

# Service Profile 2012



*15th Anniversary Edition*

# PRESIDENT'S LETTER

Dear Friends:

On behalf of the board of directors and management, we are pleased to provide you with this report with information regarding Spectrum Medical Group, our physicians, and initiatives we are pursuing. Spectrum is a physician-owned and directed entity that focuses on patient care and maintaining excellence through professional development, education, and research support.

Over the past year, the healthcare industry has seen significant change in the structure, delivery, and payment of medical services and experienced a number of momentous events, including:

- Publication of federal rules pertaining to the formation of new integrated healthcare entities or “accountable care organizations”
- Significant increase in the number of private, employer, or health-insurer led initiatives involving new care delivery and payment models
- National budget and financial issues largely attributable to public spending on healthcare
- Continued consolidation of hospitals, physician groups, and insurance companies and related increased hospital acquisition of physician practices
- Increasing independence of federal regulators in setting health policy and reimbursement parameters

These events will promote a significant change in the orientation of physicians in the healthcare industry. We will continue to position ourselves to provide the highest quality, most affordable healthcare services within our specialties to our patients and our hospital partners. In addition, as physicians work to adapt to the changing environment, we will be a resource to assist in the collaboration among medical providers in leading fundamental change within the industry. While these market issues will result in increased consolidation of physicians, those who appreciate and desire private practice opportunities will seek organizations that possess the physician and management resources with attention to quality, risk management, information systems, physician leadership, teamwork, and collaboration. These are all hallmarks of Spectrum Medical Group.

As members and stewards of the communities in which we live and work, we are particularly proud of the following 2011 achievements:

- Launching of the Maine Specialty IPA, an independent practice association that positions physicians to provide leadership to the upcoming system and payment redesign initiatives
- Contribution of over \$10 million in free care or charity care to citizens unable to pay for needed medical services
- Recruitment of 15 new physicians with a wide variety of medical expertise to provide essential services to our communities
- Launching of FIDES™, our national anesthesia quality improvement system



David Landry  
Chief Executive Officer  
Spectrum Medical Group



Daniel Landry, M.D.  
President/Chairman  
Spectrum Medical Group

- Financial donations of over \$337,000 to more than 70 state and local charitable organizations
- Patient care to over 400,000 Maine citizens from all 16 counties as well as over 30,000 citizens in other New England states
- Diversification of our service offerings to new locations, healthcare systems, and geography
- Pursuit of new groups in different specialty lines to join Spectrum, both to maintain independent physician practices and to diversify our service offerings in the context of integrated care delivery models
- Local and national advocacy for policies and healthcare rules of importance to our physicians

On behalf of our over 200 physicians and staff working across Maine and New Hampshire, we thank you for your interest in Spectrum Medical Group and welcome this opportunity to share with you our progress.

Sincerely,



David B. Landry  
Chief Executive Officer



Daniel P. Landry, M.D.  
President & Chairman of the Board

## Spectrum Celebrates 15 Years

In 1996, physicians at Northeast Anesthesia Professional Association, Maine Pathology Associates, and Radiology Associates of Maine recognized both the opportunity and necessity for physicians to play a leadership role in Maine's evolving managed care environment. They believed that a well-organized, collaborative, physician-led organization could form the backbone of Maine's emerging integrated delivery systems and could provide high-quality, comprehensive medical services that would best meet the needs of diverse stakeholders. Their efforts resulted in a merger of the three specialty practices and the formation of Spectrum Medical Group.

Today, Spectrum is Maine's largest multi-specialty, physician-owned and directed professional organization with over 150 physicians practicing in the areas of anesthesiology, pain management, pathology, radiology, and radiation oncology. Several of the physicians who had the vision to create Spectrum Medical Group are still practicing with us and continuing to provide their guidance and leadership. Their thoughts and perspectives can be found throughout the 2012 Service Profile.



At Spectrum's 15th anniversary celebration in September, the entertainment was provided by The Way Outs, featuring Spectrum physicians Dana Crovo, M.D. (bass), and Andy Mancall, M.D. (guitar).



# 15 Years of... **ANESTHESIOLOGY**

64 Board Certified Physicians • 53,000 Patients Served •  
83,000 Services Provided

Spectrum Medical Group's anesthesiology service comprises 64 Board Certified Anesthesiologists who work with surgical teams to develop systems of healthcare delivery to improve patient care, often as it relates to patient experiences during and following surgery.

## **Expertise**

Our anesthesiologists have a broad range of subspecialty expertise and provide anesthesia care in the following areas:

- Cardiac surgery, including open-heart
- Neurosurgery, including brain and spine procedures
- Orthopedic surgery, in both hospital and Ambulatory Surgery Center (ASC) settings
- Critical care surgery, supporting intensive care units and emergency care teams
- Obstetric surgery and procedures, including labor epidural
- Pediatric surgery, including pediatric cardiac care
- Vascular and thoracic procedures

We also offer services in both acute and chronic pain management, including regional blocks.

## **Our Future**

Throughout its history, the Spectrum Anesthesiology Division has been nationally regarded for its collection and use of data to improve the quality of care of patients. Going forward, Spectrum will build on its success and continue to raise the bar in this area. Continued subspecialization will also play an important role in the future of anesthesiology. As more complex procedures are performed outside of traditional operating room settings, anesthesiologists will be challenged with developing more specialized techniques, particularly in the areas of adult and pediatric cardiac anesthesia. While Spectrum will continue to increase its technology usage to meet the demands of a more digitized healthcare environment, the relationship and interaction with the patient will continue to be a top priority. Spectrum anesthesiologists will continue to be a source of assurance, explanation, and comfort to patients and their families.

### **KENNETH RAESSLER, M.D.**

*“As part of the leadership team that formed Spectrum 15 years ago I have been fortunate to be able to witness the company’s ongoing, forward-thinking leadership that meets the challenges presented by innovative technology, new procedures, and a rapidly changing economic environment. I look forward to working with emerging new leaders as Spectrum continues to grow and face future challenges and opportunities.”*



*Dr. Palman, right, shown here receiving the Roswell P. Bates, D.O., Public Service Award with Joel Kase, D.O., M.P.H., left, immediate past president of the MOA, and Dr. Palman's wife, Mary.*

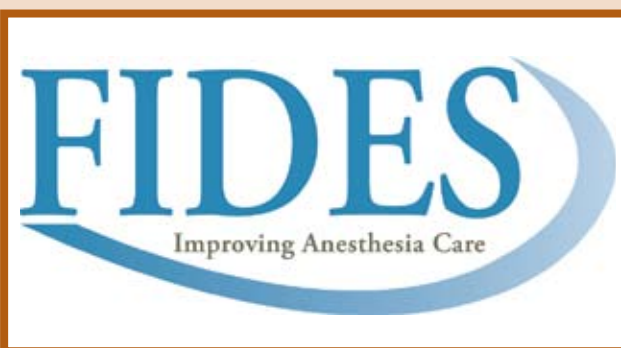
## **Gary Palman, D.O., Recognized for Public Service**

Gary Palman, D.O., an anesthesiologist in Spectrum's Southern Anesthesiology Division, recently received the Roswell P. Bates, D.O., Public Service Award for his outstanding achievements in public health and community service that enhance and demonstrate the osteopathic profession's commitment to service above and beyond that of direct patient care.

Dr. Palman, who currently serves as the director of anesthesiology and pain services and medical director of operative services for Southern Maine Medical Center, was recognized by the Maine Osteopathic Association (MOA) for the leadership he shows in the medical community. Since 2008, Dr. Palman has been a member of the University of New England's board of trustees, where his efforts help cultivate the next generation of leadership in osteopathic medicine. In addition, Dr. Palman currently serves on the Maine Osteopathic Board of Licensure, is past president of the Maine Society of Anesthesiologists, is a member of the Americans with Disabilities Committee, and is a member of the National Board of Osteopathic Examiners.

### **SPECTRUM SUCCESS:**

## **Spectrum's Anesthesia Quality Program Gains Widespread Adoption**



Several years ago, the Spectrum Anesthesiology Division began utilizing an original quality management tool developed internally by a group of physicians led by Craig Curry, M.D. With continued use and improvements, the system evolved into an easy-to-use, cost-effective system for improving patient care. Recognizing that other anesthesiology practices could benefit from its efforts, Spectrum made the system available on the commercial market under the name of FIDES.

The product's early success led Spectrum to determine that it would be best managed and distributed through a wholly owned subsidiary. In January 2012, FIDES, LLC, was launched. Today, FIDES clients include leading national anesthesia groups such as Memorial Sloan-Kettering Cancer Center, Excel Anesthesia in Dallas, and Anesthesia Medical Group in Nashville. To learn more about FIDES, LLC, visit [fidesqa.com](http://fidesqa.com).



**RODGER PRYZANT, M.D.**

*“When Spectrum began, the Radiation Oncology Division did not exist as a separate entity. However, the complexity and rapidly developing technologies in the field led the team to realize early on that patients would be better served if radiation oncology formed a separate division. During my tenure as managing director of the division, we have worked to garner further recognition for our innovation and treatments, and we continue to keep our eye to the future.”*

# 15 Years of... **RADIATION ONCOLOGY**

**5 Board Certified Physicians • 2,900 Patients Served •  
33,000 Services Provided**

Spectrum’s five Board Certified Radiation Oncologists treat a wide variety of cancer patients and are committed to optimizing curative and palliative care for patients by offering access to the most up-to-date specialized procedures. Our radiation oncologists serve as leaders in supervising care at our partner facilities and support both innovation and high standards of care.

## **Expertise**

Our radiation oncologists work with patients, families, and other members of the patients’ care team to help determine the best treatment option for each individual. These physicians participate on the leadership teams at a number of hospitals. Our services include:

- Intensity Modulated Radiation Therapy (IMRT)
- Image Guided Radiation Therapy (IGRT)
- Advanced GYN Brachytherapy
- Prostate Cancer Brachytherapy
- Stereotactic Radiosurgery
- Radiation Therapy for Children
- Radiation Therapy for Benign Conditions
  - Heterotropic Bone Prevention
  - Vascular Brachytherapy
- Mammosite Partial Breast Irradiation (PBI)
- Stereotactic Body Radiation Therapy (SBRT)
- High Dose Rate (HDR) Brachytherapy

## **Our Future**

Looking forward, the Radiation Oncology Division has many important objectives. Chief among them is to advance technology to provide new and safer treatments for patients. To accomplish this, Spectrum physicians will continue to participate in research through national and in-house protocols, conduct multidisciplinary partnerships, and collaborate with medical staffs when appropriate. Other initiatives will be focused on improving communication among medical teams and educating referring physicians and the public on the role of radiation oncology.



*Philip Villiotte, M.D., assumed the role of the medical director of the Cancer Care Center of York County in January 2012. Dr. Villiotte joined Spectrum Medical Group in 2008.*

## Spectrum Radiation Oncologist to Lead Cancer Center

Philip Villiotte, M.D., Spectrum radiation oncologist, took over as the medical director of the Cancer Care Center of York County (CCCYC) in January. The CCCYC is a collaborative effort of Maine Medical Center, Goodall Hospital, and Southern Maine Medical Center to provide comprehensive cancer care to residents of York County and surrounding areas. Dr. Villiotte, originally from Massachusetts, practiced in Bangor before joining Spectrum in 2008.

Dr. Villiotte is eager to address the challenges and capitalize on the growth opportunities that he will encounter in his new role. Among his key objectives is ensuring uniform, high-quality care to the communities the CCCYC serves. He says, “Spectrum covers four clinics in different geographies, and we’re continuously striving to provide consistent care at all sites. To accomplish this, we plan to work closely with each community and the referring physicians.”

Under Dr. Villiotte’s leadership, CCCYC and Spectrum colleagues will continue to evaluate the impact of new learning on future treatments.

The group currently meets on a periodic basis to review select cases. “This has been an excellent way for a group of physicians to share experiences and insight and, together, improve patient care,” says Dr. Villiotte.

### SPECTRUM SUCCESS:



*Ian Bristol, M.D., is one of the first doctors in Maine to offer stereotactic body radiation therapy (SBRT) to patients with primary lung cancer.*

## New Technology Offers New Options for Lung Cancer Patients

Spectrum radiation oncologist Ian Bristol, M.D., is among a select few physicians in Maine offering a cutting-edge treatment for patients with Stage I lung cancer.

Stereotactic body radiation therapy (SBRT) is a highly conformal radiation therapy technique that uses four-dimensional imaging and CT-image guidance to treat tumors in the body with extreme accuracy. Because of the precision of the treatment, higher doses of radiation can be delivered to tumors while simultaneously sparing surrounding healthy tissue. The result is improved tumor control with limited treatment toxicity.

“SBRT is less invasive than surgical interventions,” states Dr. Bristol, “and because we can administer a higher dose of radiation with each treatment, patients only need three to four treatments, compared to as many as 35 needed with standard radiation therapy. The results are also far superior with this technique compared to standard treatment.”



**MICHAEL JONES, M.D.**

*“The field of pathology continues to evolve and become more specialized. The explosion of molecular genetic information, particularly in the oncology arena, is creating more customized treatment plans based on individualized pathological and genetic findings, ushering in the era of ‘personalized medicine.’ Working in the collaborative, resource-rich, innovative environment at Spectrum allows us to capitalize on new technological advances quickly and help patients achieve better outcomes.”*

# 15 Years of... **PATHOLOGY**

**18 Board Certified Physicians • 71,000 Patients Served •  
187,000 Services Provided**

Spectrum Medical Group’s 18 dedicated Board Certified Pathologists provide patients and referring physicians with the high-quality diagnostic services available in Maine using state-of-the-art techniques.

## **Expertise**

Our physicians offer patients a range of expertise and are certified in both anatomic and clinical pathology. Anatomic pathology encompasses surgical pathology (determining if tissues are benign or malignant), cytology (evaluating Pap smears, fluids, or needle aspiration as benign or malignant conditions), and autopsy.

## **Anatomic Pathology Subspecialties and Expertise**

Anatomic pathology is the study of structural and compositional changes that occur in tissues as a result of disease:

- Hematopathology
- Dermatopathology
- Renal Pathology
- Cytopathology
- Urologic Pathology
- Gynecologic Pathology
- Gastropathology
- Breast Pathology

## **Clinical Pathology Expertise**

Clinical pathology involves assisting referring clinicians with development or adjustment of patient treatment plans based on laboratory testing:

- Hematopathology
- Clinical Chemistry
- Molecular Testing
- Blood Management
- Immunopathology
- Transfusion Medicine
- Coagulation
- Microbiology

## **Our Future**

The upcoming years will herald many new and exciting technological innovations in the field of pathology, especially relating to oncology. These include opportunities for identifying more clinical applications of molecular genetics testing, such as developing personalized cancer treatment protocols based on molecular genetics profiles. Digital telepathology, or reading digitally scanned slides generated remotely, is being pioneered to improve rural hospital subspecialty expertise. In addition to these technological innovations, we also strive to simply improve communication of these new results through new integrated radiopathology reporting templates for cancer staging and prognosis. We also recognize our responsibilities in a cost-constrained healthcare system and seek to deliver cost-effective, quality of care through standardization of laboratory ordering and active laboratory utilization management.



*Timothy Collins, M.D., F.C.A.P., brings a diverse background to his role at Spectrum Medical Group.*

## Spectrum Pathologist Serves as Chief of Pathology at St. Mary’s

In 2011, Timothy Collins, M.D., F.C.A.P., joined Spectrum Medical Group and assumed the role of the chief of the laboratory at St. Mary’s Regional Medical Center in Lewiston. In this role he serves as full-time pathologist and provides oversight to the hospital’s clinical and anatomical/ surgical pathology labs, which includes process monitoring and planning for the department. He also serves as the “physician face” for the group and performs various other administrative duties.

Dr. Collins followed a unique career path prior to joining Spectrum. He completed a family practice residency at Eastern Maine Medical Center and was boarded in family practice. He joined the Navy, qualified as a naval flight surgeon, and served with Marine Air Group 29 on Mediterranean deployments. Dr. Collins then completed his residency in anatomic and clinical pathology at Naval Medical Center, Portsmouth, VA, followed by a three-year tour at the U.S. Naval Hospital in Naples, Italy. In 2001, Dr. Collins returned to the fleet as the officer in charge of Fleet Surgical Team 6 and deployed to the Persian Gulf. Subsequently, he completed a fellowship in hematopathology at Duke University. Later duty stations included staff tours as pathologist and hematopathologist at the National Naval Medical Center, Walter Reed Army Medical Center, and Naval Medical Center.

Dr. Collins is boarded in anatomic and clinical pathology, with subspecialty boards in hematology. Military decorations include a Meritorious Service Medal and two Navy Commendation Medals.

### SPECTRUM SUCCESS:



*Sharade Pailoor, M.D., Spectrum pathologist, and Cameron Saber, M.D., J.D., Spectrum radiologist, were part of the Southern Maine Medical Center team that created the SMMC Breast Care Center in 2011.*

### Collaboration Leads to New Services in Southern Maine

In 2011, two Spectrum physicians played an integral role in helping Southern Maine Medical Center create its new Breast Care Center. The development of the SMMC Breast Care Center is an example of the successful results that can be achieved through collaboration.

Sharade Pailoor, M.D., a Spectrum pathologist, and Cameron Saber, M.D., J.D., a Spectrum radiologist, were part of the team that helped develop the new site.

“An important distinction of our program is that we ensure that all breast biopsies are read by at least two pathologists,” says Dr. Pailoor. “Also, the center’s multi-disciplinary collaboration among the various specialists involved with treating breast cancer helps ensure that each woman gets the individualized care that she needs.”

# 15 Years of... RADIOLOGY

58 Board Certified Physicians • 311,000 Patients Served •  
823,000 Services Provided

Spectrum Medical Group is staffed by 58 Board Certified Diagnostic Radiologists (who interpret information for diagnosing patient conditions) and Interventional Radiologists (who utilize image-guided, minimally invasive procedures to treat patients). Our radiologists have served as champions for the development of Picture Archiving and Communications Systems (PACS), which enables rapid image sharing. Computerized systems link facilities, allowing physicians to confer on the same image, regardless of the distance between them. Such linkages also facilitate more rapid coordination of prior studies.

## Expertise

Our radiologists provide services in multiple specialty and subspecialty areas, including:

- Mammography
- Computerized Tomography
- Nuclear Medicine
- Pediatric Care
- Women's Imaging
- Magnetic Resonance Imaging
- Ultrasonography
- Positron Emission Tomography
- Vascular and Interventional Radiology
- Breast MRI Biopsies

## Our Future

A key objective of the radiology division in the near future is to better manage caseloads and best leverage the wide range of subspecialists among disparate PACS. Ensuring that the most appropriate radiologist does each read will help ensure continued improvement in quality and efficiency. The division will also continue to expand its use of technology, such as teleradiology capabilities, to improve efficiency and diagnostic accuracy.



**MICHAEL PANCOE, M.D.**

*“As we look to the future, there is much that we can learn from the past. The collegiality among the Spectrum radiologists has made a significant difference in how we run our practice today. The collaboration and sharing of ideas have led to innovations in technology and practice that have benefitted our patients in a variety of ways. Especially in the northern and eastern parts of the state, our collaborative efforts have helped provide greater access to subspecialty medical care.”*

**ROGER PEZZUTI, M.D.**

*“At the time that we formed Spectrum, a multispecialty physician practice was sort of a bold idea. But, it has been obvious that the integration of our core services has added tremendously to our strength as a physician-owned practice group. This has resulted in the impressive administrative and clinical talent that we have been able to assemble in our company, and has positioned us well to face the challenges that lie ahead. Spectrum should serve as a model for what physicians can do to organize themselves.”*



*Derek Mittleider, M.D., works with his physician colleagues across a variety of specialties to provide collaborative care to patients.*

## Interventional Radiology Offers Less Invasive Treatment Alternatives

In January 2012, Derek Mittleider, M.D., assumed the role of chief of Spectrum's Interventional Radiology Department. The nine interventional radiologists at Spectrum have varying expertise and specialties, and one of Dr. Mittleider's key areas of focus is critical limb ischemia. Patients with critical limb ischemia have a severe obstruction in the arteries that provide blood flow to the legs, hands, or feet. Many of these patients face amputation. Through minimally invasive endovascular therapies, interventional radiologists, such as Dr. Mittleider, can revascularize the limb so that blood can flow more freely. "The limb salvage rates are very good with this type of procedure - typically higher than 90 percent," says Dr. Mittleider.

Looking to the future, Dr. Mittleider expects that many interventional therapies will become more common, for varying reasons. "As the data gets better, there will be expanded indications for therapies such as carotid artery stenting," he says. Public health trends will also play a big role. "The rising incidence of diabetes is completely outstripping the benefits from reduced tobacco use. There are numerous comorbidities associated with diabetes, including critical limb ischemia."

In his new role as chief, Dr. Mittleider will continue to help the role of interventional radiologists evolve into one in which they perform a more integrative, consultative role in the patient's overall clinical experience. More information on improved integration with primary care in particular can be found on page 10.

### SPECTRUM SUCCESS:



*Arthur Kane, M.D., provides neuroradiology services to more than a dozen hospitals and healthcare facilities in northern and eastern Maine.*

## Specialized Radiology Care in Rural Areas

Arthur Kane, M.D., is a well-recognized regional expert in the field of neuroradiology and has had a Certificate of Added Qualification since 1996. On a daily basis, he reads the majority of eastern Maine's neuroimaging in all modalities including PET-CT, performs most of the area's neuroangiography and spine procedures, and assists when needed in body procedures.

He also covers a lot of geography. Dr. Kane began his career in Honolulu, HI, and joined Spectrum in 2006. Now, as the only fellowship-trained neuroradiologist in that area, he provides neuroradiology services and consultations to more than a dozen hospitals and medical practices in central, eastern, and northern Maine. He also looks forward to bringing new technology, such as spectroscopy and functional MRI services, to the area.

Dr. Kane is committed to sharing knowledge to improve patient care. He is a frequent lecturer on a variety of radiology topics and chairs a monthly neuroradiology conference at which local neurologists, neurosurgeons, and radiologists discuss challenging cases and share best practices.

15 Years of...

## DELIVERING QUALITY

MAINE SPECIALTY

IPA

### New Independent Practice Association Aims to Reduce Costs and Improve Quality

In February 2011, Spectrum joined forces with three other prestigious medical groups — Portland Gastroenterology Associates, Chest Medicine Associates, and OA Centers for Orthopaedics — to form the Maine Specialty IPA (MS-IPA). This group is the first of its kind in Maine and represents over 250 physicians and other medical providers caring for patients in southern Maine and across the entire state.

The MS-IPA consists of a network of specialty physicians with similar business structures and visions for healthcare delivery. The group's objectives include sharing resources to reduce costs, improving efficiencies and coordination of care, and partnering with other healthcare providers to deliver high-quality, low-cost medical services to Maine employers, payers, and consumers.

"This collaboration will enable our physicians to work more closely together to improve the coordination of patient care, address cost issues in healthcare, and promote strong, independent physician practices," says Dr. Daniel Landry, Spectrum president and chairman of the board.

Since its formation, the MS-IPA has welcomed five new members: Allergy & Asthma Associates of Maine, Coastal Women's Healthcare, Eyecare Medical Group, Maine Center for Cancer Medicine, and Plastic & Hand Surgical Associates. The group is expected to grow further throughout 2012.

### Integrating Services Leads to Better Patient Care

A key tenet of Spectrum's philosophy is to provide collaborative care to patients. Over our 15-year history, there have been numerous examples of Spectrum physicians working with their colleagues in other Spectrum disciplines to ensure the best treatment plans for patients (see a current example of Spectrum success on page 7). As the organization moves into the future, there will be additional emphasis on facilitating this type of collaboration with physicians in other specialities. Efforts in this area are already under way, as Spectrum has partnered with a number of primary care physician practices, such as InterMed and Martin's Point.

Integrated care can lead to better communication, improved shared decision making, and better outcomes for patients. Derek Mittleider, M.D., who currently provides interventional radiology consults at InterMed in Portland, says, "Being onsite at InterMed has opened avenues for us to make much more thoughtful contributions to patient care and to help craft the best course of treatment."



MARTIN'S POINT  
HEALTHCARE

Holly Glidden, RTR(M), radiology manager at Martin's Point, states, "Having onsite consults with Spectrum radiologists specializing in breast care allows us to deliver more timely and effective care to patients."

INTERMED  
Care without compromise.

## Leading the Way by Building on the Past



*Daniel Landry, M.D., was elected Spectrum's board chair in 2009.*

The past 15 years has brought many changes, and with legislative and other initiatives under way at both national and local levels, the future of healthcare stands to change drastically. In this volatile environment, physician leadership is increasingly important. Since its inception, Spectrum has fostered a culture of leadership and provided physicians with a wide variety of training and development opportunities. Spectrum board members Daniel Landry, M.D., anesthesiologist in the Southern Division, and Paul Pultorak, D.O., anesthesiologist in the Northern Division, both share a passion for this initiative.

Drs. Landry and Pultorak have attended a yearlong leadership training course created in conjunction with The Advisory Board, a Washington-based healthcare consulting group. Recently, in conjunction with the Anesthesia Business Group - a consortium of large anesthesia groups - Spectrum developed its own in-residence training course through Wharton College that the board and physician leaders are presently attending.

Dr. Pultorak, who joined Spectrum in 2006, said that Spectrum's progressive view in cultivating young physician leaders had a substantial influence in his decision to practice medicine in Maine. "In today's changing environment, you need a diverse background to even participate in the conversation," says Dr. Pultorak. "We have our CME and other obligations, but this is an opportunity to gain necessary training to make sound decisions and set a clear direction."

Although the future is changing, Dr. Pultorak emphasizes that an important component of Spectrum's success is its history. "After being on the board for a year, I have a great appreciation for the more seasoned board members and their corporate knowledge. We've faced many of these problems before. We all have the goal of being able to practice more efficiently, and we can't do this if we're reinventing the wheel every time."

Dr. Landry, who chairs the Spectrum board, has been with Spectrum since it was formed. When asked about his vision for the future, he shares his views on what he sees as the biggest challenges to be faced. He says that in some ways, things will remain the same: "Spectrum has always had success competing on both quality and price and this will not change." However, he also sees the desired role of the physician evolving in a critical way. "In this environment, physician leadership is needed more than ever to continuously protect and improve the patient experience. Physicians need to lead this charge."



*Paul Pultorak, D.O., joined the Spectrum board one year ago.*

## The Future of Quality

"Spectrum has always been a leader in the collection and use of quality data. It continues to be an important operating principle that increasing quality will reduce cost," says Daniel Landry, M.D., president of Spectrum Medical Group. Going forward, the ways in which Spectrum defines and measures quality will continue to evolve. As ACO models emerge, Spectrum will refine quality initiatives and emphasize the focus on improving efficiency and reducing cost. Spectrum will adapt to align with new initiatives and continue to improve efficiency, cost, and patient safety. Additionally, collaboration with the Maine Specialty-IPA and local, regional, and national quality forums will continue to inform Spectrum's strategic direction with respect to quality improvement.

Specialties within Spectrum will continue to have specific areas of focus. Pathology will continue its efforts with hospital and laboratory partners to improve both technical and professional service quality. Anesthesiology will continue to use data captured in FIDES to improve patients' anesthesia experience and outcomes. Radiology has a number of exciting initiatives under way that will help ensure the reduction in radiation risks. Radiation Oncology continues to monitor outcomes of newer modalities used to treat cancer to improve treatment outcomes.

15 Years of...

## SERVING THE COMMUNITY



The 2011 Spectrum Trek Team celebrates on the steps of Colby College.

### Spirit and Teamwork Add to Spectrum's Charitable Efforts

Spectrum strives to provide excellent patient care, but we also recognize the importance of caring for the broader communities we serve. One way in which we do this is through volunteerism. In 2011, Spectrum physicians, administrators, family, and friends donated time and energy to a multitude of community and charity events.



Celine Godin, M.D., Spectrum radiation oncologist, gets ready for the cycling leg at the Tri for a Cure.

Two of the largest and most popular fundraisers at Spectrum are the American Lung Association's Trek Across Maine and the Maine Cancer Foundation's Tri for a Cure. The 33 Spectrum team participants biked, ran, and swam 3,840 miles in these two events. Spectrum has a demonstrated talent for fundraising as well, with Spectrum team member Joanne Christman being among the top 10 fundraisers for the 2011 Tri for a Cure.

Spectrum anesthesiologist in the Northern Division, has participated in the Trek for a number of years, and says he "takes part for the cause - and the fun is just a footnote."

Spectrum Medical Group's volunteerism and event participation have also led to increased collegiality. "Everyone is supportive and working together, which creates a sense of camaraderie," states Dr. Cydney Cox, Spectrum radiologist and triathlete. Taking time out of their busy clinical schedules to help support charitable causes allows the physicians to have an opportunity to create stronger bonds with each other - as well as with patients who also participate in the events.

Spectrum looks forward to continuing to take part in these and other charity events in the years to come.

Spectrum physicians have been participating in the Trek Across Maine for 18 years, and Spectrum has created a Trek team for the 15 years of its existence. The physicians enjoy the events for a variety of reasons. Dr. David Clement,



Anne Hayton, M.D., Robert Ashley, M.D., and Joanne Sullivan relax at the end of a long day at the Trek

## Community Contributions

A major tenet of our organization's philosophy is to ensure that all citizens of our community have access to quality care, regardless of insurance coverage or their ability to pay. Last year, Spectrum Medical Group provided more than \$8.7 million of free patient care in Maine and donated more than \$337,000 to over 70 local, state, and national organizations.

Alzheimer's Association	Katahdin Area Council of Boy Scouts
American Cancer Society	Maine Cancer Foundation
American Diabetes Association	Maine Children's Cancer Program
American Folk Festival	Maine College of Art
American Heart Association	Maine Historical Society
American Lung Association	Maine Medical Center – Tufts Scholarship
Anesthesia Patient Safety Foundation	Maine Public Broadcasting Network
Bangor Museum & Center for History	Maine State Ballet
Bangor YMCA & YWCA	Make-A-Wish Foundation
Barbara Bush Children's Hospital	National Multiple Sclerosis Society
Boy Singers of Maine	National Resources Council of Maine
Camp Sunshine	Opportunity Farm
Cancer Community Center	Penobscot Theatre
The Center for Grieving Children	Pine Tree Society
Children's Museum & Theatre of Maine	Ronald McDonald House
Community Counseling Center	SMCC Radiologic Technologist Program
Family Crisis Services	Southern Maine Agency on Aging
Friends of Long Creek Youth Development Center	Special Olympics
Good Shepherd Food Bank	Spruce Run
Hospice of Southern Maine	Sugarloaf Charity Summit
Ingraham	Susan G. Komen for the Cure
Island Commons Resource Center	



### SPECTRUM TEAM RAISES FUNDS FOR CANCER RESEARCH IN MAINE

On March 20, 2011, ten team members from Spectrum Medical Group braved the chilly air to participate in the Maine Cancer Foundation's 13<sup>th</sup> annual Mary's Walk & Kerryman Pub 5K. Shown at left (from left to right) are five of the 2011 team members: Kim Murchison, Joanne Sullivan, Pat Beaudoin, Renee Daigle, and Terry Judkins.

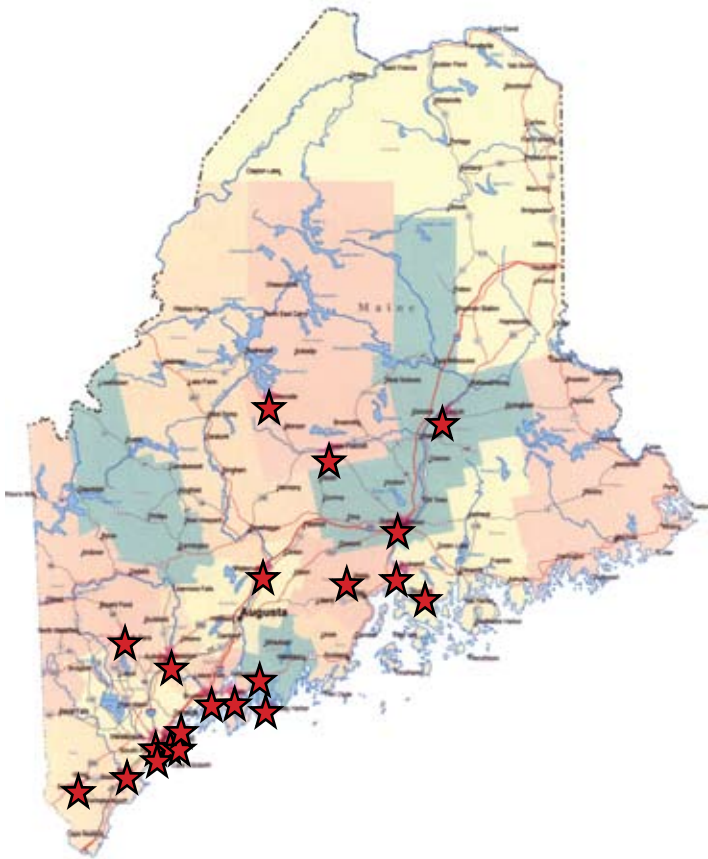
Mary's Walk was started to commemorate Mary Kerry Libby, who lost her battle with cancer in 1997. Since its inception, the event has raised more than \$1.4 million for cancer research in Maine.

## Annual Hospital Campaigns Supported

Blue Hill Memorial Hospital	Mayo Regional Hospital	St. Joseph Hospital
CA Dean Memorial Hospital	Memorial Hospital	St. Mary's Regional Medical Center
Eastern Maine Medical Center	Mercy Hospital	Southern Maine Medical Center
Huggins Hospital	Miles Memorial Hospital	Stephens Memorial Hospital
Inland Hospital	Penobscot Valley Hospital	Wentworth-Douglass Hospital
Maine Medical Center	St. Andrews Hospital	

15 Years of...

# CARING FOR OUR PATIENTS



Number of Patients by County, 2011	
Androscoggin	26,900
Aroostook	5,300
Cumberland	134,100
Franklin	2,000
Hancock	12,600
Kennebec	17,300
Knox	5,200
Lincoln	16,300
Oxford	9,800
Penobscot	70,000
Piscataquis	9,400
Sagadahoc	4,000
Somerset	7,500
Waldo	6,800
Washington	4,000
York	74,700
<b>Total Served in Maine: 405,900</b>	

Number of Patients by County, 2011:	
Belknap	300
Carroll	12,400
Cheshire	40
Coos	400
Grafton	1,000
Hillsborough	300
Merrimack	200
Rockingham	2,500
Strafford	7,000
Sullivan	20
<b>Total Served in NH: 24,160</b>	



# SITES OF SERVICE

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## **ANESTHESIOLOGY**

Bangor Plastic & Hand  
Central Maine Orthopaedics  
InterMed ASC  
Maine Eye Center  
Maine Medical Center  
Maine Spine Center  
Mercy Hospital  
OA Centers for Orthopaedics  
Plastic & Hand Surgical Associates  
Portland Endoscopy Center  
St. Joseph Hospital  
Scarborough Surgery Center  
Southern Maine Medical Center  
Stephens Memorial Hospital

## **PATHOLOGY**

Coastal Women's Healthcare  
Huggins Hospital  
Maine Medical Center  
Memorial Hospital  
Mercy Hospital  
Miles Memorial Hospital  
NorDx Laboratories, Inc.  
Plastic & Hand Surgical Associates  
St. Andrews Hospital  
St. Mary's Regional Medical Center  
Southern Maine Medical Center  
Wentworth-Douglass Hospital

## **RADIATION ONCOLOGY**

Cancer Care Center of York County  
Coastal Cancer Treatment Center  
Maine Medical Center - Bramhall Campus  
Maine Medical Center - Scarborough Campus

## **RADIOLOGY**

Acadia Medical Arts  
Alliance Imaging  
Blue Hill Memorial Hospital  
Bucksport Regional Health Center  
CA Dean Memorial Hospital  
Coastal Women's Healthcare  
Concentra  
Cottage Hospital  
Eastern Maine Medical Center  
First MRI of Maine  
Inland Hospital  
InterMed  
Maine Centers for Healthcare  
Maine Medical Center  
Maine Molecular Imaging  
Maine Neurosciences MRI  
Marshwood Imaging Center  
Martin's Point Health Care  
Mayo Regional Hospital  
Memorial Hospital  
Miles Memorial Hospital  
OA Centers for Orthopaedics  
Open MRI of Brunswick  
Penobscot Community Health Care  
Penobscot Valley Hospital  
St. Andrews Hospital  
St. Joseph Hospital  
St. Mary's Regional Medical Center  
Southern Maine Medical Center  
Vascular & Interventional Radiology Center

# 15 Years of... **STRONG LEADERSHIP**

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## **2011 Board of Directors**



*Front (left to right): Joshua Sherwin, M.D., Daniel Landry, M.D., Bruce Malmer, M.D., Steven Winn, D.V.M., M.D., Michael Pancoe, M.D., F.A.C.R.*

*Rear (left to right): Michael Quinn, M.D., Robert Christman, M.D., Paul Pultorak, D.O., Paul Lennon, M.D., Douglas Dressel, M.D., Rodger Pryzant, M.D.*

# New Team Members

We are continually expanding our talented medical staff. Below is a list of physicians who joined our team in 2011.

## Anesthesiology

Bryn Carpenter, M.D.	Maine Medical Center
Allen Hayman, M.D.	Maine Medical Center
Jeremy Shelton, M.D.	Maine Medical Center
Jennifer Thompson, M.D.	Maine Medical Center

## Pathology

Timothy Collins, M.D.	St. Mary's Regional Medical Center
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## Radiology

Corey Couto, M.D.	Eastern Maine Medical Center
Daniel Kloda, D.O.	Maine Medical Center
John Kustan, M.D.	Memorial Hospital
Peggy Rouleau, M.D.	Eastern Maine Medical Center

# Fond Farewells

In 2012, Spectrum will be saying good-bye to three of its long-standing physicians as they begin their retirement.

**David Clement, M.D.** – Dr. Clement has practiced anesthesiology in Spectrum's Northern Anesthesiology Division since its inception. During his impressive career, Dr. Clement served as chief of anesthesia at Eastern Maine Medical Center and played an integral role in establishing Spectrum's Quality & Compliance Program in his role as the chair of the Northern Anesthesiology Quality Committee. He has been an avid participant in the Spectrum Trek Across Maine teams and was named to Bangor Metro's Best Doctor list in 2011.

**Robert Isler, M.D.** – Dr. Isler is a radiologist in Spectrum's Southern Radiology Division. He is the section chief of chest radiology at Maine Medical Center. He began practicing at Radiology Associates of Maine in 1980, which was one of the organizations that merged to form Spectrum Medical Group in 1996. He served on the Spectrum board of directors and was managing director of the Southern Radiology Division from 2002 to 2008. He was also Spectrum's president and chairman of the board in 2007 and 2008.

**Frank Mroz, M.D., F.A.C.R.** – Dr. Mroz is a radiologist in Spectrum's Northern Radiology Division and has worked with Spectrum and its predecessor organizations since 1982. He specializes in vascular radiology and CT and has provided radiology services to numerous Spectrum sites. During his tenure at Spectrum, he has served on the Spectrum Compliance Committee and is a past member of the Medicare Carrier Advisory Committee and Northern Radiology Division Advisory Committee. He is also a past president of the the Maine Radiological Society.

**Anesthesiology**

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**Pain Management**

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**Pathology**

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**Radiation Oncology**

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**Radiology**

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**Vascular &  
Interventional Services**



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