity. The clinic no longer feels scary at all. We wear masks and make certain our hands are clean and it feels safe. Morale has improved. We can offer assurances to patients that we can safely deliver care at this time when they most need it. I remain in awe of the teamwork and collaboration I have witnessed over the last three months. More people than I can mention who have repeatedly gone above and beyond to ensure our safety and our future. I take great comfort in this. We will be ok.





Board & Leadership

BOARD OF DIRECTORS, SPECTRUM HEALTHCARE PARTNERS



NANCY BOULANGER, MD
Anesthesiology



IAN BRISTOL, MD
Radiation Oncology



YEANG CHNG, MD, PhD
Radiology North



COREY COUTO, MD
Radiology North



STEVEN FARRAHER, MD
Radiology South



KIM GINEVAN, MD
Pathology



KATHRYN HANNA, MD
Orthopaedics



PETER (ROB) HUBBS, MD
Anesthesiology



ERIC LISTER, MD
Community Member



MICHAEL QUINN, MD
Chairman &
Radiology South



LESLIE SCHWAB, MD
Community Member



SAMUEL SCOTT, MD
Orthopaedics

BOARD OF DIRECTORS, SPECTRUM MANAGEMENT SERVICES COMPANY



NORMAN BELAIR



NANCY BOULANGER, MD



ANDREW LANDES, MD



DAVID LANDRY



PAUL LENNON, MD



RODGER PRYZANT, MD



THOMAS SCHOVEE

EXECUTIVE LEADERSHIP TEAM



DAVID LANDRY
Chief Executive Officer



BETH AUSTIN
Vice President, Operations



NORMAN BELAIR
Chief Financial Officer



HERBERT CUSHING, MD
Chief Medical Officer



LUIS RENGIFO
Chief Information Officer



LESLIE WEEKS
Vice President,
Physician Practices



JULIE WHEELER
Chief Human
Resources Officer

Sites of Service

ANESTHESIOLOGY

Brighton PainCare—
Brighton Campus, Maine
Medical Center

Central Maine
Orthopaedics

InterMed

LincolnHealth

Maine Eye Center

Maine Medical Center

Maine Medical Center—
Scarborough Surgery
Center

Maine Medical Partners
Neurosurgery
& Spine

Mercy Hospital

Mid Coast Hospital

OA Centers for
Orthopaedics

Plastic & Hand Surgical
Associates

Portland Gastroenterology
Center

Southern Maine Health
Care

Stephens Memorial
Hospital

ORTHOPAEDICS

Practice Locations:

Auburn, Bridgton,
Brunswick, Farmington,
Norway, Portland,
Rumford, Saco, Windham

Surgical Sites of Service:

Auburn and Portland
(ambulatory), Maine
Medical Center, Mercy
Hospital, Mid Coast
Hospital

Orthopaedic Institute of
Central Maine (OICM) at
Central Maine Medical
Center (CMMC)

ORTHOPAEDIC WALK-IN CLINIC

OrthoAccess—Auburn,
Portland, Saco, Windham

PATHOLOGY

Coastal Women's
Healthcare

Exeter Hospital

Franklin County
Healthcare

Lakes Region General
Hospital

LincolnHealth

Maine Medical Center

Memorial Hospital

Mercy Hospital

Mid Coast Hospital

New England Cancer
Specialists

NorDx Laboratories, Inc.

Pen Bay Medical Center

Plastic & Hand Surgical
Associates

St. Mary's Regional
Medical Center

Southern Maine Health
Care

Stephens Memorial
Hospital

RADIATION ONCOLOGY

Cancer Care Center of York County

Coastal Cancer Treatment Center

Maine Medical Center

- › Cancer Institute Radiation Oncology, Scarborough
- › Southern Maine Radiation Therapy Institute at Maine Medical Center, Portland

RADIOLOGY

Blue Hill Memorial Hospital

Bucksport Regional Health Center

CA Dean Memorial Hospital

Centers for Diagnostic Imaging—Augusta, Brunswick, Bangor

Coastal Women's Healthcare

Health Access Network

Inland Hospital

InterMed

LincolnHealth —Miles & St. Andrews Campus Maine Medical Center

Maine Coast Hospital

Marshwood Imaging

Martin's Point

Mayo Regional Hospital

Memorial Hospital

Millinocket Regional Hospital

New England Cancer Specialists

Northern Light Eastern Maine Medical Center

OA Centers for Orthopaedics

Pen Bay Medical Center

Penobscot Community Health Care

Penobscot Valley Hospital

St. Joseph Hospital

St. Mary's Regional Medical Center

Shields Imaging: Auburn

Southern Maine Health Care

VASCULAR & INTERVENTIONAL

Maine Medical Center

Northern Light Eastern Maine Medical Center

St. Mary's Regional Medical Center

Southern Maine Health Care—Biddeford Campus Spectrum Vascular & Interventional Radiology

Spectrum would like to express our gratitude to all of our dedicated healthcare workers. 2020 has been a year like no other. Whether on the front lines, or behind the scenes, your roles were critical. **Thank you for all you do!**

Anesthesiology

Orthopaedics

Pathology

Radiation Oncology

Radiology

Vascular & Interventional
Radiology



SpectrumHCP.com
OrthoSpectrum.com

324 Gannett Drive, Suite 200
South Portland, Maine
207.482.7800

61 Main Street, Suite 65
Bangor, Maine
207.947.8313