



**Spectrum**  
Healthcare Partners

**QUALITY OF CARE, QUALITY OF LIFE**



**2023 SERVICE PROFILE**



CEO LETTER

GREETINGS FROM SPECTRUM HEALTHCARE PARTNERS

I am proud and grateful for all of the work our physicians, advanced practice providers, other clinical staff, and our administrative team have accomplished in the past year to advance our efforts to provide high-quality medical services to patients across northern New England.

We are dedicated to the various communities that we serve across northern New England. I am pleased to share with you some of our successes over the last year including such initiatives as implementing innovative technology, providing care at new and expanded sites of service, enhancing subspecialty care across the region, partnering with other key healthcare stakeholders, and other efforts. Our accomplishments are diverse, but they are all rooted in the common goal of improving the lives of the citizens in all of the communities we serve.

As with other healthcare organizations across the U.S., attracting and retaining high-quality physicians, clinicians, and other talent is among Spectrum's top areas of focus. Although practicing in Maine in particular brings specific challenges from both a clinical and business standpoint, Spectrum continues to invest significant resources to ensure that the organization remains a premier employer. Spectrum is unique in our ability to offer a wide variety of clinical opportunities within each of our specialties through subspecialization, diverse care settings, and other pathways. Many of these opportunities are highlighted in this profile, including quotes from our own physicians explaining what drew them to Spectrum – and why they remain.

We continue to build healthy communities through the collaborative relationships we foster with our hospital partners, provider practices, health insurers, employers, state government, and others throughout the region. As we move into the coming months, we will continue our focus on cultivating partnerships to build new opportunities as well as strengthen our ability to provide high-value, cost-effective, and integrated care across the region. While the last few years have certainly brought a myriad of unique challenges to all of us, it has also created the opportunity to allow our dedication, commitment, and resiliency to shine.



We look forward to continuing our work providing leadership and support to our communities, patients, and partners. On behalf of Spectrum Healthcare Partners, I wish you all well in 2024.

– David Landry, CEO

2023

We are proud to have delivered 1,762,657 services, served 569,143 patients, offered \$1,535,323 in free patient care, and contributed \$763,301 to local and statewide charitable organizations.

SERVICES  
PROVIDED  
1,762,657

PATIENTS  
SERVED  
569,143

FREE CARE  
PROVIDED  
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CHARITABLE  
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“ I came back to a career in Maine after pursuing an opportunity in Nevada. My decision was quickly affirmed when a familiar nurse presented me with a hand-knit snow cap to welcome my return home. While working with Spectrum I have been provided ample support to meet clinical goals and pursue leadership interests. – Jared Kasper, MD, Northern Radiology





## USING TECHNOLOGY TO SUPPORT RADIOLOGY CARE

### Spectrum uses innovative, customized technology to improve radiology workflows and the patient experience.

Picture archiving and communications systems (PACS) are essential to medical communities nationwide. With access to medical studies in a digital database, providers can read results and give answers to patients. A PACS is the backbone of radiology, so the system is critical to ensure everything runs smoothly.

"To set the stage, our old PACS had been around for probably over 15 years," says Yeang Chng, MD, PhD, a radiologist in the Northern Radiology division of Spectrum Healthcare Partners. "It was old technology, and things were quite slow. There were constant downtimes, and studies wouldn't load. All of that contributed to a significant decrease in efficiency. And, if you can't see the images, patients can't get care."

A change was needed. "It's a big endeavor to select a new PACS," says Dr. Chng. But the team did exactly that, starting in November 2019.

### THE EXTENSIVE CHECKLIST

Northern Light Health works with many physician groups, and Spectrum is their largest radiology provider. Radiologists in Spectrum's Northern Radiology division provide radiology services to several Northern Light locations, including Northern Light Eastern

Maine Medical Center, the system's largest facility, located in Bangor, Maine.

"In 2019, a group of us, mostly Northern Light employees, went to the Radiological Society of North America (RSNA) annual meeting to view numerous demos," recalls Dr. Chng. "I was the only physician involved at that point, and we worked together to narrow the shortlist of vendors to go on to the next round."

Although Northern Light would own the PACS, it would ultimately have diverse end users, including Spectrum, so the system would need to satisfy a broad range of requirements. After more demos, further research, and physician references, the team chose AGFA HealthCare Enterprise Imaging.

### ADVANCED CODING FOR AN ENHANCED WORKFLOW

Before implementation, Dr. Chng

spent two months writing code and working closely with top AGFA experts in Belgium to get the system ready for use.

Dr. Chng wrote code to unify the naming of imaging series so that a reading radiologist would know what to expect when opening a study.

"Radiologists want to have things displayed in a specific order. You want to go through the same workflow with everything in the same position," explains Dr. Chng. "Imagine if you are a pilot and your instruments are in a different location every time you sit down in an airplane. It would be chaos."

Thanks to Dr. Chng's coding work, Northern Light Health radiologists have over 90 percent image identification consistency, a substantial increase from the 30-40 percent consistency on the prior PACS.

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Yeang Chng, MD, PhD, Spectrum radiologist, played an integral role in selecting and implementing a new technology to improve the radiologists' workflow.

## COLLABORATION THAT IMPROVES PATHOLOGY CARE



### With a shared dedication to innovation, Spectrum and NorDx redefine the pathologist and lab partnership.

When a patient goes to the doctor, answers are often the goal. When pathology results are needed to provide those answers, the waiting period can be stressful.

immunohistochemistry at NorDx Laboratories, and managing director of Spectrum Pathology.

Regardless of where the biopsy occurs, pathology's role in the patient's healthcare experience begins when tissue samples go out the door. In efforts to improve the patient's experience,

changes like all of healthcare, this collaboration has led to more effective and efficient ways to turn samples into results for providers and their patients.

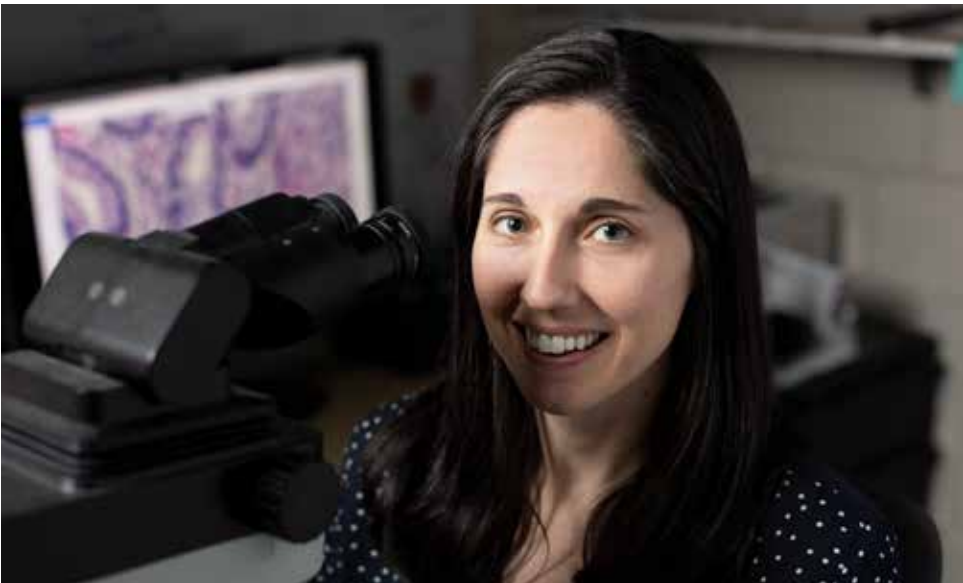
### OPTIMIZED WORKFLOWS AND INNOVATION

Typically, technical labs and pathologists do not collaborate closely. The labs prepare the slides, and the interpreting pathologist receives and analyzes the slides. In some labs, the interpreting pathologist may have little say in slide preparation or the process. Spectrum Pathology and NorDx saw a different and better way.

In this unique partnership where Spectrum pathologists can be a designated technical director, the experts can work together to optimize workflows and results.

This collaboration starts when an opportunity for improvement is identified. Working together through inclusive committees that include NorDx technical staff and laboratory leadership, and Spectrum pathologists who are designated technical directors, the opportunity for improvement is translated into the most superior technical product possible, empowering the interpreting pathologist to analyze the

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Emily Meserve, MD, MPH, managing director of Spectrum Pathology, advocates for collaboration to improve patient care.

"Our pathology division understands that the patient experience doesn't start when the specimen reaches the lab. We understand that it starts when the patient has their biopsy," says Emily Meserve, MD, MPH, the division chief of anatomic pathology at Maine Medical Center, technical director of histology and

Spectrum Pathology saw a unique opportunity with NorDx Laboratories, Maine's premier clinical laboratory.

Spectrum and NorDx have discovered ways to strengthen the relationship between the technical lab and the pathologists. Although the specialty of pathology is working through post-pandemic



*"It's a moving experience to be able to practice as an orthopaedic physician and treat patients in the communities where I grew up actively training and participating in sports. I love Maine and I love Mainers. I simply can't think of a place I'd rather practice."* — Christopher Lonegan, DO, Orthopaedics





BREAKING THROUGH THE 30 PERCENT:  
WOMEN IN RADIATION ONCOLOGY

**In a male-dominated specialty, two Spectrum radiation oncologists discuss their passion for radiation oncology.**

Today, women comprise just 28.9 percent of practicing radiation oncologists. Similarly, women comprise only 30.8 percent of radiation oncology residents in the United States, and some programs do not currently have any female residents.

“One of the reasons why there are not a lot of women in this field is because, naturally, people gravitate towards places they can see themselves fitting in,” explains Whitney Beeler, MD, radiation oncologist at Spectrum Healthcare Partners. “Fit often is asking: ‘Do I look like the people around me?’”

Dr. Beeler says this lack of representation is often the barrier to “breaking through that 30 percent.”



Sujana Gottumukkala, MD, (left) and Whitney Beeler, MD, are among a minority of female radiation oncologists.

**SHADOWS THAT SPARKED CAREERS**

Although Dr. Beeler, and her colleague, Sujana Gottumukkala, MD, are among the minority, they gravitated toward the specialty from their first exposure to it.

“I was always interested in oncology, but when I started medical school, I didn’t even know radiation oncology existed,” says Dr. Gottumukkala. “During a break in my first year of medical school, I happened to shadow a female physician doing head and neck radiation oncology and immediately fell in love. I valued how much time she was able to spend with patients. I really loved that she had the time to get to know them and help them understand their diagnosis and treatment options.”

Dr. Beeler had a similar experience. “I was just doing a two-week shadow rotation because I wanted to go into oncology, but I didn’t know much about radiation oncology,” she says. After shadowing a female radiation oncologist, she was hooked.

“I loved how she was with patients and how she talked to the team. She was telling me all about her son and then running here, running there, and going off to tumor boards... I thought, I could be like that,” says Dr. Beeler.

**A SHARED PASSION FOR RADIATION ONCOLOGY**

While this field often involves figuring out a complex puzzle for treatment, the focus is always on the patient. Both Dr. Beeler and Dr. Gottumukkala recognize that the treatment process can be a stressful experience for the patients and their families, and both physicians feel a deep sense of purpose in guiding people through challenging times.

“We have hour-long consults, which is unheard of in medicine,” says Dr. Beeler. “I can sit down for an hour with my patients, connect, and have real conversations, which I find very rewarding.”

“I’m a big fan of patient autonomy, and think it’s important for patients to be equal partners in their healthcare,” says Dr. Gottumukkala. “The only way to achieve that is through patient education, but you need time. I love that our specialty tends toward longer consults. I can really get to know my patients, which allows me to tailor their treatment to their individual needs.”

The focus on collaboration is also a big part of why these doctors chose radiation oncology.

“I liked radiation oncology the most for the team aspect,” explains Dr. Beeler. “It wasn’t hierarchical or siloed.” She added that she

also appreciates the collaboration with colleagues. “We have the opportunity to work with different people with varying backgrounds and specialties. It helps us all to think about things differently.”

“Everyone is looking out for the patients, and that’s why we are all here,” adds Dr. Gottumukkala. “But we also do a good job looking out for each other, which makes for an incredibly rewarding work environment. People always say medicine is a team sport. I think radiation oncology really exemplifies that.”

**STRENGTHENING THE PATIENT EXPERIENCE THROUGH GREATER REPRESENTATION**

“There are a lot of women in Maine, and everywhere, who have hidden trauma histories,” says Dr. Beeler. “We get probably a referral every other month requesting female providers only.”

Spectrum is committed not only to serving our patients, but also supporting our physicians. Like Dr. Beeler and Dr. Gottumukkala, we hope it inspires more women to seek out this field.

“This is a great field for women,” says Dr. Beeler. “I’m always trying to convince medical students to come into radiation oncology.”

“This all started from having that first role model,” adds Dr. Gottumukkala. “It made it feel like it was accessible and possible.”



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– Whitney Beeler, MD



“Maine is very special, from the easygoing people and the spectacular outdoors, to the amazing food scene and diversifying culture. It is worthy of the state slogan, ‘Maine: The Way Life Should Be’.”  
– Bilal Ahmad, MD, Pathology





## INNOVATIVE REPORTING FUELS PRODUCTIVITY

### Radiologists at Spectrum Healthcare Partners gain powerful insights with new dashboard technology.

Productivity is about more than just volume. Efficiency can strengthen team performance, inform scheduling and other administrative decisions, and arm physicians with knowledge that can ultimately help them improve their workflows.

With this in mind, the Spectrum Southern Radiology division began discussions last year regarding reporting. How could the division use data to support its physicians and administrators?

“The prior reporting system was in place for probably a decade,” says Steven Farraher, MD, a diagnostic radiologist at Spectrum Healthcare Partners and managing

director of the Southern Radiology division. “We had individual daily productivity information, but this is the first time we have been able to look at division-wide data.”

### LIMITED CAPABILITIES IN THE OLDER SYSTEM

In radiology, the foundation of productivity analysis starts with read rates. Each study that radiologists read (such as CT scans, MRI scans, X-rays, or ultrasounds) has an assigned estimated time it should take. To accurately assess productivity, it is essential to see a detailed analysis of each shift – or “seat” – in order to identify where there might be opportunities for improvement.

“Before, if somebody got an annual review, they would be compared with people that were considered in their cohort. For example, if I’m a

musculoskeletal (MSK) radiologist, anybody who reads MSK radiology would be in my cohort. This data was contaminated because while I may work in MSK, I may also read neuro and body CT or do other work. My average will be different from somebody else who may do mammography and other modalities,” explains Dr. Farraher.

As an additional obstacle, the prior system did not include resident or non-physician data. If residents or PAs worked with a physician to read a study, this time would not display on the doctor’s tally. Physicians would have to make these corrections manually.

The system also lacked functionality. “You would understand how much work you did as an individual that day, but you would have no idea the amount

of work that was done throughout the group,” says Dr. Farraher.

### PREPARING FOR THE SWITCH

The team looked at all the studies read in the past year and started with 650,000 data points. Parameters were placed to exclude outliers from the data set (too long or short dictation time). Labelling of studies was the next obstacle. “There may be fifteen ways to label the same exam,” explains Dr. Farraher. “We meticulously reviewed the data and pared it down to ensure cases were appropriately assigned.”

### TRANSFORMING DATA INTO ACTION

The new productivity tool, backed with PowerBI technology, allows the team to filter and analyze the data at a level that was not possible before.

The data is blinded, and everyone has an alias number. Instead of seeing what individuals are doing, it is more about understanding how the team works together. There are no rewards or demerits for performance. “We can send out a report each day that includes everybody that worked the prior day, and you can see where you are, how many hours you worked, and how that compares to everybody else in the group,” explains Dr. Farraher.

Unlike the previous spreadsheet reports, the new system uses visual bar graphs to display the

data. With insight into averages and fluctuations, the radiologists can perform more robust analyses, including year-over-year comparisons. The reports can also quickly highlight any areas that may benefit from rebalancing to create a more equitable workload.

“This used to be a largely manual process,” says Dr. Farraher. “You would have to go into the system, and tabulate cases. Now, we can easily manage large volumes of data over large time periods.”

### USING ANALYSIS TO FUEL OUR DEEPER MISSION

“For the first time, we have in-depth data analytics into what is happening in our group each day,” says Dr. Farraher.

While there was some initial anxiety about this new system, the team’s reception and experience have been positive.

“The overall intent is to provide information and create a system where all folks in the group are informed of what is happening each day, and to have a better understanding of how we work together,” says Dr. Farraher. “I hope this can help us create a more efficient system and ensure we are as equitable as possible. Ultimately, we want to help prevent burnout and increase job satisfaction.”

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– Steven Farraher, MD



Steven Farraher, MD, managing director of Southern Radiology, spearheaded an initiative to develop a new reporting tool shown above.



“One of my favorite things about working at Spectrum is that it’s truly a multidisciplinary team approach to patient care. Everyone is focused on providing fantastic evidence-based care to patients but also really taking care of each other.” – Sujana Gottumukkala, MD, Radiation Oncology





## ADVANCEMENTS IN OUTPATIENT JOINT REPLACEMENT SURGERY

### Spectrum Ambulatory Surgery Center helps patients get home and on the path to recovery faster.

"Fifteen years ago, when I got out of fellowship, I was not a believer in same-day discharges," says M.T. Newman, MD, FAAOS, an orthopaedic surgeon at Spectrum Orthopaedics. "I thought we were probably going to be on the wrong side of history. In the past, post-operative issues with blood loss, including cardiac and neurologic complications as well as the possible need for blood transfusion, were much higher. Now with newer medication and techniques those issues have become significantly less of a concern."

Today, with our ambulatory surgery center (ASC), Spectrum Orthopaedics offers patients a better experience.

"With advances in surgical techniques and technology, many orthopaedic procedures can now be performed on an ambulatory, or outpatient, basis, allowing patients to go home the same day as their operation," says Bryce Wolf, MD, orthopaedic surgeon and medical director of Spectrum ASC.

### A FULL RANGE OF PROCEDURES IN THE ASC

Spectrum Orthopaedics is one of the most experienced ambulatory surgery teams in Maine and performs thousands of outpatient procedures each year.



M.T. Newman, MD, FAAOS, and Wayne Piers, DO, are two of our talented orthopaedic surgeons.

Spectrum ASC performs joint replacement surgery (hip, knee, and shoulder), minor soft tissue procedures, fracture repairs, ACL reconstructions, rotator cuff repairs, and many hand procedures for carpal tunnel release, wrist fractures, and arthritis.

With traditional joint replacement surgery, patients typically spend several days in the hospital and require extensive rehabilitation. Instead, Spectrum ASC patients can go home the same day with less invasive outpatient procedures involving smaller incisions and less tissue damage.

After surgery, Spectrum anesthesiologists administer a nerve block to control patients' pain to get them home comfortably and safely. Patients

will also receive medications and necessary assistive devices (such as a walker) to begin recovery.

### HOME IS WHERE RECOVERY IS

"I think many patients are amazed they can go home after surgery," says Wayne Piers, DO, an orthopaedic surgeon at Spectrum Orthopaedics. "There was a time when patients spent a couple of weeks in the hospital for total joint replacement. With the ASC, we can get people home the same day, and they are better off. They are not exposed to other people, and the best place for the patient is at home where they are comfortable and can begin recovery."

"I think there's a lot of proof in the literature suggesting going home  
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## NONSURGICAL RELIEF FOR JOINT PAIN AND INJURIES



### When joint replacement is not the answer, the specialists at Spectrum Orthopaedics can help patients live with less pain and more mobility.

Joint pain and injuries put many people on the sidelines each year, but joint replacement surgery is not the only solution. The Spectrum orthopaedic specialists offer a full range of nonsurgical treatment options to get people back to their lives.

"In many cases, we can get people back to running or to the gym and other activities they enjoy," says Christopher Regnier, DO, a sports medicine physician specializing

in the prevention and nonsurgical treatment of acute and chronic orthopaedic conditions. "For others, that goal may be just to walk down the flight of stairs or around the block without pain."

### HELPING PATIENTS WITH UNIQUE CHALLENGES

"I treat a lot of patients where, unfortunately, they are just not great candidates for a hip or knee replacement," says Christopher Lonegan, DO, a primary care sports medicine physician specializing in treating nonsurgical sports-related and other musculoskeletal injuries. "Their body mass index (BMI) may be too high, or they may have

other health issues where surgery is not possible."

"There are also many patients who are in a gray zone," continues Dr. Lonegan. "They may have arthritis that is advancing but not quite at a stage of needing a replacement. Although they aren't yet candidates for joint replacement, some people have considerable pain to the point where therapy might not be an option for them."

### NONSURGICAL TREATMENTS CAN REDUCE PAIN AND INCREASE FUNCTION

Spectrum orthopaedic specialists create customized treatment plans for patients that experience joint pain or injuries. Injections are at the top of the list.

Depending on the patient, the doctor may recommend a cortisone shot, a viscosupplementation (hyaluronic acid) injection, a platelet-rich plasma (PRP) injection, or a combined injection to reduce inflammation and alleviate pain. Our team uses ultrasound technology to administer these injections in the safest and most precise way possible.

"I have some patients come in with absolutely debilitating shoulder

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Christopher Regnier, DO, primary care sports medicine physician, performs a musculoskeletal ultrasound.



**"Spectrum is an excellent place to work. Our team is supportive, engaged, and committed to providing high quality care to our patients. We are happy to help each other navigate through difficult cases. Our group is physician led, and we are lucky to have very strong physician leaders."**

— Daniel Greentree, MD, Southern Radiology





## EXCEPTIONAL ANESTHESIA CARE – NO MATTER WHERE YOU ARE

### Our anesthesiologists have a passion for caring for patients in a variety of care settings.

Spectrum Healthcare Partners has skilled anesthesiologists who work in settings of all sizes including outpatient surgical centers, community-based hospitals, and Level I Trauma Centers.



Olga Diomedes, MD, MS, is an obstetric anesthesiologist in the Southern Anesthesiology division.

“As a patient, it is very important to trust the provider who is essentially responsible for your life,” says Olga Diomedes, MD, MS, an obstetric anesthesiologist with Spectrum Healthcare Partners who works primarily at Maine Medical Center in Portland. “As physicians, we recognize that our patient health and wellbeing depends on our knowledge, skills, and how quickly we can react to rapidly changing medical conditions.”

### THE RANGE OF PATIENT NEEDS

There are many reasons someone may need surgery, which may determine where patients go for care.

“In a community hospital, we tend to see healthier patients,” says Adam O’Brien, DO, a general anesthesiologist and managing director of the Coastal Anesthesiology division. “A lot of the time if we are getting a trauma, it’s a kid that fell off the jungle gym bars, a sports injury, or an elderly patient who may have suffered a hip fracture.”

With experience in small and large hospitals, Dr. O’Brien appreciates the challenge of anesthesia care for patients who need urgent care. “When I hear LifeFlight flying overhead, I know there’s a pretty good chance they are not coming in my direction,” he says. “With traumas there are unique challenges. You need a larger, specialized team to deliver care quickly to patients flown in from all over the state.”

These patients often land at Maine Medical Center, a major tertiary care center in the state. “In general, these patients are fairly medically complex and require greater attention,” says Dr. Diomedes. “You must be ready for the worst-case scenario and put your best foot forward.”

### THE CALLING TO ANESTHESIOLOGY

Dr. O’Brien was born at what was then the Osteopathic Hospital of Maine on Brighton Avenue in Portland, where his father completed his radiology residency.

“I grew up with medicine in the family, and had that exposure at a young age,” Dr. O’Brien says. “I also had my first experience with anesthesia as a young teenager for orthopaedic surgery, and I have been fascinated with the field since.”

After various jobs as a boat captain, water taxi operator, and a self-declared ski bum, Dr. O’Brien attended the University of New England College of Osteopathic Medicine. After volunteering at Maine Medical Center as an “unpaid orderly,” he later completed their residency program and joined the group after graduation. Bouncing between Maine Medical Center and community hospitals throughout his career, he loves the OR environment.

Dr. Diomedes shares this passion. “I have always had a deep appreciation for this environment and type of work,” she says. “I volunteered in the Maine Medical Center OR for two years before medical school. In addition to helping the orderlies stock patient gowns, masks, and linens in the rooms, I assisted with transporting the patients and keeping them company while waiting for their surgeries on the weekends.”

After completing her education at Tomsk State University, University of Southern Maine, and Tufts University School of Medicine, Dr. Diomedes did her residency at Maine Medical Center in the

Department of Anesthesiology and Perioperative Medicine. She also completed an obstetric anesthesiology fellowship at Duke University School of Medicine.

“I was always drawn to the perioperative care environment. In medical school, I was interested in cardiology but essentially went back to anesthesiology when I was doing my clinical rotations,” Dr. Diomedes says. “It gives me a unique opportunity to take care of patients in a variety of clinical settings.”

For Dr. Diomedes, the choice to continue practicing at Maine Medical Center was an easy one. “Throughout my residency, everyone was very friendly, helpful, and knowledgeable,” she explains. “It was nice to return to the environment where people would value, support, and elevate you.”

### THE LOVE FOR THIS SPECIALTY

“In a community hospital, I get to spend more time with patients,” explains Dr. O’Brien. “I can go in-depth about our approach, learn a little about them, where they are from, and what they look forward to doing after surgery.”

Dr. O’Brien also loves the sense of community at a smaller hospital. “You get a better sense of a particular surgeon’s needs or what the PACU nurse likes for information when I drop off the patient. Together, we know what we’re looking for, whether it’s setting up a nerve block or approaching a specific patient.”

Dr. Diomedes recalls that her passion for anesthesiology began during her hospital volunteering days. “I loved the interactions that I would be privy to just by sitting in the pre-operative holding area

and waiting with patients,” says Dr. Diomedes. “I felt like these were very brief but such important interactions. You often have only a few minutes to meet the patients, establish a rapport, and then their life depends on your knowledge and skill.”

Today, as an anesthesiologist, she loves what she does. “I have a strong passion for obstetric anesthesiology and taking care of women during the birthing experience and beyond,” says Dr. Diomedes. “Day to day is so different, which is beautiful about anesthesiology. There is never a dull moment.”

“It’s also exciting to continue your education to stay current with newest medical advances,” adds Dr. Diomedes. “I think the life of learning is what draws many of us in.”

### A SHARED COMMITMENT TO EXCEPTIONAL ANESTHESIA CARE

Spectrum anesthesiologists provide anesthetic care to more than 55,000 patients each year.

With this unparalleled depth and breadth of experience, top hospitals and healthcare facilities throughout Maine rely on our highly trained anesthesiologists to assist with surgical procedures or specialized pain management. As trusted partners, we work together to provide expert patient care in all communities we serve.



Adam O’Brien, DO, managing director of Coastal Anesthesiology, and his family enjoy many things that Maine has to offer.



“My family and I love it here – there are so many recreational opportunities available. One of our favorite activities is family time at a ski resort.”  
– Adam O’Brien, DO, Coastal Anesthesiology





SPECTRUM PHYSICIAN RESILIENCE AND WELL-BEING COMMITTEE IS NATIONALLY RECOGNIZED

At Spectrum Healthcare Partners, we dedicate our work to helping physicians thrive.

In 2023, Spectrum Healthcare Partners was designated by the American Medical Association (AMA) as a Joy in Medicine™ Recognized Organization for a second time. To receive this prestigious recognition, organizations must meet intensive requirements that show they address work-related stress and burnout while supporting the overall well-being of clinical care team members.

A COMMITTEE THAT BEGAN WITH A VISION

Spectrum strives to help physicians have long, happy, and successful careers. In keeping with this goal, the Spectrum Healthcare Partners Board of Directors formed the Physician Resilience and Well-Being Committee in 2018.

Feedback from a company-wide physician engagement survey was the starting place. “We began by examining the categories that we scored highest and lowest in,” explains Olga Diomede, MD, MS, a Spectrum obstetric anesthesiologist who serves as her division’s representative on the committee. “We then discussed what those results meant to us as an organization and how we could improve.”

To identify meaningful and appropriate interventions, the

multidisciplinary committee includes physicians from all specialty areas as well as administrators and expert consultants. They focus on physician well-being, resiliency, self-care, and professional satisfaction, and believe that the most exceptional patient care is delivered with a stronger core.

SUCCESS BEGINS WITH ONBOARDING

Organizations with standard onboarding boast a 62 percent increased productivity rate and a 50 percent greater retention rate among new hires. These statistics are important since 90 percent of employees decide whether to stay or go within the first six months of employment.

“For new staff, it’s clear that the onboarding process doesn’t just end after the first couple weeks of orientation,” adds Dr. Diomede.

With this goal in mind, Spectrum’s Southern Radiology division and the Physician Resilience and Well-Being Committee saw a way to strengthen the new physician orientation and onboarding experience. A pilot program was developed to include committee members, human resources, and department/site chairs. The program included ensuring connections were made with incoming physicians

prior to their start date. Once the initial orientation process was completed, members of the onboarding team continued to have regular checkpoints with the new physician at 30, 60, and 90 days as well as further out.

“The goals of the onboarding program are to welcome new physicians to our team and cultivate an environment they feel empowered in,” says Julie Wheeler, SPHR, SHRM-SCP, chief human resources officer at Spectrum Healthcare Partners. “The program provides the opportunity for our new physicians



to actively participate in their integration and assimilation and we can learn where there might be opportunities for improvement in our process. I am thrilled with the participation we have seen and cannot wait to see how engagement and retention improves.”

MENTORme FURTHER ENHANCES THE ONBOARDING PROCESS

In 2015, Spectrum Healthcare Partners developed the MENTORme program to support physicians as they integrate into the organization. With a mentor program in place, new physicians are more intentionally supported as they learn the culture, create meaningful personal connections, and focus on their specialty areas.

When a mentor shares knowledge, expertise, and experience, it is more than the mentee who benefits. The MENTORme program also helps develop future leaders who understand the skills and competencies required to succeed within the organization.

COMMITTEE IS A SHARED WIN FOR EVERYONE

The Physician Resilience and Well-Being Committee will continue to guide the work of Spectrum Healthcare Partners, especially as we welcome new, talented physicians to our team who will continue to contribute to our highest standard of patient care.

“This is about bringing people together to talk about what we can do collectively to make our colleagues’ lives better,” says Matthew Parsons, MD, Spectrum radiation oncologist and chair of the committee. “Whether it’s clinical, or helping people navigate in a new community they’ve

moved to, somebody will hear and listen to you. We can all go the extra mile to help someone settle into a new place clinically, professionally, and with their family at home.”

Spectrum Incorporates Diversity, Equity & Inclusion Education Company-Wide

DEI FOSTERS A CULTURE OF RESPECT AND BELONGING

“Creating a workplace environment that encourages respect and belonging, increases inclusivity, and promotes open-mindedness to differing opinions and identities is beneficial to all who work at Spectrum. It also helps Spectrum providers and staff improve interactions with patients,” says Gail Allen, PHR, SHRM-CP, senior human resources manager at Spectrum Healthcare Partners.

Spectrum incorporates Diversity, Equity, and Inclusion (DEI) educational sessions into the corporate compliance program and its leadership development program. Sessions focused on understanding bias and prejudice and leading in a culture of belonging provide practical guidance on creating and supporting a more respectful, inclusive work environment where individuals from diverse backgrounds and experiences can show up as their authentic selves and work to their maximum potential.

“This is about bringing people together to talk about what we can do collectively to make our colleagues’ lives better.”  
– Matthew Parsons, MD



“It is nice to work in an environment where people value, support, and elevate you.”  
– Olga Diomede, MD, Southern Anesthesiology





EXPANDING OUR GLOBAL HEALTHCARE FOOTPRINT

A recent trip to Uganda sheds light on Spectrum’s worldwide mission to provide equitable care.

With a shared commitment to improve the health of all populations in our global community, pathologist Emily Meserve, MD, MPH, and anesthesiologist Jonathan Meserve, MD, packed up their kids and headed to Mbarara Regional Referral Hospital. As a government-funded public hospital, it does not have the resources it needs to care for its patients despite being the second largest teaching hospital in the country. Unreliable access to equipment, technology, medical specialists, sterilization capabilities, and medicine is jarring compared to our practices in the U.S.

“For us, the most important thing was not to arrive, perform surgery, and leave,” says Dr. Jonathan Meserve, a specialist in pediatric anesthesiology. “We focused our visit on understanding and adding what we could to the



Spectrum physicians Emily Meserve, MD, MPH, and Jonathan Meserve, MD, did volunteer work at the Mbarara Regional Referral Hospital in Uganda.

existing resources in our respective specialties and the training of their exceptional residents.”

PATIENT CARE CHALLENGES

“Realistically, we would do about half of the scheduled surgical cases every day, and then we would run out of supplies, and everyone else would get canceled,” says Dr. Jonathan Meserve. He also notes other obstacles this community faces. With a lack of proper sanitation and supplies, the maternal death rate is high, as is the operative complication rate for fairly routine cases. Patients in Uganda also need to supply their own medications, even to have surgery, and total cost is often prohibitive. For many, any care is too expensive.

Dr. Emily Meserve has a standout memory that also speaks to the unique challenges that healthcare providers in Uganda face. “A woman with a neck mass needed a biopsy. She was from Burundi and was visiting family in Uganda.

There are over sixty-five languages spoken in Uganda, and Burundi has its own additional layers of language complexity.

“It took five people from the lab to connect the language dots between the patient and the resident performing the procedure,” she recalls. “I was anxious something would get miscommunicated in this game of telephone, but thanks to this true team approach, she got the care she needed.”

Dr. Emily Meserve also adds that there are no electronic records. Each patient’s physically portable health records are written in many languages by various providers. “It’s a real challenge to accomplish basic tasks when you can’t even guarantee you will speak close to the same language as the person walking in the door.”

A SPECIAL PLACE WITH MORE WORK TO DO

Looking back on their month in Uganda, Dr. Emily Meserve and

Jonathan Meserve, MD, poses with other members of the care team in Uganda.

SMSC UPDATE: DRIVING BUSINESS WITH OUR EXPERTISE



The expertise of the Spectrum Management Services Company (SMSC) team fueled new growth in 2023. SMSC works with clients across the U.S. to provide practice management services, either on a bundled or a la carte basis.

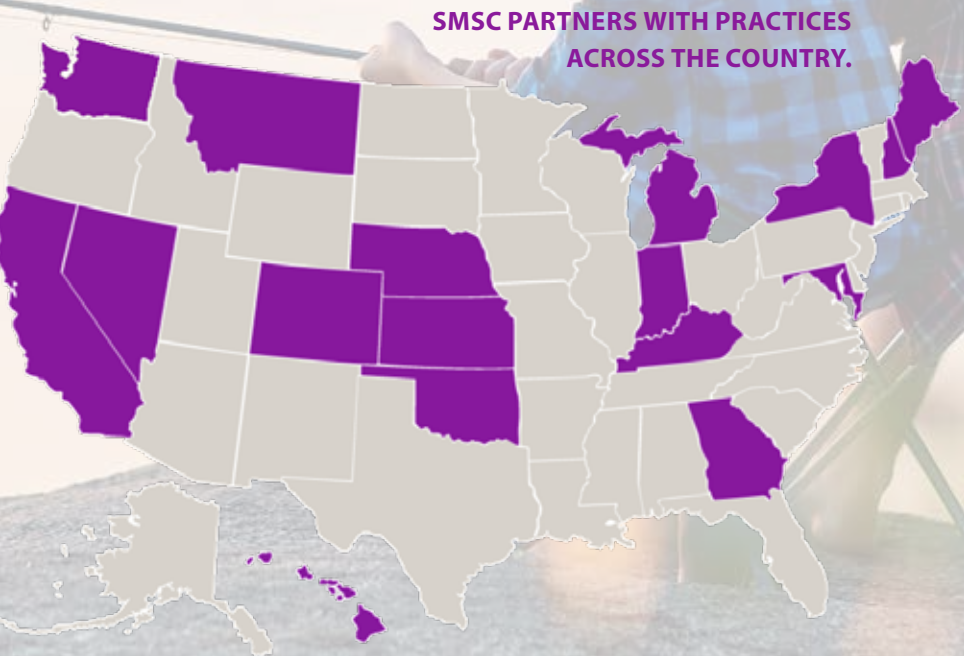
With a client base that is both geographically and organizationally diverse, the broad array of expertise of the SMSC team helped their clients achieve a wide variety of accomplishments. SMSC provided some clients with end-to-end practice management services that included all of the leadership, business, and administrative functions needed to run a successful physician practice. For others, SMSC provided expertise in specific service lines such as credentialing & payor enrollment, human resources, marketing, payor contracting, physician recruitment, and strategic planning.

The SMSC team includes varying types of clinicians, MBAs, financial experts, award-winning marketers, and a wide range of individuals with the highest levels of professional certification in their respective disciplines. Whether a client is looking to increase revenue, improve performance, solve a specific problem, or simply looking for an assessment of their current operations, SMSC can help.

Learn more at spectrummsc.com.

“The SMSC team was very courteous and knowledgeable. They took the time to ask questions and identify the pertinent information about our group that would make their analysis complete and of maximal benefit to our group. We had an excellent experience working with SMSC.

– Robert K. Gelczer, MD, President, Radiology Associates, LLC (Oklahoma)



SMSC PARTNERS WITH PRACTICES ACROSS THE COUNTRY.







SUPPORTING OUR COMMUNITY

**Spectrum’s core tenets include caring not only for patients, but also the broader communities we serve.** Although our philanthropic efforts span a wide range of charitable organizations, many of our partnerships are with groups that focus on some aspect of improving healthcare, such as Maine Cancer Foundation. Spectrum has been a supporter of Maine Cancer Foundation since its inception 16 years ago.

Maine Cancer Foundation leads a statewide effort to promote and support the most promising and effective cancer-fighting programs available to the people of Maine through a combination of grant-based financial support and coalition building.

Cancer rates in Maine are significantly higher than the national average and the worst in

New England. Not only is cancer the leading cause of death in Maine, one in three individuals will receive a cancer diagnosis in their lifetime. There has been some progress: cancer rates have declined nearly 13 percent from an all-time high in 2000, but Maine continues to lag behind improvements seen in other states.

Maine Cancer Foundation is committed to addressing health inequities, ensuring all Mainers have access to critical cancer prevention, screening, and treatment resources. Proposals that address social determinants of health are prioritized.

**TRI FOR A CURE**

Founded in 2008, the Tri for a Cure has become the largest fundraising triathlon in the state of Maine, providing a gorgeous race course



Founded in 2008, Tri for a Cure has become the largest fundraising triathlon in the state of Maine. The Tri has raised almost \$22 million for Maine Cancer Foundation.

along the shores of Cape Elizabeth and South Portland. This event consists of a USAT-sanctioned 1/3-mile swim, a 15-mile bike ride and a three-mile run.

Each year, over 1,300 women gather to participate in Maine Cancer Foundation’s Tri for a Cure. Thanks to the efforts of thousands of supporters, the Tri for a Cure has raised almost \$22 million for Maine Cancer Foundation, every dollar of which has been reinvested into Maine communities for cancer prevention, early detection, and access to care. Today, thanks to the efforts of thousands of supporters, there are effective treatments for many forms of cancer with the promise of more to come.

**SPECTRUM’S COMMUNITY COMMITMENT**

In 2023, Spectrum contributed \$763,301 to more than 50 organizations across Maine and New Hampshire. In addition to hospitals and other provider entities, Spectrum also supports a wide variety of charitable organizations who focus on education, health and well-being, and community development. Examples include The Children’s Museum & Theatre of Maine, Dempsey Challenge, The Ecology School, Make-A-Wish, American Heart Association, United Way of Greater Portland, YMCA of Southern Maine, and many more.



SERVING OUR COMMUNITY THROUGH OUR SITES OF SERVICE

ANESTHESIOLOGY	PATHOLOGY	RADIOLOGY
InterMed	Bridgton Hospital	Blue Hill Memorial Hospital
LincolnHealth – Miles Health Campus	Central Maine Medical Center	Brewer Medical Center
Maine Eye Center	Coastal Women’s Healthcare	Bucksport Regional Health Center
Maine Medical Center	Exeter Hospital	Coastal Women’s Healthcare
Maine Medical Center – Scarborough Surgery Center	Franklin Memorial Hospital	Helen Hunt Health Center
Mid Coast Hospital	InterMed	InterMed
Northern Light Mercy Hospital	LincolnHealth – Miles Health Campus	LincolnHealth – Miles Campus
Northern Light Mercy Hospital – Outpatient Specialty Surgery Center	Maine Medical Center	LincolnHealth – St. Andrews Campus
Northern Light Mercy Hospital – Pain Center	Memorial Hospital	Maine Coast Mobile Medicine
Plastic & Hand Surgical Associates	Mid Coast Hospital	Maine Medical Center – Brighton Campus
Portland Gastroenterology Center	NorDx Laboratories	Maine Medical Partners Neurosurgery & Spine
Southern Maine Health Care – Goodall Campus	Pen Bay Medical Center	Martin’s Point Health Care
Spectrum Ambulatory Surgery Center	Plastic & Hand Surgical Associates	Memorial Hospital
Stephens Memorial Hospital	Rumford Hospital	Millinocket Regional Hospital
	Southern Maine Health Care	New England Cancer Specialists
	Stephens Memorial Hospital	Northern Light CA Dean Memorial Hospital
	Waldo County General Hospital	Northern Light Eastern Maine Medical Center
		Northern Light Inland Hospital
		Northern Light Maine Coast Hospital
		Northern Light Mayo Hospital
		Northern Light Orthopedics
		Northern Light Primary Care, Gouldsboro
		Pen Bay Medical Center
		Penboscot Valley Hospital

**ORTHOPAEDICS**

Practice Locations:

- Brunswick
- Norway
- Portland
- Windham

Surgical Sites of Service:

- InterMed Ambulatory Surgery Center
- Maine Medical Center
- Northern Light Mercy Hospital
- Spectrum Ambulatory Surgery Center
- Stephens Memorial Hospital
- OrthoAccess Orthopaedic Walk-In Clinic

**RADIATION ONCOLOGY**

- Coastal Cancer Treatment Center, Bath
- MaineHealth Cancer Care Center, York County
- Maine Medical Center Scarborough Radiation Therapy
- Southern Maine Radiation Therapy Institute at Maine Medical Center

**VASCULAR & INTERVENTIONAL RADIOLOGY**

- Maine Medical Center
- Northern Light Eastern Maine Medical Center
- Southern Maine Health Care – Biddeford
- Spectrum Vascular & Interventional Radiology (VIR)
- St. Mary’s Regional Medical Center





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NORTHERN RADIOLOGY  
NEW PACS GOES LIVE

“We constantly complained about how slow and unreliable the old system was,” says Dr. Chng. “We used the term hour-glassing because it just showed hourglasses all over the screen, and you couldn’t read.”

All the collaboration and hard work came to fruition on July 10.

“We have not had a single hourglass, lag, freeze, or pause with the new system. This huge performance leap was the purpose of this new PACS,” adds Dr. Chng.

These improvements also benefit Spectrum’s team of teleradiologists who provide weekend coverage from a variety of geographical locations. In the past, the farther away the radiologist was from Maine, the slower the connection was. With the new PACS, teleradiologists have a more reliable system to access images and quickly deliver patient results, regardless of where they are physically sitting.

“There are a lot of new features in AGFA EI that make our lives much easier and more efficient,” says Dr. Chng. “Most importantly, it helps us deliver better patient care.”

CONTINUED FROM PAGE 5:  
PATHOLOGY CARE

slides with enhanced accuracy and precision. As the final step, providers can translate pathology findings into a diagnosis and treatment plans.

“The skill level required to produce the histologic patient tissue slides in conjunction with the experience and expertise of the Spectrum pathologists allow both organizations to contribute to and provide high-quality patient care,” says Richard Carter, director of anatomic pathology laboratory operations at NorDx Laboratories.

As Spectrum Pathology moves forward with innovations in digital pathology, the partnership with NorDx helps optimize processes. Our collaboration to bring digital pathology services to our patients will give providers the most accurate results as quickly as possible.

EXCEPTIONAL CARE FOR OUR COMMUNITY

Leading the region with a full range of advanced anatomic and clinical pathology services, our collaboration with NorDx strengthens our ability to directly inform patient care and improve the overall patient experience.

CONTINUED FROM PAGE 10:  
ADVANCEMENTS IN JOINT REPLACEMENT

the same day is safer than staying in the hospital,” Dr. Newman adds.

Dr. Piers and Dr. Newman both call out the importance of home health physical therapy in recovery, especially after joint replacement. Physical therapists can help patients manage pain, improve range of motion and strength, and teach people how to navigate everyday things like using the stairs, toilet, shower, and safely getting in and out of bed.

Patient care does not stop when recovery starts. Spectrum Orthopaedics helps patients get back to work, life, and activities as quickly as possible.

CONTINUED FROM PAGE 11:  
NONSURGICAL RELIEF

pain,” says Dr. Lonegan. “In this state, they really can’t move their shoulder or tolerate any degree of therapy. In this scenario, we often start with a steroid injection to calm down this pain so they can use their shoulder in a therapeutic way.”

Beyond injections, Spectrum orthopaedic specialists offer a comprehensive approach to nonsurgical joint pain treatment.

“In addition to injections, physical therapy, medications, lifestyle modification, and nerve blocks, we can help our patients manage their

condition until they are at a point where they may need to move forward with surgical intervention,” explains Dr. Regnier.

“I have patients that managed their conditions with more conservative treatments for years, if not a decade or more,” Dr. Regnier continues. “Some do end up needing joint replacement, but it’s hard to predict.”

CONTINUED FROM PAGE 16:  
GLOBAL HEALTHCARE

Dr. Jonathan Meserve say they learned more than they taught. Dr. Emily Meserve says there were many notes she brought back, citing impressive work across triage, workflow choices, and tissue control blocks the team here in Maine can apply in the lab.

The conversations did not stop when they got back on Maine soil. “We are on Zoom together from across the globe,” says Dr. Jonathan Meserve. “It’s an early morning for me and a late afternoon for them, but we make it work.”

At Spectrum Healthcare Partners, we are committed to improving the health of those beyond our immediate borders. Thanks to the volunteer work of many of our physicians, we continue to work on helping our neighbors have equitable access to healthcare across the globe.

THANK YOU, DAVID!

In 2023, our CEO celebrated his 25th year with Spectrum.

David joined Spectrum in 1998 as chief operating officer, a role he held until becoming CEO in 2007. Under David’s leadership and keen strategic vision, Spectrum Healthcare Partners has achieved significant operational and clinical success,



including service line expansion, the addition of new sites of service, and significant revenue growth.

Thank you, David, for 25 years of leadership and your ongoing commitment to Spectrum!



David Landry, CEO, demonstrates leadership both in and outside of Spectrum. He currently serves on multiple non-profit boards and is actively engaged in a wide variety of community outreach.



LEADERSHIP

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NORMAN BELAIR

THANK YOU FOR YOUR SERVICE:

Norm Belair joined Spectrum as its second chief financial officer in 2017 and provided insightful financial leadership until his retirement in 2023. Thank you, Norm, for your contributions to Spectrum.





**Spectrum**  
Healthcare Partners

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**Anesthesiology**

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**Orthopaedics**

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**Pathology**

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**Radiation Oncology**

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**Radiology**

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**Vascular & Interventional  
Radiology**

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