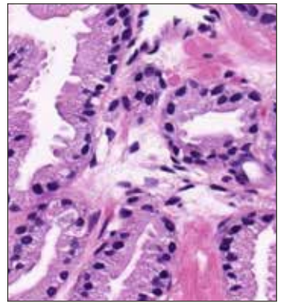
Spectrum
Healthcare Partners

Building Healthy Communities

2022 Service Profile

TABLE OF CONTENTS



2022

We are proud to have delivered 1,707,688 services, served 550,138 patients, offered $1,610,995 in free patient care, and contributed $957,669 to local and statewide charitable organizations.

SERVICES PROVIDED	PATIENTS SERVED	FREE CARE PROVIDED	CHARITABLE CONTRIBUTIONS
1,707,688	550,138	$1,610,995	$957,669

LEADERSHIP: DAVID LANDRY, CEO

> **“We continue to build healthy communities through the collaborative relationships we foster.”**

Spectrum Healthcare Partners enjoyed another successful year in 2022.

I am proud and grateful for 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 very pleased to share with you some of our successes from 2022, such as initiatives to implement innovative technology, providing care at new and expanded sites of service, enhancing subspecialty care, developing a physician leadership academy, and other efforts. Our accomplishments are diverse, but they are all rooted in the common goal of improving the lives of the constituents in all of the communities we serve.

We continue to build healthy communities through the collaborative relationships we foster with our hospital, provider practice, health insurer, employer, government, and other partners. As we move into the coming year, we will continue our focus on cultivating partnerships to build new opportunities and strengthen our ability to provide high value, integrated care. While the last few years have certainly brought a myriad of unique challenges, these challenges have allowed our dedication, commitment, and resiliency to shine.

We look forward to continuing our work providing leadership and support to our communities, and we wish you all well.

–David Landry, CEO

CLINICAL TRIALS ADVANCE CANCER CARE

Clinical trials are essential for the advancement of oncology care as these studies test new methods of screening, prevention, diagnosis, or treatment of a disease and help identify the best treatment options for future cancer care.

Clinical trials are important for patients on several levels. First and foremost, clinical trials provide the foundation for the development of evidence-based guidelines. They inform the development of treatment plans and pave the way for continual improvements in cancer care and patient outcomes. Additionally, clinical trials often provide patients an additional treatment option when other proven methods have not been successful.

Currently, Spectrum’s radiation oncologists are enrolling patients in 19 trials. Of particular relevance to prostate cancer, the radiation oncology division is working with NRG Oncology to enroll patients in the GUIDANCE and PREDICT-RT trials. The GUIDANCE trial is for patients with intermediate-risk disease, while the PREDICT-RT is for high-risk patients. Both trials have the same framework and concept, and seek to use results of a molecular test to better personalize treatment approaches. In both studies, a genomic test called Decipher is performed on each potential patient, which provides a score. The score has been proven to be an independent predictor for the aggressiveness of their cancer.

For patients with more favorable Decipher scores, both studies test whether less aggressive treatment can achieve similar outcomes as standard therapy. For men with high Decipher scores, the studies assess whether treatment intensification results in improvements in disease control.

Matthew Cheney, MD, PhD, radiation oncologist and managing director of Spectrum’s radiation oncology division, oversees several clinical trials. “These studies have the potential to markedly improve our approach to prostate cancer treatments,” states Dr. Cheney. “Based on the results, we may be able to better tailor therapy to an individual patient’s disease. There is potential to help improve quality of life for those who can de-escalate therapy, while simultaneously improving cancer control rates by intensifying therapy for patients who require it.”

Spectrum Healthcare Partners, through our partnership with Maine Medical Center’s Cancer Institute, is committed to identifying new treatments that will shape the future of cancer care.

Matthew Cheney, MD, PhD, coordinates the radiation oncology clinical trials.

> **“These studies have the potential to markedly improve our approach to prostate cancer treatments.”**

KEEPING ATHLETES HEALTHY

Christopher Lonegan, DO, is a sports medicine physician who specializes in the treatment of sports-related and other non-surgical musculoskeletal injuries.

Thomas Murray, Jr., MD, is an orthopaedic surgeon who specializes in sports medicine and arthroscopic surgery. He is chair of the department of surgery at Northern Light Mercy Hospital.

Bryce Wolf, MD, is an orthopaedic surgeon who specializes in sports medicine, arthroscopic surgery, and total joint replacement of the shoulder, hip, and knee.

At Spectrum Orthopaedics we have a highly regarded team of fellowship-trained sports medicine specialists who help patients get back to the sports they enjoy in the safest and fastest way possible. Our team includes orthopaedic physicians, surgeons, physician assistants, physical and occupational therapists, and certified athletic trainers. The goal of sports medicine is to help athletes stay fit, active, and injury-free throughout their life. "We provide expert, specialized, surgical and non-surgical care for all sports-related injuries, from the shoulder down to the foot. All of the sports medicine physicians at Spectrum are board-certified, fellowship-trained sports medicine specialists," states Bryce Wolf, MD.

Currently, our sports medicine team includes five physicians who are fellowship-trained in sports medicine. In addition to Dr. Wolf, the team includes Eric Hoffman, MD; Benjamin Huffard, MD; Christopher Lonegan, DO; Thomas Murray, Jr., MD; and Christopher Regnier, DO.

Dr. Lonegan, who is a primary care sports medicine physician, specializes in the treatment of non-surgical sports-related injuries. Dr. Lonegan is passionate about helping patients stay active no matter their age. "One of the most common injuries I see is a syndesmotic injury, or sprained ankle in pediatric patients," states Dr. Lonegan. Pediatric patients are more susceptible to a sprained ankle because their bones are more flexible than adult bones. Properly treating an ankle sprain in active pediatric patients is paramount in getting them back out on the field in a healthy and safe manner.

Sometimes more extensive treatment is needed for sports medicine patients, requiring surgery to repair the injury. Dr. Murray is a sports medicine surgeon who specializes in arthroscopic surgery. He performed the first arthroscopic rotator cuff repair in Maine 20 years ago and has now performed more than 2,000 of these procedures. He has been with Spectrum Orthopaedics since 1999 and performs many of his surgeries in our Ambulatory Surgery Center. "Our orthopaedic surgeons treat everything from cartilage transplants, to hip arthroscopy, to advanced shoulder procedures that aren't done elsewhere. It takes having that pioneering sense to move forward in the field, and the physicians at Spectrum possess that," states Dr. Murray.

Dr. Murray takes great pride in seeing patients through all stages of life. Twenty years ago, he cared for two brothers who played football and baseball, as well as their father who was a gym teacher and baseball coach. Dr. Murray just recently treated one of the brothers, who is now married with a family of his own. He was able to operate on the patient's shoulder to get him back to his profession in the military. Finding the right provider in sports medicine can offer a patient lifelong support when they sustain orthopaedic injuries.

Our providers have extensive experience delivering sports medicine services for high school, collegiate, club, and professional sports teams, as well as special event coverage. Spectrum sports medicine specialists have extensive experience treating professional and national-caliber amateur athletes who play baseball, basketball, hockey, and other sports. Currently, Spectrum's sports medicine specialists partner with local high schools and colleges including Cape Elizabeth High School, South Portland High School, and the University of New England, to provide orthopaedic care for student athletes.

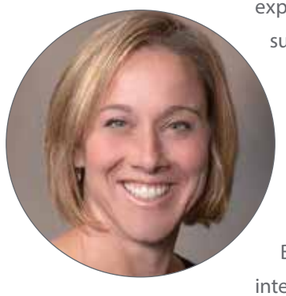
In addition to working with athletes, we also help provide guidance for the coaches, student athletes, and their parents. Lisa Mims, ATC, has been the athletic trainer at Cape Elizabeth High School for 18 years. She collaborates with team physician Dr. Huffard, working together with high school athletes, building relationships with them and their families to help advocate for the athletes. "My job is taking care of the athletes and their needs, whether they need help getting into physical therapy, to see a nutritionist, or emotional support," states Mims.

A valuable extension of Spectrum Orthopaedics is our OrthoAccess walk-in clinic. 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.

Since our inception, Spectrum Orthopaedics has been known for collaboration and innovation. Today, we see a high degree of teamwork when related to sports medicine. The team we have built at Spectrum is extremely synergistic, from our sports medicine physicians, to our orthopaedic surgeons, to our physical therapists and athletic trainers. We are proud to serve the communities across Maine and keep our athletes active throughout their lives.

"We provide expert, specialized, surgical and non-surgical care for all sports-related injuries, from the shoulder down to the foot."

PROVIDING HIGH QUALITY CARE THROUGH SUBSPECIALIZED RADIOLOGY SERVICES



Amy Harrow, MD, is a board-certified, fellowship-trained diagnostic radiologist who specializes in breast imaging.

Vasavi Paidpally, MD, is a board-certified, fellowship-trained radiologist who specializes in neuroradiology.

Kaitlyn Weidenbach, MD, is a board-certified, fellowship-trained musculoskeletal radiologist.

Radiology has been a core service line at Spectrum Healthcare Partners since our founding in 1996. Our radiologists work with partner community health systems to provide their expertise, analyzing or "reading" images. We have a strong team of board-certified experts, many with advanced subspecialty training. Subspecialty training allows a physician to gain extensive knowledge about one category of patients, one type of injury, one type of disease, or one body system.

Breast radiologists specialize in interpreting images of the breast in order to diagnose and help treat different medical conditions of the breast. They interpret mammograms, breast ultrasounds, and breast MRIs. In addition, they perform minimally invasive procedures that help to diagnose and treat breast cancer and also many benign conditions of the breast. A dedicated breast radiologist has particular training and knowledge in advanced breast imaging and breast procedures. Beyond image interpretation and performing interventional procedures, these radiologists work as part of a multidisciplinary team with surgeons, oncologists, pathologists, and other specialists to optimize breast cancer care for patients.

"By specializing in and dedicating our radiology practice to diseases of the breast, we can offer more sophisticated diagnosis and intervention, with the goal of achieving the best possible outcomes for our patients," states Amy Harrow, MD. "One in eight women will develop breast cancer at some point in their lives. Our goal is to detect cancer when it is small so treatment may be less invasive, and ultimately decrease breast cancer morbidity and mortality."

Another subspecialty we offer in our radiology division is musculoskeletal radiology (MSK), which includes interpreting imaging and performing image-guided procedures of the bones, joints, spine, and soft tissues for both adults and pediatric patients. "With MSK radiology, understanding the pattern of injury and what to expect is important. Seeing these patterns and learning about the mechanism of injury can help to better diagnose a patient," states Kaitlyn Weidenbach, MD. Within general radiology there is so much to learn but having a subspecialty, such as MSK, allows the physician to see the same types of images over and over again. This redundancy gives the radiologist an expert eye, making diagnosis a more accurate process.

Neuroradiology is a subspecialty of radiology focused on diagnosing abnormalities of the central and peripheral nervous system, spine, and head and neck. Neuroradiologists also perform interventional procedures to treat diseases of the central nervous system and the skull and spine. Spectrum neuroradiologists such as Vasavi Paidpally, MD, often work with stroke patients. "The decisions we make and the care we provide is altering someone's life. In neuro 'time is brain,' and the sooner we can administer treatment the better," states Dr. Paidpally. The phrase "time is brain," means time is of the essence when treating a stroke. With each second that a stroke goes untreated, the nervous tissue in the brain is rapidly and irreversibly damaged. Having radiologists specialized in neuroradiology allows for a patient to receive a timely diagnosis that is accurate, which is paramount when dealing with stoke patients.

Radiologists look for the presence of disease in medical images to the best of their ability. Highly skilled radiologists have high accuracy rates with a great deal of evidence supporting the idea that subspecialization in radiology improves quality. At Spectrum, we are proud to provide specialized radiologists so we can continue to provide innovative, expert solutions to our community.

TREATMENT OF PERIPHERAL ARTERIAL DISEASE

Peripheral arterial disease (PAD) is a common circulatory problem where narrowed arteries reduce blood flow to the legs. It is typically caused by the buildup of fatty plaque in the arteries, which is called atherosclerosis. Peripheral arterial disease can result in life-limiting pain in the lower extremities, or in severe cases, result in lower extremity wounds and limb loss.

Spectrum's vascular and interventional radiologists have extensive vascular expertise, enabling them to treat PAD and critical limb-threatening ischemia without open surgery. Spectrum physicians will completely evaluate treatment options with all patients including lifestyle and exercise changes, medication management, and procedure options. Utilizing state-of-the-art imaging techniques and devices, we can utilize minimally invasive options with short recovery time to restore blood flow through only a small puncture in the skin resulting in relief of symptoms and wound healing.

"This can be an excellent treatment option for patients with PAD who have not been successful managing the condition with lifestyle and exercise changes

> **"Minimally invasive treatments can be an excellent treatment option for patients with PAD."**

Erich Russell, DO, is a board-certified radiologist who specializes in vascular and interventional radiology.

or those with non-healing wounds at risk of limb loss. Because it is a minimally invasive procedure, patients also have the benefit of a short recovery time and often leave the hospital the same day," states Erich Russell, DO. "In addition to PAD therapies, our vascular and interventional radiology team offers a full range of minimally invasive treatments that have led to successful outcomes for patients with a variety of conditions."

PROVIDING TAILORED PROSTATE CANCER TREATMENT

Patients who are diagnosed with prostate cancer face the daunting task of choosing among a variety of treatment options.

To help patients decide what treatment is best, Spectrum radiation oncologists categorize patients into a risk category based upon prognostic factors, such as physical exam findings, pathology, and Prostate Specific Antigen (PSA) levels. Prostate cancer falls into a spectrum of disease from low to intermediate or high risk. The treatment options vary based upon the risk category.

For **low-risk** disease, active surveillance may be the most appropriate option. For **intermediate risk**, the patients can be treated definitively with surgery or radiation therapy. The outcomes are comparable with either treatment, but the side-effect profiles differ. For intermediate-risk patients, our radiation oncologists can offer a variety of radiation therapy treatment options. Alternatives include brachytherapy, in which radioactive inserts are placed within the tissue, or treatments in which an external beam is used to deliver highly precise doses of radiation to a particular body part, such as fractionated external beam radiation therapy (EBRT) or stereotactic body radiotherapy (SBRT). Some patients pursue a combination of brachytherapy and EBRT.

Matthew Parsons, MD, is a radiation oncologist offering prostate brachytherapy treatment. Spectrum Radiation Oncology physicians were the first in Maine to perform HDR brachytherapy.

Rodger Pryzant, MD, is a radiation oncologist with 30 years of prostate brachytherapy experience. Spectrum radiation oncologists are the only physicians in northern New England that offer HDR brachytherapy.

EBRT is delivered conformally to protect and respect normal surrounding structures with intensity modulation (IMRT) and image guidance (IGRT). SBRT also allows for very precise targeting, and with SBRT the time interval between treatments can be shortened from eight weeks to two and a half weeks. SBRT allows the physicians to deliver radiation at a higher dose with fewer fractions. fractions. The same result they used to achieve in 44 treatments over nine weeks can now be reached in five treatments over two weeks.

Radiation therapy technology has gone through a renaissance in the last 20 years, riding the wave of computer technology and imaging advancements.

"We are able to do treatments more quickly because over the years our image guidance has improved. We are able to be more consistently accurate with the radiation and use tighter margins to deliver this high dose without increasing the side-effect profile," states Matthew Parsons, MD, radiation oncologist.

Brachytherapy is another treatment option for patients with low or intermediate risk. Brachytherapy is the delivery of internal radiation using a radioactive source that is computer guided remotely by the implantation of catheters or needles directly into the tumor or body cavity. This is often performed under sedation within the operating room. By delivering radiation internally, the dose delivered to a tumor can be escalated much higher than what would be possible using external x-ray-based radiation treatment. Patients have the option between two types of brachytherapy. Low dose rate (LDR) brachytherapy involves placing radioactive seeds in the tissue that deliver radiation over an extended period of time. With high dose rate (HDR) brachytherapy, a higher dose of radiation is administered in a shorter period of time.

Utilizing brachytherapy allows normal tissues to be spared, so the physicians are able to deliver a higher dose of radiation safely to the patient. This is a "bedded outpatient" procedure performed in an operating room where the patient is able to return home the same day.

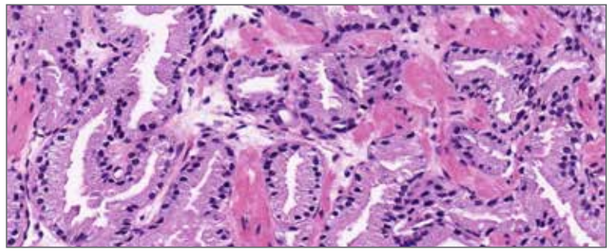
For **unfavorable intermediate-risk** and **high-risk** prostate cancer patients, there is meta-analysis data to support improvement in freedom from relapse with trimodal treatment, which includes a combination of EBRT, brachytherapy, and androgen deprivation therapy, over surgery or EBRT alone. *The Journal of the American Medical Association (JAMA)* reported on a cohort study that included 1,809 men with prostate cancer whose biopsy Gleason score was 9-10. EBRT with a brachytherapy boost and androgen deprivation therapy was associated with significantly better prostate cancer survival and longer time to distant metastasis compared with EBRT and androgen deprivation therapy or with radical prostatectomy.

"This sentinel finding has started to change the practice of medicine for high-risk prostate cancer away from surgery," states Rodger Pryzant, MD.

"We are able to be more consistently accurate with the radiation and use tighter margins to deliver a high dose without increasing the side-effect profile."

DIGITAL PATHOLOGY INNOVATION

The Spectrum pathology division has been at the forefront of new developments throughout the years and continues to be a leader within the field. In 2022 our pathology division set the stage to begin implementation of a digital workflow strategy. Digital pathology is the process of digitizing glass slides, using a whole slide image scanner and then analyzing the digital images using an image viewer, typically on a computer monitor or mobile device. "By utilizing digital pathology, pathologists will have the bandwidth to review cases from anywhere, no matter their geographical location," states Bilal Ahmad, MD.



A whole slide image of a prostate core needle biopsy stained with hematoxylin and eosin for pathologist review.

The hematoxylin and eosin stain give the slide the colors that you see. These stains help the pathologist to differentiate between parts of the cell and get a sense of the overall tissue structure.

Bilal Ahmad, MD, leads Spectrum's digital pathology initiative.

These digitized slides allow Spectrum pathology to vastly decrease the time to diagnosis. Spectrum has multiple sites of service where our pathologists work. Currently, when working with a physical glass side, it has to be transported to the correct location to be seen by a specialist, essentially restricting access to part of the patient's medical record until the slide is delivered. However, when a slide is digitized, it decentralizes reading, meaning that pathologists can read it regardless of where they are physically located. Utilizing these new tools will transform the practice of pathology, improve access to subspecialty care, and give patients faster diagnoses.

In the beginning phases of digital pathology, we would still have to create the physical glass slide but we would do it based on specific optimizations. Certain tissue types would be cut differently. For example, a prostate biopsy is currently cut on 24 slides. Utilizing digital pathology, the prostate biopsy could be cut on just two slides. This can be accomplished because specialized software is able to look at multiple biopsies on a single slide, annotate them, and provide an image to the pathologist in a way that makes it easy to review. This streamlines the processes in terms of how tissue gets embedded, cut, and placed on a slide. There is also a single, central site, known as the digital hub, where all slides get imaged. Once a slide has been imaged, it doesn't matter where it came from – any pathologist at any Spectrum site of service is able to review a case.

Having a digitized reading will allow for a speedier diagnosis and if treatment is needed, it can begin sooner than when working with glass slides. The basic concept is that digital pathology allows for a patient's medical specimen to be securely reformulated so that any number of pathologists within the system can review it. It also allows for that specimen to now have a second, third, or expert consultation be performed by a pathologist located anywhere in the world in a matter of seconds. With physical glass slides, the pathologist needs to pack them up, track them, ship them out, and make sure they get accessioned on the other side. With digital pathology, these steps can be eliminated and slides can be digitally delivered to subspecialists very quickly.

Another area of significant added value in using digital pathology is that when you digitize these cases, you can now utilize one of many proprietary FDA-approved or lab-developed AI algorithms. These algorithms are able to pre-screen the images, which helps decrease the rate of false negatives or false positives. It also helps to eliminate the need for a second pathologist's review with cases that require two pathologists to sign off on a diagnosis.

All of these value-added features of digital pathology contribute to a patient's faster and more accurate diagnosis and a reduced time to treatment.

Currently, Spectrum is focusing on rolling out digital pathology internally and our vision for the future is to be able to offer this technology to other healthcare organizations outside of Spectrum. Utilizing digital pathology will fundamentally transform how we work and make positive contributions to patient care in all the communities we serve.

IMPROVING ANESTHESIA CARE FOR COMMUNITIES BOTH NEAR AND FAR

More than 15 million colonoscopies and 7 million upper-GI endoscopies are performed every year in the United States. The increased demand for these procedures and limited availability of hospital space over the last several years has led to an expansion of these services into the community setting. Spectrum's anesthesiology team partnered with Southern Maine Health Care to open Kennebunk Endoscopy and also with Northern Light Mercy Hospital to expand the availability of these procedures at its Outpatient Specialty and Surgery Center in Portland.

Utilizing these two community-based locations for colonoscopies and endoscopies presents numerous benefits for the patients in these communities. One advantage is that both locations are outpatient centers, allowing patients to avoid going to the hospital, creating ease of access. Additionally, through partnerships with GI specialists across Maine, endoscopy and colonoscopy services are expanded, which reduces backlog and helps patients schedule procedures sooner.

Eric Brown, MD, is the anesthesia medical director at Southern Maine Health Care. Dr. Brown chose the specialty of anesthesiology so he could help a wide array of patients in both hospital and outpatient settings.

Brian McAllister, MD, is the chief of anesthesiology at Northern Light Mercy Hospital. Dr. McAllister has over 17 years of experience.

In outpatient settings, patients are sedated by an anesthesiologist instead of a nurse. When a nurse provides sedation, they are limited in the doses of the medication and the types of medication they can use. When an anesthesiologist administers the same medications, these limits do not apply, so the experience can be more tailored to the patient. "It used to be rare to have an anesthesiologist for your colonoscopy or endoscopy, but now it's trending in the direction to have an anesthesiologist," states anesthesiologist Brian McAllister, MD. Spectrum anesthesiologists often use Propofol, a short-acting medication that causes relaxation and sleepiness for medical procedures. Utilizing Propofol allows patients to recover from sedation more quickly, so they are able to get in and out of the surgery center in a timelier manner and with fewer side effects.

Using an anesthesiologist also creates better conditions for the proceduralist. The GI surgeon is able to focus solely on the procedure when the anesthesiologist is present because the anesthesiologist is able to monitor the patient. When a nurse administers sedation, the surgeon has to focus on the stability of the patient as well as the procedure.

Overall, utilizing more outpatient sites increases access to procedures. Being able to schedule a timelier appointment also allows for a speedier diagnosis and time to treatment when applicable. "We do a fair bit of cancer screening. As discouraging as it is when you have a patient that is there for a routine screening and the proceduralist finds a cancer, we often catch it quite early in the course of the disease, making it quite treatable. This helps to prevent mortality in the long run," states anesthesiologist Eric Brown, MD.

Providing quality healthcare to all the communities we serve is a key tenet of Spectrum's mission. We are also committed to improving the health of those beyond our immediate geographic areas, as demonstrated by the volunteer work of many of our physicians.

For the past eight years, we have worked with Tenwek Hospital, a faith-based, missionary hospital in Kenya that provides healthcare options for the local people in that community. Spectrum anesthesiology managing director Nancy R. Boulanger, MD, first learned about the program through a physician colleague at Maine Medical Center. Since 2014, she has visited Tenwek Hospital five times, taking residents with her for many of those visits.

This year Spectrum also provided a monetary gift to the hospital to underwrite the purchase of a new anesthesia machine, which enables the medical team at Tenwek to provide safe and precise delivery of anesthesia to even the smallest of infants. We are committed to providing quality healthcare within our immediate community and afar.

Nancy Boulanger, MD, Spectrum anesthesiologist and managing director of the anesthesiology division, has completed missionary work at Tenwek Hospital in Kenya.

This year, Spectrum provided a monetary gift to Tenwek Hospital to underwrite the purchase of a new anesthesia machine.

Cardiovascular anesthesiologist Kevin Unami, MD, at Tenwek Hospital in Kenya with the new anesthesia machine gifted from Spectrum Healthcare Partners.

DEVELOPING AN INNOVATIVE PROGRAM TO BUILD PHYSICIAN LEADERS

Spectrum established a workgroup to help the organization be more thoughtful and intentional about leadership succession planning. As part of this group's work, the Physician Leadership Academy (PLA) was created to help prepare our physicians for future leadership positions. The PLA had a successful pilot and we will be looking at ways to augment our leadership development program going forward.

The program was targeted to early- and mid-career physicians who have an interest in and aptitude for leadership positions. In total, there were 16 participants in the program, which included physicians from across all divisions of Spectrum. The curriculum was built to focus on areas such as physician leadership, self-awareness, finance, and the history and evolution of Spectrum in the context of the macroeconomic healthcare issues in Maine and nationally.

The program culminated in the spring of 2022 with capstone presentations by each participant, showcasing an initiative they undertook using the learnings of the Academy. These presentations shared the experience and results from a specific initiative each physician led within their respective divisions. The diverse projects included a focus on items such as process improvement, team building, continuous quality improvement, and/or new system design while utilizing the core learnings from the leadership academy. The presentations were extremely well received and were illustrative of the tremendous work that all 16 participants of the inaugural PLA completed.

"The goals of the program are to reinforce the culture of our organization, build self-awareness, practice core interpersonal skills, build financial literacy, and provide our physicians an opportunity to network with their colleagues. I am elated with the participation we have seen this year and cannot wait to see how the program grows," says Julie Wheeler, Spectrum's chief human resources officer.

During this session, physicians focused on the connection between self-awareness and effective leadership. The physicians collaborated to build the tallest possible structure out of straws that wouldn't tip over, leveraging individual strengths in a team setting. Shown here left to right: Emily Meserve, MD, MPH; Kathryn Hanna, MD; Mark Steciuk, MD, PhD; Omar Ashour, MD; and Eric Brown, MD

WOMEN IN RADIOLOGY LEADERSHIP

In the United States the physician workforce has been predominately led by men, but women have steadily increased their presence. Significant advancement has been made throughout the nation in the representation of women in medicine, however radiology remains one of the few medical specialties still dominated by men. In 1981, the American Association for Women Radiologists cited that 23% of all medical residents nationwide were women, and 21% of radiology residents were women.

Now, more than 40 years later, 46% of all medical residents are women, but only 26% of radiology residents are women. This indicates that the number of women choosing radiology as a specialty has stagnated. In addition, historically, the percentage of female radiologists in hospital-based practices is even lower. Spectrum Healthcare Partners is committed to improving gender equality in the medical profession and we are pleased that many of our female radiologists have been appointed to leadership roles within our partner hospitals and healthcare organizations. Those in leadership roles include:

- Christina Cinelli, MD, associate chief of the department of radiology at Southern Maine Medical Center
- Cydney Cox, MD, medical director at InterMed
- Emily Ebert, MD, DEI faculty lead at Maine Medical Center
- Christine Meade, MD, lead simulation center educator at Maine Medical Center
- Vasavi Paidpally, MD, chief of radiology at Northern Light Inland Hospital (January 2023)
- Elizabeth Pietras, MD, division director of breast imaging at Maine Medical Center, medical director at Coastal Women's Health Care and Martin's Point Health Care
- Elena Resnick, MD, head of MRI and ultrasound at Maine Medical Center
- Sharon Siegel, MD, chair of the department of radiology at Maine Medical Center
- Jennifer Talmadge, MD, radiology residency director at Maine Medical Center
- Kaitlyn Weidenbach, MD, head of scheduling for Spectrum Radiology

Gender equality is of crucial importance in the workplace and Spectrum is committed to continuing our focus on dialogue, awareness, sensitivity, and collaboration to improve and achieve parity for all.

We will continue to increase our female workforce in years to come.

Spectrum radiologist Sharon Siegel, MD, is among very few females in the U.S. to be a radiology department chair.

MANAGEMENT SERVICES ACROSS THE U.S.

“When we had some unexpected staffing changes in our credentialing department, the SMSC medical staff services team was able to jump in quickly to augment our remaining team – and we didn’t miss a beat. Since then, SMSC has helped us automate our credentialing processes, improve workflow, and substantially reduce our turnaround time for re-appointments.”

–Geoff Lawton, CEO, Radiology Imaging Associates, Englewood, CO

Spectrum Management Services Company enjoyed another successful year, characterized by tremendous growth. SMSC now services clients in 12 states from Maine to California.

SMSC provides a full suite of integrated practice management services on either a bundled or a la carte basis. Since our inception in July of 2021, we have helped clients tackle complex problems that have led to enhanced revenue streams, more efficient processes, and improvements in overall practice performance.

In 2022, SMSC expanded several service lines, including credentialing and payor enrollment. SMSC works with independent physician practices and small- to mid-sized hospitals to manage activities associated with primary source verification, payor enrollment for both commercial and governmental payors, hospital credentialing and application support, and reporting. Our clients have benefited from improved turnaround times, reduced administrative burden, and streamlined processes.

SMSC also provides full practice management services to clients. Our turnkey solution offers independent physician groups access to SMSC’s broad team of subject matter experts to both effectively manage day-to-day operations and advance strategic objectives.

Services include:

- Credentialing & Payor Enrollment
- Executive Management & Practice Leadership
- Financial Strategy & Support
- Human Resources & Employee Development
- Information Technology
- Marketing, Communications & Business Analytics
- Payor Contracting
- Physician Recruitment
- Quality, Risk & Patient Experience
- RCM & Billing
- Revenue Integrity & Coding

Visit spectrummsc.com to learn more about our services.

SUPPORTING OUR COMMUNITIES

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 the American Heart Association (AHA).

David Landry, Spectrum’s CEO, became involved with the AHA at the invitation of a fellow healthcare executive because of his general commitment to cardiovascular health. However, David developed a more personal “why” in 2015 when Susan Daigle, a longtime Spectrum colleague, passed away unexpectedly from an acute cardiovascular event. Sue was a 48-year-old wife and mother with a wide circle of friends and colleagues who are still impacted by her passing.

Each year, the Maine Chapter of the AHA acknowledges two individuals to receive the Crystal Heart award. This award recognizes those who strive to make Maine a better place to live, work, and thrive through their commitment to the wellbeing of Maine citizens. In 2022, David was honored with this award in recognition of his singular leadership in improving access to quality healthcare in Maine as well as his longstanding participation with the AHA as a corporate partner, volunteer, and supporter. Additionally, David joined the Maine American Heart Association’s Board of Directors in 2022.

The AHA, founded in 1924, has nearly 100 years of lifesaving history and their work continues to pave the way in the fight against heart disease and stroke. As an organization, the AHA funds cardiovascular medical research, educates consumers on healthy living, and fosters appropriate cardiac care in an effort to reduce disability and deaths caused by cardiovascular disease and stroke. Heart disease is the number one killer worldwide, stroke ranking second globally. The commitment of the American Heart Association is made clear through their investment of more than $5 billion in research for cardiovascular and cerebrovascular disease.

SPECTRUM’S COMMUNITY COMMITMENT

In 2022, Spectrum contributed $957,669 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 wellbeing, and community development. Examples include The Children’s Museum & Theatre of Maine, Dempsey Challenge, The Ecology School, Maine Cancer Foundation, Make-A-Wish, United Way of Greater Portland, YMCA of Southern Maine, and many more.

David Landry, Spectrum CEO, received the Crystal Heart award in 2022 acknowledging his singular leadership in improving access to quality healthcare in Maine as well as his longstanding participation with the AHA as a corporate partner, volunteer, and supporter.

Spectrum participates in the 2022 AHA Heart Walk, supporting the American Heart Association in the fight against heart disease. Together, we can protect the hearts we love.

DIVISIONAL UPDATES

ANESTHESIOLOGY

Peter "Rob" Hubbs, MD, was named interim chair of the department of anesthesiology and perioperative medicine at Maine Medical Center.

Peter "Rob" Hubbs, MD

ORTHOPAEDICS

Kathryn Hanna, MD, a board-certified orthopaedic surgeon with specialty training and certification in hand surgery, began offering an outpatient surgical hand procedure in our Spectrum Orthopaedics-Windham office. These office-based procedures provide patients with carpal tunnel syndrome or trigger finger an alternative to having surgery in either a hospital or a surgery center. With these procedures, a local anesthetic is used, which allows patients to drive themselves to and from the procedure. Patients are able to manage any postoperative discomfort with Tylenol and ice, avoiding the need for opioids. Currently, Dr. Hanna is providing this procedure in Windham one day per month.

Our electrodiagnostic lab has once again received laboratory accreditation with exemplary status from the American Association of Neuromuscular & Electrodiagnostic Medicine (AANEM). In addition, our Ambulatory Surgery Center had a successful survey with the Accreditation Association for Ambulatory Health Care (AAAHC).

In 2022, Spectrum Orthopaedics announced the inception of its Sports and Orthopaedic Residency programs available to physical therapists. These post-graduate certification programs further define our ongoing commitment to teaching, mentoring, and clinical excellence.

PATHOLOGY

Spectrum pathologists participated in the care of 34 organ donors and 110 organs recovered for transplant at Maine Medical Center.

The pathology division will provide educational support to the newly accredited Hematology and Oncology Fellowship at Maine Medical Center. Two fellows per year will rotate with Spectrum hematopathologists learning the morphology, laboratory diagnosis, lab surveillance, and precision medicine aspects of hematologic disorders.

RADIATION ONCOLOGY

In 2022, the National Cancer Institute recognized three of our radiation oncologists for their participation in clinical trials. Matthew Cheney, MD, PhD, received the Gold Award for Treatment and Cancer Control, Screening, and Prevention Trial Accrual, contributing 10-39 accruals. Whitney Beeler, MD, and Cornelius McGinn, MD, received the Silver Award for Treatment and Cancer Control, Screening, and Prevention Trial Accrual, contributing 5-9 accruals.

The radiation oncology division is starting to treat more women with external beam accelerated partial breast irradiation (APBI). Randomized studies demonstrate that in appropriately selected women with early-stage breast cancer, short-course APBI is non-inferior to whole breast irradiation in terms of cancer control and side effects.

RADIOLOGY

Our vascular and interventional radiology practice transitioned to a new electronic health record and practice management system through NextGen Healthcare. The new platform will provide Spectrum physicians with enhanced tools to support excellent patient care.

Spectrum radiology began providing services at RAYUS Radiology in Auburn, Maine. Radiologists and APPs provide coverage for CT contrast studies and professional interpretations for MRI, X-Ray, and CT exams.

SERVING OUR COMMUNITY THROUGH OUR SITES OF SERVICE

ANESTHESIOLOGY

- CMO Ambulatory Surgery Center (ASC)
- InterMed
- LincolnHealth – Miles Health Campus
- Maine Eye Center
- Maine Medical Center
- Maine Medical Center – Scarborough Surgery Center
- Maine Medical Partners Neurosurgery and Spine
- Mid Coast Hospital
- Northern Light Mercy Hospital
- Northern Light Mercy Hospital – Outpatient Specialty Surgery Center
- Northern Light Mercy Hospital – Pain Center
- Plastic & Hand Surgical Associates
- Portland Gastroenterology Center
- Southern Maine Health Care
- Spectrum Ambulatory Surgery Center
- Stephens Memorial Hospital

ORTHOPAEDICS

- Practice Locations:
  - Brunswick
  - Norway
  - Portland
  - Saco
  - Windham
- Surgical Sites of Service:
  - Maine Medical Center
  - Northern Light Mercy Hospital
  - Spectrum Ambulatory Surgery Center
  - Stephens Memorial Hospital
- OrthoAccess Orthopaedic Walk-In Clinic:
  - Portland
  - Windham

PATHOLOGY

- Bridgton Hospital
- Central Maine Medical Center
- Coastal Women's Healthcare
- Exeter Hospital
- Franklin Memorial Hospital
- InterMed
- LincolnHealth – Miles Health Campus
- Maine Medical Center
- Memorial Hospital
- Mid Coast Hospital
- NorDx Laboratories
- Pen Bay Medical Center
- Plastic & Hand Surgical Associates
- Rumford Hospital
- Southern Maine Health Care
- Stephens Memorial Hospital
- Waldo County General Hospital

RADIATION ONCOLOGY

- Cancer Care Associates of York
- 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
- Brewer Medical Center
- Bucksport Regional Health Center
- Coastal Women's Healthcare
- Helen Hunt Health Center
- InterMed
- LincolnHealth – Miles Campus
- LincolnHealth – St. Andrews Campus
- Maine Coast Mobile Medicine
- Maine Medical Center – Brighton Campus
- Maine Medical Center Cancer Institute Radiation Oncology
- Maine Medical Partners Neurosurgery & Spine
- Martin's Point Health Care
- Memorial Hospital
- Millinocket Regional Hospital
- New England Cancer Specialists
- Northern Light CA Dean Memorial 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
- Rayus Radiology:
  - Auburn
  - Bangor
  - Brunswick
  - Portland
- Southern Maine Health Care
- Spectrum Vascular & Interventional (VIR)
- St. Joseph Hospital
- St. Mary's Regional 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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Dr. Couto served on the Board of Directors from 2018 to 2022. We thank him for his time on the board as well as his commitment to Spectrum and the communities we serve.

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- Radiology
- Vascular & Interventional Radiology

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