

The Future of Health in Mascoma Valley

Mascoma Community Health Center



Right Care, Right Costs, Right *Here*.

The history of the project

What are the Health Care Choices in our town?

**What does “Great Health Care”
look like?**

Do you have it now?

**Will you be able to afford it in 5
years?**

Do you have insurance now?

**Are you satisfied with the
quality of your care?**

Public Meeting

NEXT TUESDAY - May 21st - 7PM

Canaan Meeting House

**All welcome from Grafton, Orange,
Dorchester, Canaan and Enfield!**

SPONSORED BY TOWN OF CANAAN

**Change is coming – don’t be afraid to speak out
and say what you want!**

Quality – Affordable – Accessible

Accountability to you

**First
Meeting
2013**

What concerns brought us to this point?

- Higher medical costs
- More expensive insurance, deductibles, co-pays, premium sharing
- No insurance
- Long waits, repeat visits, un-coordinated care
- Doctors who aren't familiar with my care
- Fear about the future of health care

Mascoma Community Healthcare



- FAST response
- personal relationship & doctor
- easy access
- dental care
- local + quick access
- dedicated sch. nurses
- medical service in schools
- eye care
- mental health
- auditory
- in-patient hospice
- diet
- home health
- phys. therapy
- rehab
- access -> alternative medicine
- pre-natal

- testing
- nutritional advice
- chiropractic
- time
- Rx drugs
- coop. betw. doctors
- commy health orgs
- grief counseling
- alternatives to Rx
- drug/alc counseling - young peop
- birth control availability
- transp.
- support groups
- adult day care
- long term care
- resp. care
- referral to sp. response
- quality em
- G.P. vs pri

- cost-effective for practitioners
- low turnover
- very low co-pay
- qualified providers
- patient advocate
- doctors talking - doctor
- reasonable cost pharmaceuticals
- exercise
- health/wellness visits for all
- holistic health care professionals
- med equip providers - reasonable price
- choice - patient / doctor
- patient control on medicines
- choice ins. companies
- med research / dev
- shared dec making

- lousy drs.
- long waits
- short time ed
- cost
- diet
- lack coordination
- no
- lack of info
- poor wheel chair
- high deductibles
- health care costs
- hospitalizing
- inaccurate records
- health care professionals
- unnecessary procedures
- miss

- medical
- lack of funding
- fragmented care
- insurance
- hospital
- no
- lack of info
- poor wheel chair
- high deductibles
- health care costs
- hospitalizing
- inaccurate records
- health care professionals
- unnecessary procedures
- miss

**Visioning Session –
 What is bad healthcare? What is
 good healthcare?
 What would the community like?**

Area	Need	A	B	C	D	TOTAL SCORE	TOP 80% >16	TOP 75% >14
ACCESS	Referrals	5	5	4	5	19	★	
	Health/wellness visits	5	5	3	5	18	★	
	Choice - docs, drugs, insur. Etc	4	5	5	4	18	★	
	Availability of appointments	5	5	4	4	18	★	
	Serves whole family	4	5	4	4	17	★	
	In community	4	5	4	3	16		★
	Enough time in visit	3	5	4	4	16		★
	Insurance regardless of employer	5	5	2	4	16		★
	Evening hours	4	5	3	3	15		★
	Home health/visits	5	5	3	2	15		★
	7 days a week	2	5	3	4	14		
	Fast rescue	3	5	4	2	14		
	Transportation	5	4	3	2	14		
	Combined svcs in 1 visit	3	3	4	3	13		
No wait	3	3	3	3	12			
AFFORDABLE	Lower price for testing	5	5	5	5	20	★	
	No wasted services	5	5	5	4	19	★	
	No unnecessary services	5	5	5	4	19	★	
	Fair / consistant charges	5	5	5	4	19	★	
	Insurance costs vs private pay	5	5	4	5	19	★	
	Low co-pays	4	5	5		18.667	★	
	Low deduct.	4	5	5		18.667	★	
	Sliding scale	5	5	4	4	18	★	
	Community Insur.	5	5	4	4	18	★	
	Min. Prime. Care	4	5	4		17.333	★	
Low premium share		5	4		12			
EDUCATION	Community education	4	5	4	2	15		
COUNSELING	School education	1	5	4	2	12		
HEALTH SVCS	Immunizations	5	5	5	4	19	★	
	Chronic Disease	5	5	4		18.667	★	
	Dental care	5	5	4	4	18	★	
	Pre-natal	5	5	4	4	18	★	
	Wellness	5	5	4	4	18	★	
	Mental health	5	5	3	4	17	★	
	Mid-wife	5	4	4	4	17	★	
	Nutrition	4	5	4	3	16		★
	Auditory	3	5	4	3	15		★
	Physical therapy	3	5	4	3	15		★
	Hospice	2	5	4		14.667		★
	Dermatology		5	4	2	14.667		★
	Eye care	3	4	4	3	14		
	Alternative meds	4	5	3	1	13		
	Rehab	1	5	3	3	12		
	Exercise	1	5	3	1	10		
Chiropractic	1	3	3	2	9			
HEALTH PROCEDURES	Birth control	5	5	4	5	19	★	
	Acute care	5	5	4	5	19	★	
	Lab	5	3	5	5	18	★	
	Screening	5	5	3	5	18	★	
	X-Ray	5	3	4	5	17	★	
	Nutrition	4	5	4	4	17	★	
	Specialists		3	3	5	14.667		★
PHARMACY	Low cost	5	5	5	4	19	★	
	No mistakes	5	5	5	4	19	★	

THE RESULTS!

Everything in green was nearly a perfect consensus for change.

75% of the group wanted all the features with stars

	Drug counseling	5	5	5	4	19	★	
	Available immediately	5	5	4	4	18	★	
	Alternative drugs	3	5	4	4	16		★
QUALITY	Listens	5	5	5	5	20	★	
	Works cooperatively with me	5	5	5	5	20	★	
	Clear communications	5	5	5	5	20	★	
	Shared decision making	5	5	5	5	20	★	
	Low infection	5	5	5	5	20	★	
	Accurate records	5	5	5	5	20	★	
	No mis-diagnosis	5	5	5	5	20	★	
	Help me understand	5	5	5	5	20	★	
	Insur. Co. should not overly restrict care	5	5	5	5	20	★	
	Coordinated care	5	5	4	5	19	★	
	Compatible records	5	5	4	5	19	★	
	Patient cooperates with doctor	5	5	4	5	19	★	
	Access to sophisticated procedures	5	5	4	5	19	★	
	Personal relationship	5	5	4	2	16		★
PSYCH/SOC SVCS	Smoking	5	5	4	3	17	★	
	Nutrition / Obesity	5	5	4	3	17	★	
	Drug / Alcohol	5	5	3	3	16		★
	Support groups	5	5	3	3	16		★
	Grief Counseling	4	5	3	3	15		★
	Adult day care	5	1	4	3	13		
	Mental health facility	1	5	4	3	13		
	Nothing unnecessary	5	1	3	3	12		
LONG TERM	Respite	5	5	4	1	15		
	Adult day care	4	4	3	1	12		
STAFF	General practitioner	5	5	5	5	20	★	
	Qualified practitioners	5	5	5	5	20	★	
	Team approach	5	5	5	5	20	★	
	Low turn-over	5	5	4	5	19	★	
	APRN (Nurse Practitioners)	5	5	4	5	19	★	
	OB/GYN	5	5	4	5	19	★	
	Pediatrician	5	5	4	4	18	★	
	Dentist	5	5	5	3	18	★	
	Dental hygienist	5	5	5	3	18	★	
	Dedicated school nurses	5	3	5		17.333	★	
	Qualified emergency response	5	4	4	4	17	★	
	Caring practitioners	5	5	4	3	17	★	
	Pharmacist	5	5	4	3	17	★	
	Pharmacy Assistant	5	5	4	3	17	★	
	Laboratory technician	5	5	4	3	17	★	
	X-Ray tech	5	5	4	3	17	★	
	Psychiatric nurse practitioner	5	5	4	2	16		★
	Patient advocate(s)	5	5	4	1	15		★
	Psychologist	4	5	3	3	15		★
	Dietician	5	4	3	3	15		★
	Holistic care providers	4	5	4	1	14		
	Health coach	3	5	2	4	14		
HARDWARE	Medical equipment providers	5	5	4	4	18	★	
	Low cost medical equipment	5	5	4	4	18	★	
	Long life equipment					0		
	Perfect Consensus							
	Nearly Perfect Consensus							

Everything in green was nearly a perfect consensus for change.

75% of the group wanted all the features with stars

Littleton, New Hampshire



**Looked at other
community health
centers for a model**



Bristol, New Hampshire

EXPENSE

4 days

PAYROLL COST

Title	Num. of Employees	Base Wage Per Person	Total Wages	Health insur.	FICA/WC/UNEMP	Wage with FICA Health, Dental & Retirement	Total Expense Loaded wage times number of employees
FALL BACK 1450 PATIENTS					85% 10%		
Practice Manager	0.5	\$ 100,000	\$ 50,000	\$ 6,375	\$ 4,000	\$ 137,500	\$ 68,750
CFO	0	\$ 85,000	\$ -	\$ -	\$ -	\$ 119,500	\$ -
Advocate QC	0	\$ 55,000	\$ -	\$ -	\$ -	\$ 83,500	\$ -
Secretary	0	\$ 40,000	\$ -	\$ -	\$ -	\$ 65,500	\$ -
Bookkeeper	0.5	\$ 55,000	\$ 27,500	\$ 6,375	\$ 2,200	\$ 83,500	\$ 41,750
Human Res.	0	\$ 60,000	\$ -	\$ -	\$ -	\$ 89,500	\$ -
Intake	1	\$ 30,000	\$ 30,000	\$ 12,750	\$ 2,400	\$ 53,500	\$ 53,500
IT	0	\$ 80,000	\$ -	\$ -	\$ -	\$ 113,500	\$ -
Med Records	0	\$ 50,000	\$ -	\$ -	\$ -	\$ 77,500	\$ -
Coder	0	\$ 65,000	\$ -	\$ -	\$ -	\$ 95,500	\$ -
Pharm Asst	0	\$ 50,000	\$ -	\$ -	\$ -	\$ 77,500	\$ -
Pharmacist	0.00	\$ 120,000	\$ -	\$ -	\$ -	\$ 161,500	\$ -
Gen. Prac.	0	\$ 200,000	\$ -	\$ -	\$ -	\$ 257,500	\$ -
DO	0	\$ 150,000	\$ -	\$ -	\$ -	\$ 197,500	\$ -
OB-GYN	0	\$ 190,000	\$ -	\$ -	\$ -	\$ 245,500	\$ -
Pediatrics	0.2	\$ 130,000	\$ 26,000	\$ 2,550	\$ 2,080	\$ 173,500	\$ 34,700
Geriatrics	0	\$ 190,000	\$ -	\$ -	\$ -	\$ 245,500	\$ -
Family Practitioner	0.80	\$ 175,000	\$ 140,000	\$ 10,200	\$ 11,200	\$ 227,500	\$ 182,000
Podiatrist	0	\$ 130,000	\$ -	\$ -	\$ -	\$ 173,500	\$ -
APRN/PA	0.6	\$ 100,000	\$ 60,000	\$ 7,650	\$ 4,800	\$ 137,500	\$ 82,500
Radiologist Tech.	0	\$ 60,000	\$ -	\$ -	\$ -	\$ 89,500	\$ -
Mid-Wife	0	\$ 90,000	\$ -	\$ -	\$ -	\$ 125,500	\$ -
Lab Tech	0	\$ 50,000	\$ -	\$ -	\$ -	\$ 77,500	\$ -
Physical Therapist	0	\$ 110,000	\$ -	\$ -	\$ -	\$ 149,500	\$ -
Athletic Trainer	0	\$ 55,000	\$ -	\$ -	\$ -	\$ 83,500	\$ -
RN	0.3	\$ 75,000	\$ 22,500	\$ 3,825	\$ 1,800	\$ 107,500	\$ 32,250
LPN	0	\$ 47,000	\$ -	\$ -	\$ -	\$ 73,900	\$ -
MA	1	\$ 35,000	\$ 35,000	\$ 12,750	\$ 2,800	\$ 59,500	\$ 59,500
Advocate QC	0.1	\$ 55,000	\$ 5,500	\$ 1,275	\$ 440	\$ 83,500	\$ 8,350
Nutritionist	0.1	\$ 75,000	\$ 7,500	\$ 1,275	\$ 600	\$ 107,500	\$ 10,750
Diabetes Educator	0.1	\$ 75,000	\$ 7,500	\$ 1,275	\$ 600	\$ 107,500	\$ 10,750
Alcohol/Drug Counselor	0.1	\$ 70,000	\$ 7,000	\$ 1,275	\$ 560	\$ 101,500	\$ 10,150
Psychiatrist	0	\$ 200,000	\$ -	\$ -	\$ -	\$ 257,500	\$ -
Psychologist	0	\$ 105,000	\$ -	\$ -	\$ -	\$ 143,500	\$ -
Behav. Health Nurse Pract.	0.2	\$ 110,000	\$ 22,000	\$ 2,550	\$ 1,760	\$ 149,500	\$ 29,900
LCSW	0.1	\$ 60,000	\$ 6,000	\$ 1,275	\$ 480	\$ 89,500	\$ 8,950
Dentist	0.50	\$ 150,000	\$ 75,000	\$ 6,375	\$ 6,000	\$ 197,500	\$ 98,750
Hygienist	0.50	\$ 75,000	\$ 37,500	\$ 6,375	\$ 3,000	\$ 107,500	\$ 53,750
Dental Tech	0.50	\$ 55,000	\$ 27,500	\$ 6,375	\$ 2,200	\$ 83,500	\$ 41,750
Housekeeping	0.6	\$ 25,000	\$ 15,000	\$ 7,650	\$ 1,200	\$ 47,500	\$ 28,500
Maintenance	0.2	\$ 35,000	\$ 7,000	\$ 2,550	\$ 560	\$ 59,500	\$ 11,900
TOTALS	7.90		\$ 608,500	\$ 100,725	\$ 48,680		\$ 868,450

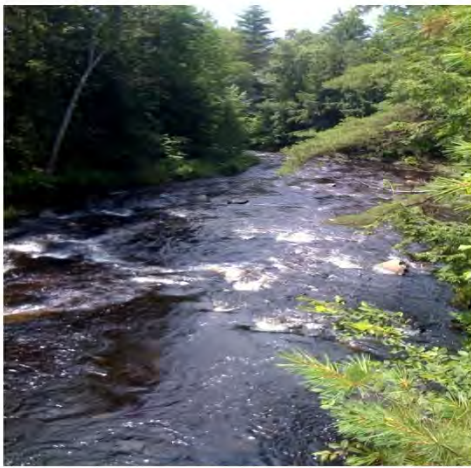
NON-PAYROLL EXPENSE

ITEM	SUB-TOTAL	FACTOR	Total Expense
Travel	\$ 2,500 each		\$ 8,000
drugs	\$ - Place Holder	1	\$ -
equipment	\$ 60,000 Factor	0.1	\$ 6,000
supplies	ACHS based on \$7.06 per visit		\$ 52,133
contracted serv	Legal \$80k Internet \$3K \$15k Audit \$15K IT \$14.4K Bank Fees \$K Postage and Printing \$6K		\$ 50,400
medical professional contracted services	Electronic Health Records		\$ 6,085
repairs	\$ 18,000 Factor	0.2	\$ 3,600
mortgage	\$ 151,818 Computed below	1	\$ 151,818
building main.	\$ 33,000 Factor and verified	0.1	\$ 3,300
utilities	\$ 100,000 ACHS \$99K for 3 -heat electric telephone	0.3	\$ 30,000
fees licenses	\$ 50,000	0.2	\$ 10,000
malpractice/P&L ins	P&L \$28,000 Malpractice is \$3,600 each for 3 FTE		\$ 39,520
educ	\$ 2,500		\$ 8,000
bad debt	1% of patient revenue		\$ 10,864
			\$ 518,720

TOTAL EXPENSE

\$ 1,387,170

Built a business Plan



MASCOMA COMMUNITY HEALTHCARE

285 residents of Mascoma Valley
have come together to create a
community health center.

They took this action to:

- Make health & dental care affordable – SAVES THOUSANDS PER PATIENT
- Make family doctors, medicine and dental care local
- Make health care directly accountable to the patients
- Make health care comprehensive – many services in one area with one appointment and integrated care
- Assure that doctors have the time to listen to you and to find solutions
- Provide low cost insurance
- Provide health care to every person in our towns

The plan is moving forward. It has been independently reviewed for feasibility and modeled on existing health centers in New Hampshire. It is financially possible and will reduce costs. There is funding to build it. Doctors are available.

THIS HEALTH CENTER CAN HAPPEN ONLY IF 1,600 PEOPLE PLEDGE TO TRY IT WHEN IT OPENS AT THE END OF 2014. WHILE THE PLEDGES ARE NON-BINDING AND WE KNOW THAT IT WILL NEED TO EARN YOUR TRUST, WE NEED TO KNOW THAT THERE ARE PEOPLE WHO ARE INTERESTED IN USING IT. NO PLEDGES? NO HEALTH CENTER! WE NEED YOU TO MAKE A COMMITMENT FOR OUR FAMILIES, OUR TOWNS AND OUR HEALTH. PLEDGE ON LINE OR FILL OUT THE FORM ON THE BACK AND MAIL IT IN.

Plan
approved
December

**NEEDED
AT
LEAST
1,600
PEOPLE
WHO
WOULD
PLEDGE
TO USE
IT**

MASCOMA COMMUNITY HEALTH CENTER

Visit mascomcommunityhealthcare.org (can be filled out on line!)

Yes, I want to see a community health center that offers comprehensive care at a lower cost. I want my health care professionals to listen to me and work for our local communities.

I am ready to **try the health center in 2017** when it opens. I understand that this **pledge to try the health center is non-binding** but that the decision to go forward and build the center is based on people like me saying they will try it.

First Name: _____ Last Name: _____

(Please print.)

Number in my household who would use the health center: _____

Please list all of the ages and genders in your household (i.e. 27-M, 25-F, 3-M)

Age & Gender (M-F)	Age & Gender (M-F)	Age & Gender (M-F)	Age & Gender (M-F)
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Street Address: _____

Town: _____ State: _____ Zip: _____

Telephone Number: _____

E-mail address: _____

I have a primary care / family doctor now. Yes No

I have insurance now. Yes No

Insurance Company Name: _____

Fill out and mail (needs an envelope and stamp)
Mail to Mascoma Community Healthcare,
PO Box 550,
Canaan, NH 03741

We have more than 2,500 pledges now!

We would like to reach 3,000 before we open.

We need your help. Fill out a pledge. Talk with your friends and neighbors.

**Pledges
start
end of
2013**



State of New Hampshire **Incorporated** **May of 2014**

Recording fee: \$25.00
Use black print or type.

Form NP-1
RSA 292:2

ARTICLES OF AGREEMENT OF A NEW HAMPSHIRE NONPROFIT CORPORATION

THE UNDERSIGNED, being persons of lawful age, associate under the provisions of the New Hampshire Revised Statutes Annotated, Chapter 292 by the following articles:

FIRST: The name of the corporation shall be MASCOMA COMMUNITY HEALTHCARE, Inc.

SECOND: The object for which this corporation is established is:

- (a) To provide outpatient primary health and dental service in underserved areas for medically underserved populations as a community clinic.
- (b) To develop, promote, and manage health and dental care facilities, services, and programs with emphasis on comprehensive health care, preventive medicine and health maintenance.
- (c) To work to keep the cost of healthcare affordable for all people in the communities it serves.
- (d) To educate the public in the principles of health protection and promote other projects in the interest of the public's health.
- (e) To promote mutually acceptable and satisfying relationships between the corporation and other providers of health care so as to develop an efficient and effective delivery of health care.
- (f) To participate in and cooperate with any governmental agency or other organization engaged in similar or like activities.
- (g) To engage in such other activities as directed by the Board.

EIGHTH: Signatures and post office address of each of the persons associating together to form the corporation: (Note 2)

Signature and Name

1. Barbara Birseley
Signature

BARBARA BIRSELEY
Name (please print)

2. David Beaufait
Signature

David Beaufait
Name (please print)

3. Sharon L Duffy
Signature

Sharon L Duffy
Name (please print)

4. Jouanna Carr
Signature

JOANNA CARR
Name (please print)

5. Michael Samson
Signature

MICHAEL SAMSON
Name (please print)

Post Office Address

283 GRAFTON TURNPIKE RD
Street

CANAAN NH 03741
City/Town State Zip

29 Maple St
Street

Enfield, NH 03748
City/Town State Zip

560 Height of Land Rd
Street

Grafton NH 03240
City/Town State Zip

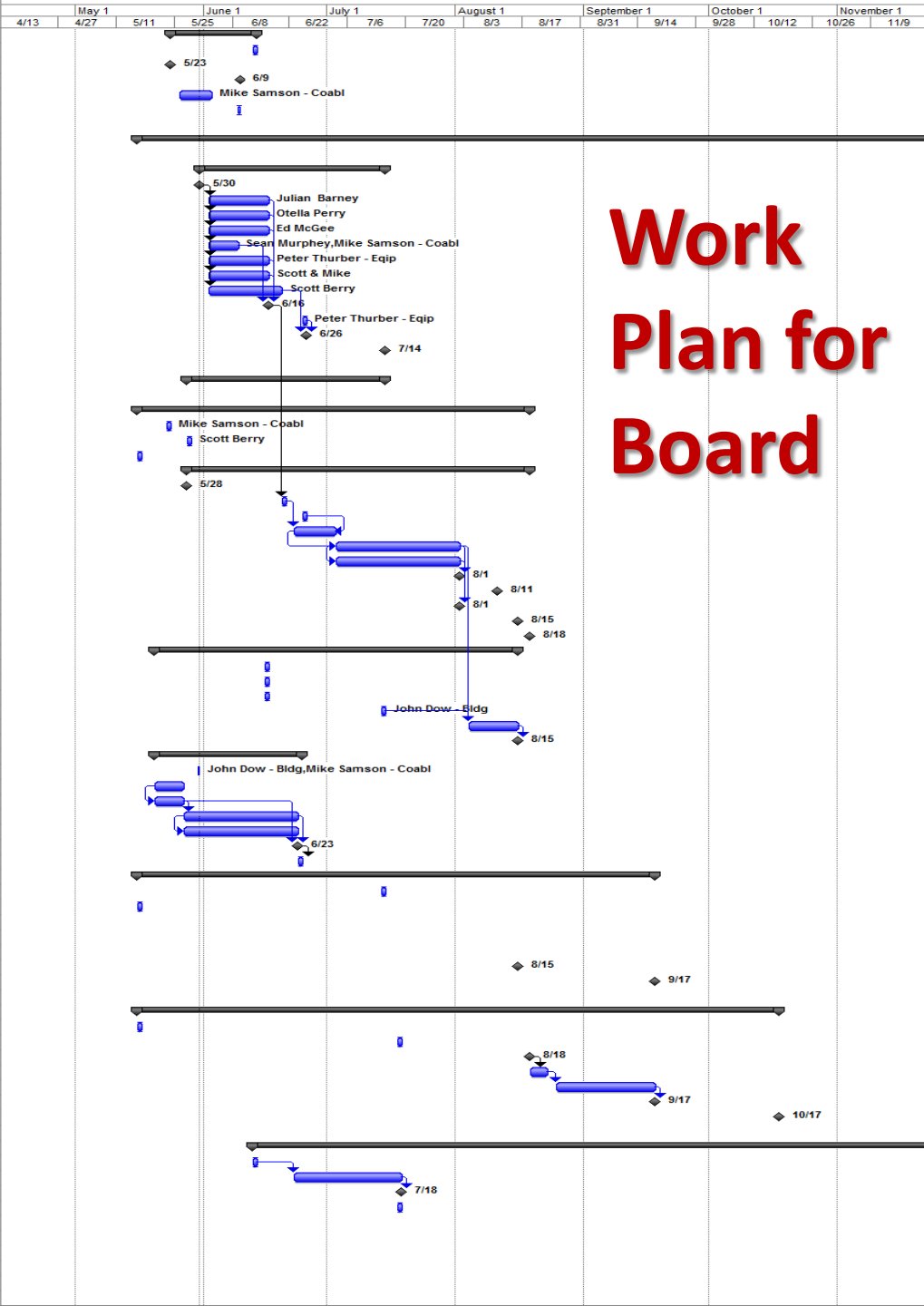
280 Sawyer Hill, Canaan NH 03741
Street

280 SAWYER HILL, CANAAN, NH 03741
City/Town State Zip

85 RAGGED MT. HIGHWAY
Street

ALEXANDRIA NH 03222
City/Town State Zip

Task Name	Duration	Start	Finish
Incorporation	15 days?	Fri 5/23/14	Fri 6/13/14
Complete 501-C3 application	1 day?	Fri 6/13/14	Fri 6/13/14
Establish Tax ID	0 days	Fri 5/23/14	Fri 5/23/14
Establish checking account	0 days	Mon 6/9/14	Mon 6/9/14
Hire Counsel and receive ltr of engagement (USDA Guide)	6 days?	Mon 5/26/14	Mon 6/2/14
Elect Treasurer - Corp Filings	1 day?	Mon 6/9/14	Mon 6/9/14
Finance	159 days?	Fri 5/16/14	Wed 12/24/14
Equipment -3year	31 days?	Fri 5/30/14	Mon 7/14/14
Distribute existing list to equip specialists	0 days	Fri 5/30/14	Fri 5/30/14
X-Ray Costs & room count	11 days?	Mon 6/2/14	Mon 6/16/14
Lab Costs & room count	11 days?	Mon 6/2/14	Mon 6/16/14
Pharma Costs & room count	11 days?	Mon 6/2/14	Mon 6/16/14
Dental Costs & room count	5.5 days?	Mon 6/2/14	Mon 6/9/14
Medical exam / treatment room Costs & room count	11 days?	Mon 6/2/14	Mon 6/16/14
Admin equip costs & room count	11 days?	Mon 6/2/14	Mon 6/16/14
Electronic Health Record	14 days?	Mon 6/2/14	Thu 6/19/14
Handoff analysis to Staffing & Buidling Cmty for review &	0 days	Mon 6/16/14	Mon 6/16/14
Review proposed adjustments from staffing	1 day	Wed 6/25/14	Wed 6/25/14
Handoff adjusted cost analysis to Finance Cmty	0 days?	Thu 6/26/14	Thu 6/26/14
Review adjusted analysis w/ Board	0 days	Mon 7/14/14	Mon 7/14/14
Staffing needs - 3 year	34 days?	Wed 5/28/14	Mon 7/14/14
Building	67 days?	Fri 5/16/14	Mon 8/18/14
Print Bristol Plan copies	1 day?	Fri 5/23/14	Fri 5/23/14
Send Plan & list of existing rooms & types to Staffing	1 day?	Wed 5/28/14	Wed 5/28/14
Engineering	59 days?	Wed 5/28/14	Mon 8/18/14
Meet & Hire Architect	0 days	Wed 5/28/14	Wed 5/28/14
Receive Equip analysis	1 day?	Fri 6/20/14	Fri 6/20/14
Receive Staffing analysis	1 day?	Wed 6/25/14	Wed 6/25/14
Revise floorplan from Staffing / Equipment analysis	8 days?	Mon 6/23/14	Wed 7/2/14
Create Construction Plans	22 days?	Thu 7/3/14	Fri 8/1/14
Develop building/site cost estimates	22 days?	Thu 7/3/14	Fri 8/1/14
Deliver cost estimates to Finance cmty	0 days	Fri 8/1/14	Fri 8/1/14
Review cost estimates with Board	0 days	Mon 8/11/14	Mon 8/11/14
Distribute plans to contractors	0 days	Fri 8/1/14	Fri 8/1/14
Receive cost estimates from contractors	0 days	Fri 8/15/14	Fri 8/15/14
Deliver Contractor cost est. to Finance Cmty	0 days	Mon 8/18/14	Mon 8/18/14
Site	64 days?	Tue 5/20/14	Fri 8/15/14
Soil test - civil (perk?)	1 day?	Mon 6/16/14	Mon 6/16/14
Soil test - sub surface	1 day?	Mon 6/16/14	Mon 6/16/14
water rate & quality	1 day?	Mon 6/16/14	Mon 6/16/14
Contact RE appraisor	1 day?	Mon 7/14/14	Mon 7/14/14
Site / bldg appraisal process	10 days	Mon 8/4/14	Fri 8/15/14
Final appraisal delivered	0 days	Fri 8/15/14	Fri 8/15/14
Environmental Impact Statement	26 days?	Tue 5/20/14	Tue 6/24/14
Hire Engineer	0.5 days?	Fri 5/30/14	Fri 5/30/14
Establish need for full blown review	5 days?	Tue 5/20/14	Mon 5/26/14
Contract for service if necessary	5 days?	Tue 5/20/14	Mon 5/26/14
Environmental impact study	20 days?	Tue 5/27/14	Mon 6/23/14
Wetlands review	20 days	Tue 5/27/14	Mon 6/23/14
Deliver EI report to Bldg Cmty	0 days	Mon 6/23/14	Mon 6/23/14
Complete USDA Environ Cklist form RD1940-22	1 day?	Tue 6/24/14	Tue 6/24/14
USDA Grant	89 days?	Fri 5/16/14	Wed 9/17/14
Clearing House comments	1 day?	Mon 7/14/14	Mon 7/14/14
Complete USDA Form RD 1942-19 Agmt for Eng Serv	1 day?	Fri 5/16/14	Fri 5/16/14
Presentation meeting USDA Regional	0 days	Fri 8/15/14	Fri 8/15/14
USDA Grant submission complete	0 days	Wed 9/17/14	Wed 9/17/14
EPA Grant	111 days?	Fri 5/16/14	Fri 10/17/14
Hire grant writer	1 day?	Fri 5/16/14	Fri 5/16/14
Set up Grant meeting w/ NorthCountry Econ Dev	1 day?	Fri 7/18/14	Fri 7/18/14
Grant rough draft complete	0 days	Mon 8/18/14	Mon 8/18/14
Meet with NorthCountry Econ Dev	4 days?	Tue 8/19/14	Fri 8/22/14
Complete Grant Final draft	18 days?	Mon 8/25/14	Wed 9/17/14
Deliver final draft to North Country	0 days	Wed 9/17/14	Wed 9/17/14
Grant submission to EPA	0 days	Fri 10/17/14	Fri 10/17/14
CDGB Grant	155 days?	Fri 6/13/14	Thu 1/15/15
Develop plan for economic census of patient panel	1 day?	Fri 6/13/14	Fri 6/13/14
Execute census plan	20 days?	Mon 6/23/14	Fri 7/18/14
Deliver final census	0 days	Fri 7/18/14	Fri 7/18/14
Set up meetingsw/ Grafton County Econ Dev	1 day?	Fri 7/18/14	Fri 7/18/14
CDGB grant submission process begin	34 days?	Mon 12/1/14	Thu 1/15/15
CDGB grant submission complete	0 days	Thu 1/15/15	Thu 1/15/15
CDFA Grant	23 days?	Mon 3/2/15	Wed 4/1/15
CDFA grant submission process begin	22 days?	Mon 3/2/15	Tue 3/31/15
CDFA grant submission complete	0 days	Wed 4/1/15	Wed 4/1/15



Work Plan for Board

Economic Feasibility Indicators

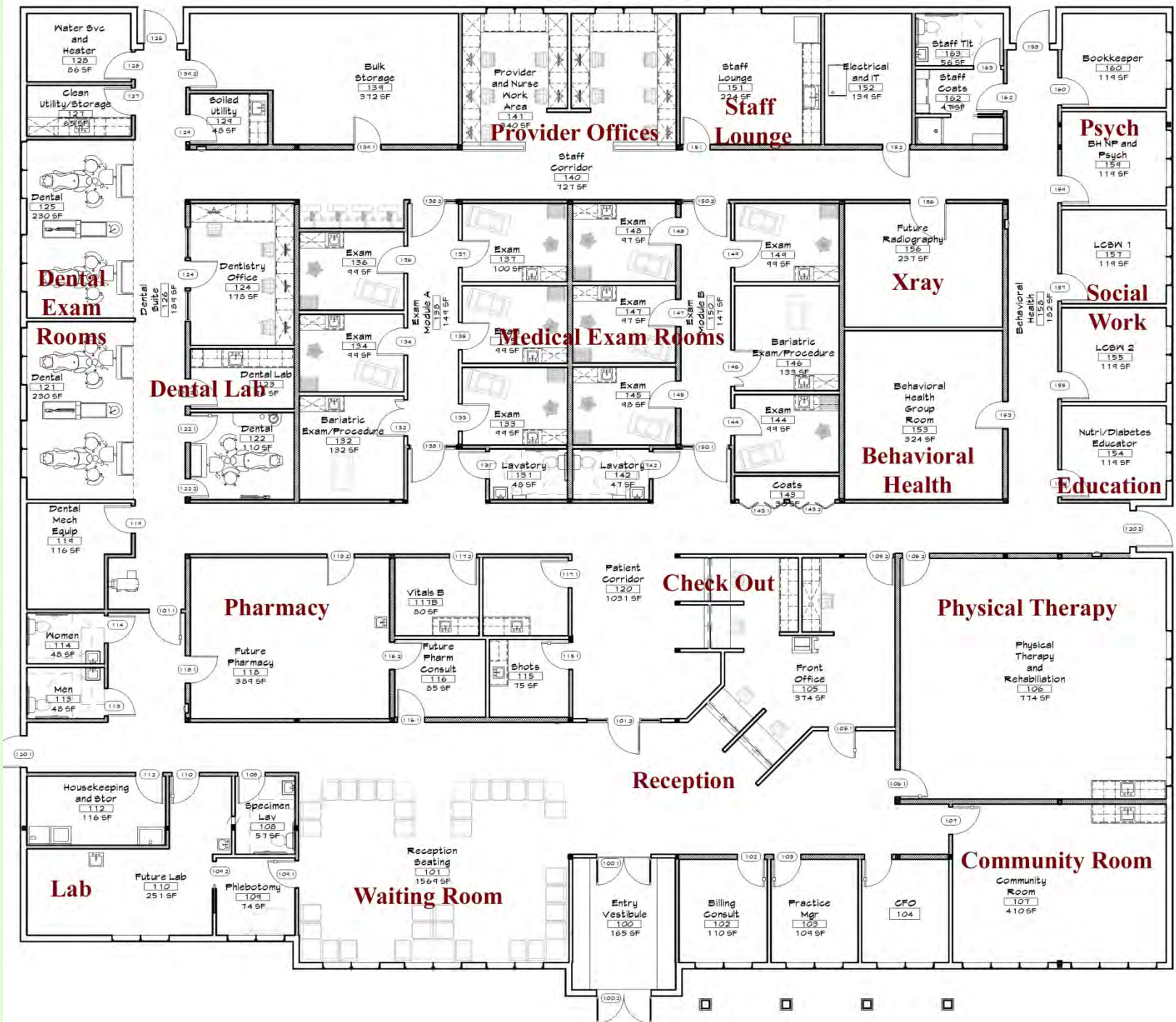
A number of economic indicators are calculated in the financial statement section developed by TriNet and are used for analysis.

- **Earnings Before Interest, Taxes, Depreciation and Amortization ("EBITDA")** is shown in a summary on Page 7 and in the Financial Statement on Page 9 and 13. It is in excess of 11% for the last four years of operation. ***Only the first operational year is negative.***
- **Operating Margin** is shown in Summary on Page 7 and in the Financial Statement on Pages 8 and 13 and is ***positive for the last three of the five operating years (Industry Median 2.1).***
- **Cash on hand** is shown on Pages 9, 11 and 12 and is ***positive throughout the six years with a low of \$115,436.***
- **Accounts payable aging** is indicated on Page 13 and is ***40 days (Industry Median 35).***
- **Days for accounts receivable** is on Page 13 and ***is anticipated to be 40 days*** as well (***Industry Median 44***).
- **Days cash on hand** is expected to average ***49 days*** as indicated on Page 13 (***Industry Median 44***).
- **Losses** are ***limited to the first two years*** as indicated on Page 8.
- **Debt Service Coverage Ratio**, detailed on Page 13, is a negative number in the first year of operations and is not fully funded from operations in year two which is not surprising given the start-up nature of the enterprise. ***The ratio climbs from 1.86 in the third year to 3.64 in the fifth operational year. Shortfalls are funded by capitalized cash on hand (Industry Median 4.1).***
- **Total debt to total assets**, shown on Page 13, ***drops from a high of 95.99%*** (related to leveraged start-up) ***to 78.31%*** in the sixth year (***Industry Median 52% (includes mature organizations).***)

A new business plan was written and it was tested by an independent analyst



Advisors to the healthcare industry
meeting the challenge of change



Proponents Continue Push for Mascoma Valley Clinic



‘Convinced It Will Happen’

By RICK JURGENS
Valley News Staff Writer

CANAAN — About 75 people gathered at the Cardigan Mountain School this week to support plans to build a \$3.95 million clinic that could eventually provide a range of medical, dental, mental health and related services to residents here and in four neighboring towns.

“Come together as a community and we can make this happen,” Scott Berry, a former executive at Dartmouth-Hitchcock who is the project manager for Mascoma Community Healthcare Inc., told the audience gathered around tables Monday evening in the school’s modern cafeteria.

“I am convinced it will happen,” said John Dow, the owner of Canaan Hardware, who compared the skepticism about the Mascoma Valley’s ability to support a 10,000- to 12,000-square-



foot clinic to skepticism he had faced when he expanded his store to 6,000 square feet.

Organizers said they have gathered 2,150 pledges to use the clinic, which will serve five communities — Enfield, Orange, Grafton and Dorchester as well as Canaan — with 11,000 residents. About 400 pledges came from the

Celia Hester, left, of Enfield, and Nettie Olson, of Canaan, ask questions of Peter Thurber, a member of the Mascoma Community Healthcare Inc. Board of Directors, during an event at Cardigan Mountain School where residents could gather information regarding a proposed \$4 million health clinic slated to open in Canaan in October 2015.

VALLEY NEWS PHOTOS — SARAH PRIESTAP

Cardigan school on behalf of its employees and students, said Mike Samson, the town administrator in Canaan.

“This isn’t about money,” said Dale Barney, a Canaan insurance agent who is chairman of the board of directors of the project, which aims to have 4,000 pledges in hand before the clinic’s target opening date in the autumn of 2015. “This

SEE CLINIC — A5

Journalist Held Captive Is KUA Grad

Steven Sotloff Was Other Man Shown in Propaganda Video

By MAGGIE CASSIDY
Valley News Staff Writer

MERIDEN — Members of the Kimball Union Academy community are watching with particular concern as an Islamist extremist group appears to be holding a 2002 alumnus hostage, threatening to kill the American journalist as revenge for U.S. air strikes in northern Iraq.

Steven Sotloff, 31, a Florida native, graduated from KUA in 2002, where he was a three-season athlete and an active member of the student newspaper staff, a school spokeswoman confirmed on Wednesday.

He later studied journalism at the University of Central Florida, according to media reports, and has been *Kimball Union Magazine’s* designated “class reporter” for items of interest about Class of 2002 graduates.

A former KUA English teacher who served as faculty advisor for the student newspaper said that Sotloff was one of two students who approached her about reviving the newspaper, called *The Kimball Union*, at the start of Sotloff’s senior year in 2001.

The first issues of the resurrected paper were published just a few weeks after the Sept. 11, 2001 attacks, Christiane Andrews said in an email. “Good-natured and thoughtful,

U.S. Tried Rescue

By ADAM GOLDMAN
AND KAREN DEYOUNG
The Washington Post

WASHINGTON — U.S. Special Operations forces staged an unsuccessful operation this summer to rescue photojournalist James Foley and other Americans being held in Syria by Islamic State militants, according to senior Obama administration officials.

The attempt, involving several dozen U.S. commandos, one of whom was injured in a fierce firefight with the militants, was the first known U.S. ground operation in Syria since the country’s descent into civil war.

SEE RESCUE — A4

Steve brought a tremendous amount of energy and enthusiasm to the paper; he was very committed to making it as strong as it could be and committed as well to developing his own skills as a writer,” Andrews said. “He eagerly

SEE KUA — A4

Holder Promises Thorough Probe

By CAROL D. LEONNIG,
DAVID NAKAMURA
AND JERRY MARKON

from a parallel St. Louis county probe, Holder said in a meeting room

Secured Loans for Building and Equipment USDA Rural Development – Community Facilities 2.75% - 40 years/10 years - Total

POSITION 3

Form RD 1942-9
(Rev. 10-96)

FORM APPROVED
OMB. No. 0575-0015

LOAN RESOLUTION SECURITY AGREEMENT

A RESOLUTION OF THE Board of Directors

OF THE Mascoma Community Healthcare, Inc.

AUTHORIZING AND PROVIDING FOR THE INCURRENCE OF INDEBTEDNESS IN THE

PRINCIPAL AMOUNT OF \$2,939,000.00 FOR THE PURPOSE
PROVIDING A PORTION OF THE COST OF ACQUIRING AND CONSTRUCTING A

Health Center 2015, PROVIDING FOR THE COLLECTION, HANDLING, AND
DISPOSITION OF REVENUES THEREFROM, AND AUTHORIZING MAKINGS OF PROMISSORY NOTES,
SECURITY INSTRUMENTS, AND PLEDGES OF REVENUES TO EVIDENCE AND SECURE THE PAYMENT
OF SAID INDEBTEDNESS AND FOR RELATED PURPOSES.

WHEREAS, the Mascoma Community Healthcare, Inc., (hereinafter
referred to as the "Organization"), was organized under NH Statutes Annotated
_____ for the purpose of providing a

Fundraising from community raises \$630,000 from 300 donors

54-7021/2117 717

FRIENDS OF CANAAN VILLAGE INC.
 P.O. BOX 452
 CANAAN, NH 03741

DATE July 15, 2015

Pay to the order of Mascoma Community Healthcare Inc \$ 500^{00/100}
Five hundred

MASCOMA SAVINGS BANK
 Canaan, NH 03741

Mascoma Support

⑆ 211770213⑆ 326 51

54-7021/2117 1564

ENFIELD-MASCOMA LIONESS CLUB
 P.O. BOX 874
 ENFIELD, NH 03748

DATE 11/27/15

PAY TO THE ORDER OF Mascoma Community Healthcare Inc \$ 200-
Two hundred & no/100

DOLLARS  Security Features
 Indicated Below on Back.

THE ORIGINAL DOCUMENT HAS A REFLECTIVE WATERMARK ON THE BACK. HOLD AT AN ANGLE TO VIEW WHEN CHECKING THE ENDORSEMENT.

MASCOMA SAVINGS BANK 54-7021/2117 102046
 P.O. BOX 4399
 WHITE RIVER JUNCTION, VT 05001

DATE 01/27/2016 AMOUNT \$25,000.00

***** TWENTY-FIVE THOUSAND AND 00/100 *****

PAY TO THE ORDER OF Mascoma Community Healthcare Inc.
PO Box 550
Canaan, NH 03741

Donald N. Thayer

⑆ 102046⑆ ⑆ 211770213⑆ 923 50 080 6⑆

R. B. ...
1564 Treasurer

The Jack and Dorothy Byrne Foundation
3 Laramie Road
PO Box 599
Etna, New Hampshire 03750

Dorothy M. Byrne
President

August 4, 2015

Carolyn Barney
Mascoma Community Healthcare
PO Box 550
Canaan, NH 03741

Dear Ms. Barney:



Thank you for your letter of July 29th with its further details of your fund raising efforts at Mascoma Community Healthcare.

We are pleased to offer a matching pledge of ten thousand dollars payable whenever you secure the funds.

In addition, I am sending a contribution of ten thousand dollars to dedicate the Pediatric Dental Suite.

Sincerely,


Dorothy Byrne

THE JACK AND DOROTHY BYRNE FOUNDATION, INC. DOROTHY BYRNE, PRESIDENT 3 LARAMIE RD., P. O. BOX 599 ETNA, NH 03750-0599	2242 87-176/843 00
Pay to the Order of <i>Mascoma Community Healthcare</i> \$ <i>10,000.00</i>	<i>8/3/15</i> Date
<i>Ten thousand</i> — <i>00</i> Dollars	
 Merrill Lynch Wealth Management®	
Bank of America	
For <i>Dorothy Byrne</i>	
⑆084301767⑆ 041155989206⑈ 2242	

37th Annual BENEFIT AUCTION Rotary Club of Lebanon



Saturday, November 19, 2016
Fireside Inn & Suites in West Lebanon
Silent Auction 5:30 PM • Live Auction 7:30 PM • Dinner 6:30 PM
Paul and Peter Roberts, Auctioneers



Our First 2016 Donation!



Actual Donations from Auctions Past

For up-to-date information on auction items,
the dinner menu, ticket sales, and a link to
our online auction (which starts November 1st),
visit our Auction 37 website:

www.Auction37.com

This Year's Beneficiary

Mascoma Community Health Center (MCHC) is the beneficiary of this year's Auction. This community owned and operated health center will provide preventative health care, family care, ob-gyn services, mental health, dental care, physical therapy, and a pharmacy to the residents of Canaan, Dorchester, Enfield, Grafton, Orange, and surrounding towns. Visit their website to learn more: www.mascomacommunityhealthcare.org



Mascoma Community Health Center
Route 4 and Roberts Road
Canaan, New Hampshire

Currently Under Construction



NEW HAMPSHIRE
CHARITABLE FOUNDATION

UP TO THE PROMISE

Designated Beneficiary Notification

Memo to: Mascoma Community Healthcare, Inc, Mike Samson, Director
Date: November 23, 2016
Re: Mascoma Community Health Center Perpetual Fund

Ms. Karen Wolk made a gift to the New Hampshire Charitable Foundation to establish the Mascoma Community Health Center Perpetual Fund. The purpose of this Designated fund is for general operating support. It is a legal requirement that your organization use the distributions from this Fund exclusively for the stated purpose. This is important to note as the eventual grant check may arrive from New Hampshire Charitable Foundation without a cover letter (however the fund name will be printed on the check).

A Designated Fund is a fund set up by a donor to support a particular organization in perpetuity. The fund is owned by the Charitable Foundation. Your organization will receive annual grant checks based on the foundation's charitable disbursement rate, currently 4.20% of a 20-quarter average of market value. The charitable disbursement value is calculated at December 31st each year and charitable disbursements (grants) are typically made around February 15th each year. Please note that fund balances, and therefore grant distributions, fluctuate with the market.

**An
Operating
Fund
Endowment
created with
an initial gift
of \$100,000
given by
Karen Wolk**

Future site of



Mascoma Community Health Center

**We selected a site and signed
the purchase and sale in 2015**

Ground Breaking & Construction





Building construction starts









**Board and
community members
volunteer to clear the
property**



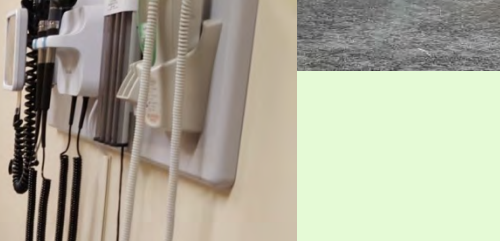














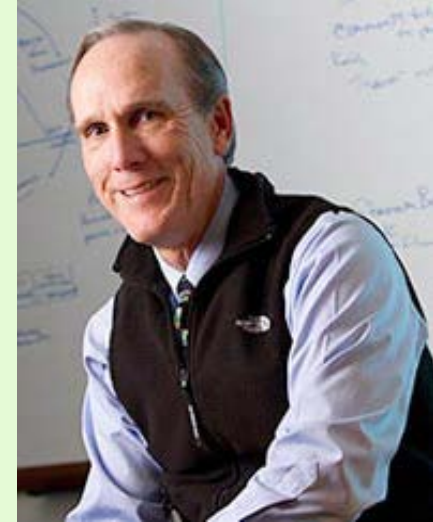
Executive Committee



Karen Ewer Gray



Dale Barney, Chairman



Scott Berry, Project Manager



Lori Dacier



**Peter Thurber
Exec. Committee Chair**



Mike Samson

Board of Directors



Board Education and Organizational Planning



Mascoma Community Healthcare Board Committees

Purpose of Board Committees

- Articulates goals and strategic plans of the organization
- Defines one particular function, issue or area (i.e. personnel)
- Develops specialized expertise and knowledge in a given subject
- Provide preliminary guidance on management issues as appropriate

Functions of Board Committees

- Divides the workload of the organization
- Utilizes the talent and expertise of board members and seeks external expertise as appropriate
- Promotes broader participation by all board members
- Expedites the work of the board by removing routine tasks from monthly board consideration
- Facilitates learning and satisfaction for board members
- Presents committee report/recommendations to the board for action (always to be presented by committee chair, not staff member)

Board Committees

- Executive Committee
 - Strategic Planning/Development Committee (handled by Executive Committee)
 - By-laws Committee (functions can be handled by Executive Committee)
- Finance Committee
- Nominating Committee
- Human Resources Committee
- Quality & Safety Committee
- Health Care Advisory Committee
- Development Committee



MASCOMA COMMUNITY HEALTH CENTER

EMPLOYEE HANDBOOK

MASCOMA COMMUNITY HEALTHCARE, INC.

FINANCIAL

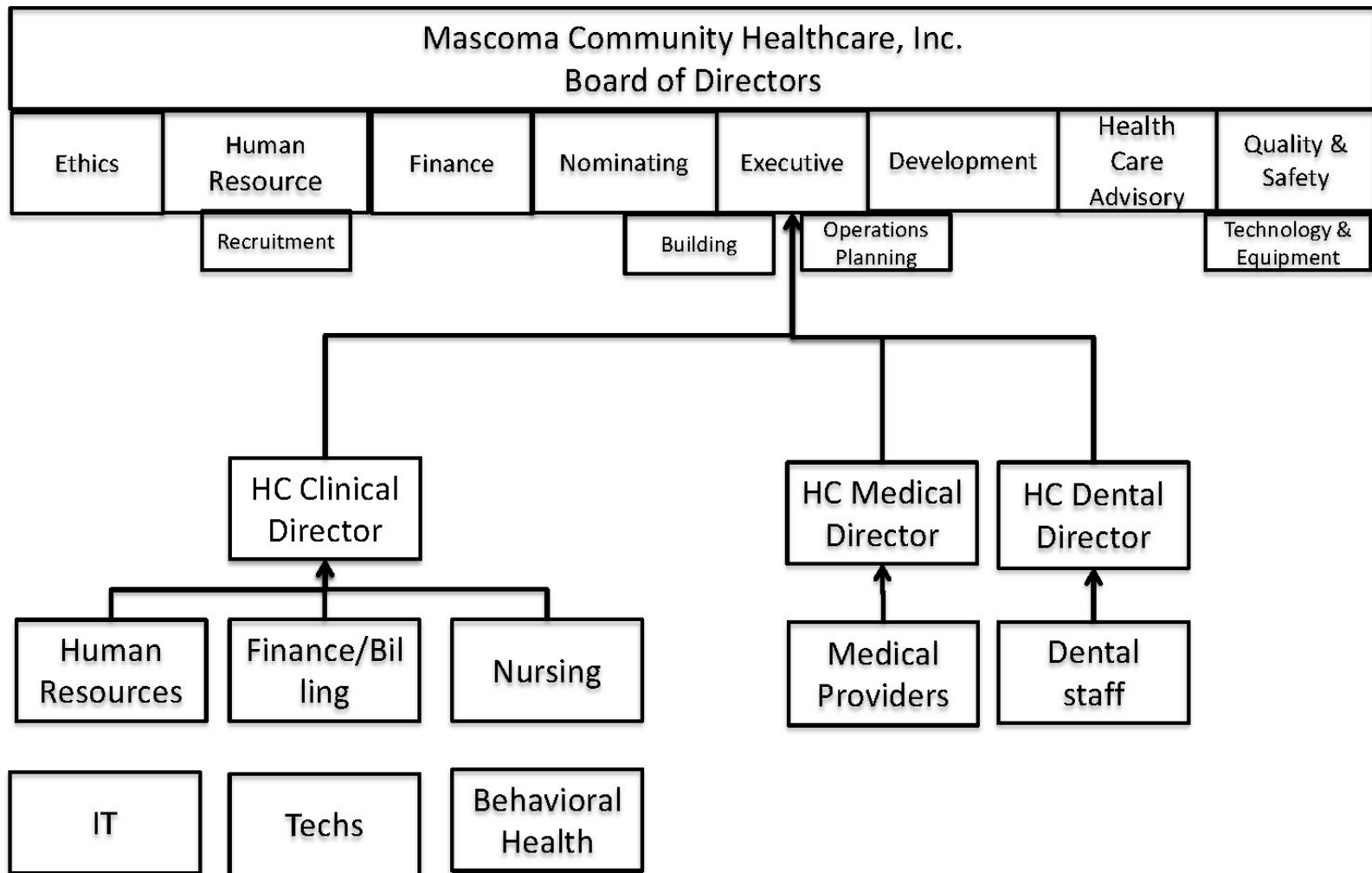
POLICIES

AND

PROCEDURES

MANUAL

DRAFT 8/1/16

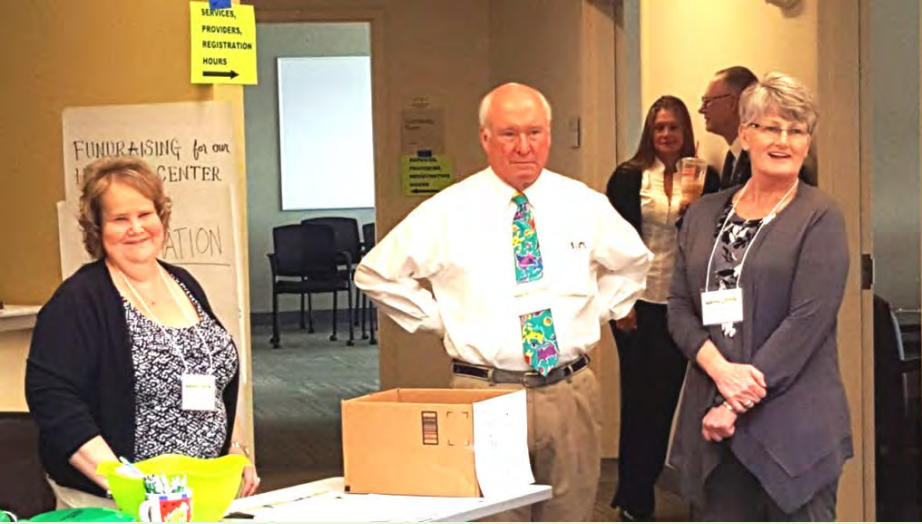




**SNEAK
PEEK IN
MARCH!**



**PATIENT
REGISTRATION
STARTS ON
MAY 13, 2017**



**Initial
Registration
Day
registered
300 new
patients!**



Primary Health Care Services

- General family medicine
- Pediatrics – infants, children, adolescents
- School, camp, and sports physicals
- Sports injury management
- Women’s health and gynecology
- Geriatric care
- Family planning – counseling, birth control, STD management
- Chronic disease management
- Geriatric care
- Medication Assisted Treatment and counseling for substance use disorders
- Lab services
- DOT CDL physicals

Primary Dental Care Services

- Exams and X-rays
- Cleanings
- Scaling and root planning
- Sealants
- Fillings
- Crowns
- Extractions
- Dentures and partials
- Night guards



Donna Ransmeier
Clinical Director



Ben Gardner, MD
Pediatrics



Maria Nunez Stiglich, PA-C



Cindy Loring, MSN, RN



Jane Marx, RN

**CLINIC DIRECTOR & MEDICAL
PROVIDERS**



Henry Lemieux, DMD



Katie Takach, DMD

**DENTAL
PROVIDERS**



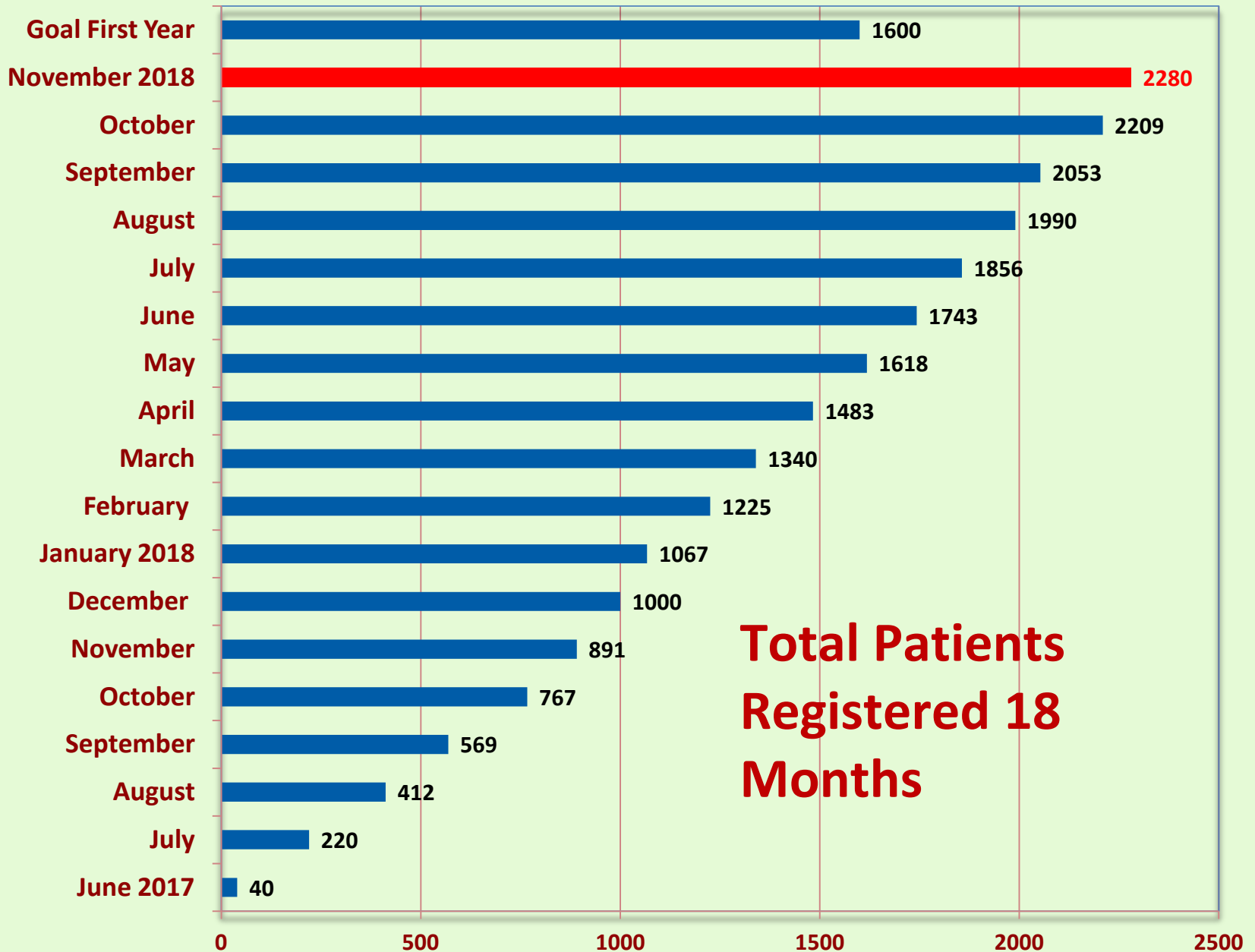
Caroline Sumner, CDA



Jeanne Marie Bolduc, RDH

FIRST ANNIVERSARY
August 4, 2018





**Total Patients
Registered 18
Months**



Right Care, Right Costs, Right Here
Imagined by, Planned by, Built by and
Managed by the Community