

# 2009 – 2010 ANNUAL REPORT

# Families First

*support for families...health care for all*

## OUR MISSION

Families First Health and Support Center contributes to the health and well-being of the Seacoast community by providing a broad range of health and family services to all, regardless of ability to pay.

## OUR VISION

We envision a strong community that provides fully for the health and well-being of all its members.

## OUR GUIDING PRINCIPLES

Families First will:

- Offer a broad array of health and family services to meet evolving community needs
- Meet a standard of excellence in all services
- Ensure that no one is turned away due to inability to pay
- Treat clients respectfully and with concern for their dignity
- Integrate services wherever possible
- Partner with other organizations to help realize our vision



# REVENUES & EXPENDITURES

July 1, 2009, through June 30, 2010 (unaudited)

## REVENUES

### Fees for Service (33%)

Medicaid / Medicare / Insurance	\$1,278,042
Patient Fees	\$257,509
<b>Subtotal:</b>	<b>\$1,535,551</b>

### Government (27%)

NH Dept. of Health & Human Services	\$709,771
U.S. Health Resources and Services Administration	\$514,354
Municipal governments*	\$34,988
Community Development Block Grants (Portsmouth)	\$10,000
<b>Subtotal:</b>	<b>\$1,269,113</b>

### Grants (12%)

**Subtotal: \$579,064**

### Contributions/Fundraising (27%)

Monetary Donations	\$981,750
In-Kind Service Donations	\$295,368
<b>Subtotal:</b>	<b>\$1,277,118</b>

### Miscellaneous Income (<1%)

**Subtotal: \$22,408**

## TOTAL OPERATING REVENUES

**\$4,683,254**

### Investment Income (Net)

\$128,117

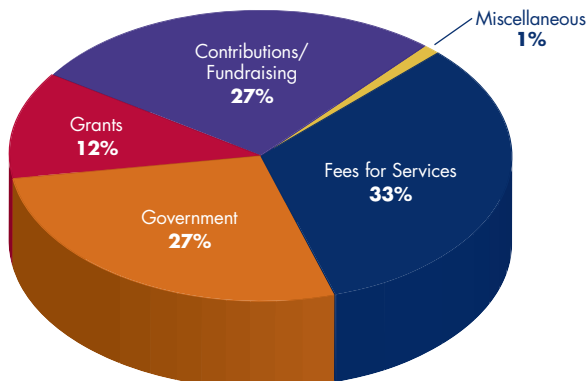
## TOTAL REVENUES

**\$4,811,371**

\*Towns of Portsmouth, Hampton, Seabrook, Greenland, Stratham, Exeter, North Hampton, Rye and Hampton Falls

## OPERATING REVENUES (\$4,683,254)

Total operating revenues increased by 10% over last year, mainly due to federal stimulus funding for capital improvements and medical and dental services for the homeless. Our reliance on monetary donations continues to grow, up 12% from the previous year.



## EXPENDITURES

### Programs (88%)

Salaries/Contract Services	\$2,915,503
Program Expenses	\$214,247
In-Kind Services	\$250,468
Rent/Telephone	\$122,262
Office/Miscellaneous	\$110,352
Computer Operations	\$66,694
Travel/Conferences	\$44,469
Insurance	\$39,762
Depreciation	\$50,445
Accounting/Legal	\$22,153
Marketing	\$9,461
Dues/Membership	\$10,919
<b>Subtotal:</b>	<b>\$3,856,735</b>

### Management & Administration (12%)

**Subtotal: \$507,754**

### Fundraising (0.5%)

**Subtotal: \$24,064**

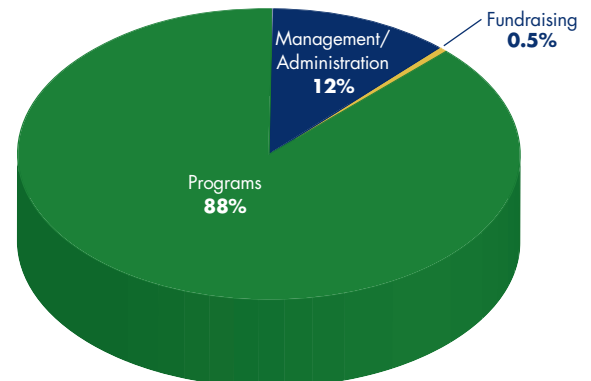
## TOTAL EXPENDITURES

**\$4,388,553**

NOTE: The net profit for fiscal year 2010 is the result \$128,117 in Net Investment Income (a recording of earned and unrealized investment earnings) and \$272,051 in capital assets that are depreciated over several years. The capital assets include a medical van donated by Exeter Hospital (posted as an in-kind donation valued at \$44,900) and capital grants received from the U.S. Health Resources and Services Administration (\$222,105) and BiState Primary Care Association (\$5,046).

## OPERATING EXPENSES (\$4,388,553)

Program expenditures continue to represent the most significant portion of our overall expenses, up 10% over last year, while Management & Administration expenses decreased by 6.3%. Management and Administration expenses represented only 12% of our overall expenses — considerably less than the nonprofit industry benchmark of 20%.\*



\*Industry benchmark data is from the Risk Management Association Annual Statement Studies Financial Ratio Benchmarks.

# LEADERSHIP REPORT

As we look back upon the past year, two factors stand out. One is an infusion of federal stimulus funds that enabled us to expand services, retrofit some space, and purchase equipment. The other is passage of the Affordable Care Act (“health care reform”), which holds out the promise of many changes over the next five years for Families First and our patients. These two factors complement one another, as we will explain.

From the time we launched two major new programs in 2003 — mobile Health Care for the Homeless, and an on-site Dental Center — space constraints have been an issue. Not only did the new programs require more space, but the expanding staff also faced privacy concerns for patients as well as themselves. Then, in 2008, we added a behavioral health specialist, who has never had a dedicated office in which to discuss the difficult personal problems that patients bring to him. None of this growth was envisioned when Families First moved into the Community Campus in 1999 with 26 employees; we are now three times that size.

A few years ago, the Board of Directors formed a Space Committee to address these concerns. The committee explored many options — from the bold idea of constructing a new building on the grounds of the Community Campus to the more modest idea of reconfiguring our existing space — and decided on the latter. So when the opportunity came along to apply for federal stimulus funds to expand health care services for the homeless, we were prepared with a list of priorities.

In addition to hiring more staff for the mobile health care for the homeless team, we’ve used stimulus money to redesign our Dental Center space to include a third dental operatory, a room for our new panoramic digital x-ray machine, and larger offices for the dental team and the health care for the homeless team. All of this was done within our existing footprint and without tapping into operating or endowment funds.

We are now about to embark on a renovation that will add a dedicated behavioral health office and reconfigure the locations where patients check in and check out, discuss their billing options, and receive referrals. The renovations, planned for this fall and projected to cost approximately \$80,000, will be funded with cash on hand from a generous anonymous bequest and from federal stimulus funds.

The changes to our physical plant allow us to build on our longtime model of providing comprehensive, integrated services under one roof. This in turn positions us to take advantage of provisions in health care reform that will reward increased accountability and integration of services in a “medical home.”

Staff have already begun to implement components of health care reform, including working to receive the highest level of recognition from the National Committee for Quality Assurance as a “Patient-Centered Medical Home” and upgrading our electronic medical records system. Both will position us to receive enhanced Medicaid reimbursement.

Our increased emphasis on behavioral health services, including the above-mentioned behavioral health specialist



and innovative group visits for diabetics and obese children, fit well with health care reform’s strategy of investing in preventive services in the primary-care setting as a way of reducing long-term costs to the health care system.

We now have a Strategic Positioning Task Force, headed by Board member Tom Newbold, which meets regularly to deliberate all the possible outcomes and scenarios of health care reform and how best to position Families First to take advantage of opportunities. Excellent and enlightened organizations like Families First think beyond themselves to the larger, more critical questions. The committee is asking such questions as How do we ensure that our mission of providing high quality, integrated health and dental care and family support programs to those in need in our community will continue to be fulfilled? and What are the best ways to partner with other organizations to ensure a continuity of care for our patients and clients? Families First is well positioned to do this kind of visioning work because it has an excellent “culture of change.”



Helen B. Taft  
Executive Director



Faith Harrington  
Board Chair

## PARTING THOUGHTS

As I prepare to step down after two years as Board Chair and seven as a Board member, I am pleased to be leaving my role at a time of strength and excited anticipation about the future. Executive Director Helen Taft is entrepreneurial and responsive to changing trends in our region and in health care and has assembled a talented management team. I am also pleased that Kathleen MacLeod has agreed to serve as the next Board chair, along with Dr. Patricia Locuratolo as vice chair. They will be a dynamic and thoughtful team to lead the agency forward in a time of great change. Although my formal term on the Board has come to a close, I will remain deeply committed to the agency and will continue to serve on the Strategic Positioning Task Force. Thank you to my fellow Directors, the staff, patients, clients, friends, volunteers, and donors of Families First; your passion, enthusiasm, and generosity has made my term as Board chair a very exciting and rewarding two years.

— Faith Harrington, Board Chair, 2008-2010

# PROGRAMS & SERVICES

## MEDICAL AND DENTAL CARE

Families First Health & Dental Center provides medical and dental care for men, women and children of all ages and all income levels, with uninsured patients offered a discount based on their income. In fiscal year 2010, the center provided 18,153 visits to 4,176 patients. These visits include primary care, prenatal care, dental, mobile health care for the homeless, and complementary supportive and behavioral health services designed to meet the needs of a primarily low-income clientele.

### PRIMARY CARE & PRENATAL CARE

This category includes adult primary care; “well child” checkups, examinations and immunizations for children and teens; and prenatal care, provided in partnership with Harbour Women’s Health since 1984.

- Patients served .....3,777
- Medical visits..... 12,365
- Well-child patients ..... 711
- Children immunized .....681
- Prenatal patients .....168
- Infants delivered this year ..... 73

### DENTAL CARE

Families First offers dental care both on-site and at several preschools and elementary schools.

- Patients served at Dental Center ..... 1,694
- Visits to Dental Center .....4,533
- Children screened in school-based dental program .....1,060
- Children receiving cleanings in school-based dental program ..... 125

### SUPPORTIVE & BEHAVIORAL HEALTH SERVICES

- Nutrition counseling units .....433
- Social work counseling units.....626
- Substance abuse, smoking cessation, and mental health counseling units ..... 502
- Behavioral health visits ..... 1009
- Individuals referred for help obtaining free prescriptions ..... 305
- Value of free prescriptions obtained by patients .....\$768,649
- Free breast and cervical cancer screenings .....293

**Photos on this page, clockwise from upper left:** A gathering of babies born in our Prenatal Program; nurse practitioner Kerry Hasselbrack with a patient; children having dinner at Family Fun Night; nurse Christine Lawry with a patient.

## MEETING GROWING DEMAND FOR SERVICES

The service statistics on these pages reflect significant growth in many Families First programs this year. Below are listed the percentages by which each measure grew as compared with fiscal year 2009.

- Behavioral health visits: 52%
- Visits to parenting and family programs: in Portsmouth: 21% ... in other towns: 32%
- Dental visits: 26%
- New adult primary care patients: 23%
- Health Care for the Homeless van visits: 25%
- Overall visits to parenting classes and groups, family programs and children’s programs: 22%
- Children receiving dental cleanings in schools: 19%

JHDICKERPHOTO.COM (ALL PHOTOS ON THIS PAGE)



## HEALTH CARE FOR THE HOMELESS

A mobile health team based at Families First travels to shelters and other sites in Strafford and Rockingham counties to bring health care, substance abuse counseling and social work services to the homeless.

- Patients served in mobile program.....645
- Visits in mobile program .....2,037
- Units of substance abuse counseling .....468
- Referrals to outside services.....1,198

## PARENTING AND FAMILY PROGRAMS

Families First's Family Center provides parenting classes and support groups, with free child care to make it easy for parents to attend; parent-child play groups and other family programs; Partners in Health, an individualized support program for families with a chronically ill child; and home visiting for families facing challenges.

- Total Family Center clients .....1,858
- Parents and children attending groups or child care .....1,450
- Visits to groups/child care.....10,495
- Clients receiving individualized family support ..... 523 (155 families)



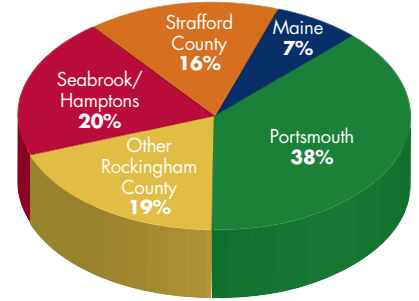
*"Big Blue," a medical van donated to us by Exeter Hospital last fall, has increased our capacity to provide medical and dental care to people who are homeless throughout the Seacoast region.*

## SELECTED OUTCOMES

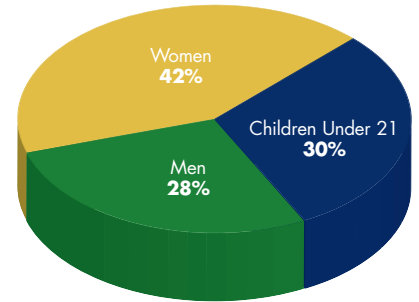
- Parents reporting that our parenting programs are "helping me reach my goals for my family and me": 95%
- Babies delivered at or above 5.5 pounds: 99%
- Childhood immunization rate: 90%
- Pregnant homeless women entering prenatal care in their first trimester: 82%
- Adolescents who received a formal screening for risk factors: 92%

# WHO ARE FAMILIES FIRST'S CLIENTS?

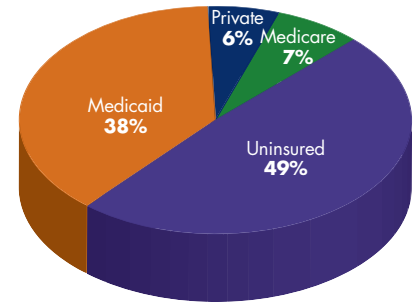
### Where They Live



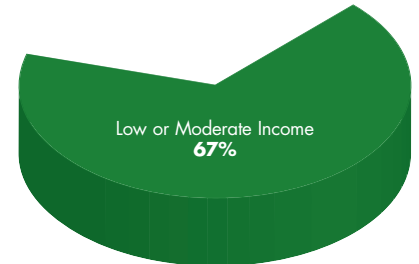
### Age and Gender



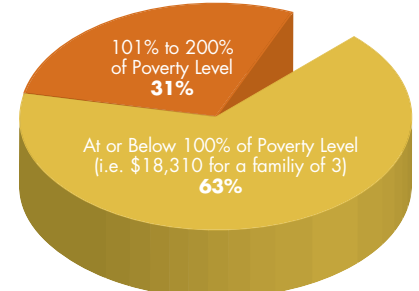
### Insurance Coverage (Health Center Patients Only)



### Income (Family Center Clients)



### Income (Health Center Patients)



# HIGHLIGHTS OF 2009-2010

## FEDERAL STIMULUS FUNDS

- One of the few bright spots during a challenging budgetary year was the \$496,000 we received through the American Reinvestment and Recovery Act (ARRA) to increase and enhance medical and dental services for the homeless over a two-year period. Part of the money was used to increase staffing in order to visit existing van sites more regularly, add new sites, and provide a greater depth of services, such as nurse clinics, physicals/gynecology clinics, physician clinics, and mobile dental services. The rest was designated for capital improvements, including renovating and equipping a third dental operatory at Families First Dental Center; purchasing a digital panoramic x-ray machine and software for the Dental Center; purchasing mobile dental equipment; equipping the new exam room built for our use at Cross Roads House homeless shelter; and upgrading electronic-health-record and practice-management technologies. ARRA funds are temporary and restricted for limited purposes; they do not lessen our need for ongoing funding to maintain our programs.



A "floss-cutting" ceremony for the new dental exam room.

## PARTNERSHIPS FOR NEW SERVICES

- Many of our diabetic patients lack access to vision screenings and eyeglasses. So in December, we collaborated with several local optometrists, led by Dr. Amy Pruszenski, to provide our first-ever vision clinic for diabetics. In keeping with our mission of providing comprehensive care, while the optometrists provided vision screenings, Families First staff did dental and foot screenings and gave flu shots.
- As a member of the Portsmouth Area Emergency Preparedness Team, Families First played a key role in planning and vaccination efforts to deal with the threat of the H1N1 flu, collaborating with the City of Portsmouth, Portsmouth Regional Hospital, and other partners.
- Our Family Center was selected as a pilot site for the statewide Watch Me Grow project, where we will take the

lead in promoting widespread developmental screenings of all young children in the Seacoast region. The Family Center is also collaborating with Richie McFarland Center and One Sky to provide a weekly program to meet the developmental needs of young children living at the Cross Roads House shelter.

## PEOPLE

- Charae Spuler, PNP-BC, a board-certified pediatric nurse practitioner with more than 10 years of experience, has joined the primary care team at Families First Health Center as the lead pediatric provider, replacing Eileen McCarthy.

A graduate of the MGH Institute of Health Professions (where she is now a part-time faculty member), she worked at Children's Hospital in Philadelphia and at private pediatric practices in the Boston area before joining Families First.



Nurse practitioner Charae Spuler

- An ongoing goal for staff in our Prenatal Program is to increase the percentage of women who breastfeed – a practice that brings many health benefits but is not the norm among the population we serve. To increase her ability to support pregnant women and new mothers with breastfeeding, our nutritionist, Sharon Dubois-Carney, RD, received training and became a Certified Lactation Counselor.

## RESOURCES & AWARENESS

- Families First's budget for fiscal year 2010 included an ambitious goal of soliciting \$523,000 in donations from individuals and businesses (not counting Portsmouth Regional Hospital and Exeter Hospital, our two largest corporate donors). Thanks to the hard work of our Development Committee volunteers and staff, we exceeded that goal, raising 24% more than in the previous fiscal year – quite an accomplishment in this difficult financial climate.
- Forty-six new individuals, families and organizations joined our Healthy Futures Leadership Society this year, making first-time gifts of \$1,000 or more.
- Last winter, Families First was one of 16 finalists in a national online voting competition to win a \$20,000 grant from Tom's of Maine. To compensate for our small size relative to the other finalists, we asked staff, board members, volunteers, clients and community members to try to vote daily for two months. It worked! We not only received the grant, which we are using to provide mobile dental care for the homeless, but benefited from increased community awareness and support.

# SUPPORTERS

## HEALTHY FUTURES LEADERSHIP SOCIETY

The Healthy Futures Leadership Society recognizes individuals and organizations with the vision and desire to support Families First in a substantial way, by contributing \$1,000 or more toward our annual operations between July 2009 and June 2010. This support helps individuals and families become healthier, stronger and more resilient and helps Families First continue to meet the rising demand for services for the most vulnerable members of our community.

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### INDIVIDUALS AND FAMILIES

**\$86,000**

Anonymous

**\$25,000 – \$40,000**

Fidelity Charitable Gift Fund  
– Fitzmaurice Family  
Foundation

John & Kelly Habig

Barbara Henry

NH Charitable Foundation

– Blythe & Dan Brown Fund  
– Josephine A. Lamprey  
Fund

**\$10,000 – \$24,999**

Anonymous

Karin & Stephen Barndollar

NH Charitable Foundation

– Geoffrey E. Clark &  
Martha Fuller Clark Fund

Bill & Mary Schleyer

The Seigel Family:

Fred, Donna, Julia, Anna

**\$5,000 – \$9,999**

Anonymous

Nina & William Binnie

John Butler Smith

George & Mary Donovan

Eileen & Robert Eberhardt

Brook Gassner

A.J. (“Skip”)

& Kathy Homicz

Andrew Livingston

& Donna Ryan

Kathleen & Robert MacLeod

NH Charitable Foundation

– Mabel Healy Tillinghast

Memorial Fund

Dan & Lisa Schwarz

Lex Scourby

Alan & Sharon Weston

**\$3,000 – \$4,999**

Jeanne & Michael Falzone

Mitchell Sevigny

& Michele Shafmaster

Anne & Arnet Taylor

**\$2,000 – \$3,999**

Anonymous

Jude Blake and Peter Paul

Mary Broussard

Combined Jewish

Philanthropies

– Wendy J. Frosh Fund

Sylvester M. Foster

Foundation

Jackie & Stephen Gacek

Mary Ellen & Tyler Morse

NH Charitable Foundation

– Otto Haas Charitable

Trust 2 Fund

– Judith A. and Frank H.

Jellinek Jr. Family Fund

– David & Jacqueline

Mahoney Fund

Barbara & Cyrus Sweet

Lee & Peter Vandermark

**\$1,000 – \$1,999**

Anonymous (2)

Joseph & Sonja Baroni

Casey & James Bloomer

Christina & Jim Breen

The Bruno Family

Brian & Dorothy Cadieux

Patience & Thomas

Chamberlin

Burt & Patty Cohen

Susie & Terry Connor

Daniel DeTolla

Richard Egdahl

& Cynthia Taft

Fidelity Charitable Gift Fund

– Losik Family Foundation

James Fishbein

Bette & David Fitts

Diane & Mark Forsyth

John & Sally Freear

Jameson & Priscilla French

Helen & Neil Garvey

Diana Getman

Ross Gittell

& Jody Hoffer Gittell

Michelle Grennon

Faith Harrington

Mark Harrison

Phillip Hatcher

& Margaret Kieschnick

Patricia & Robert Hickey

Gail & Neil Hiltunen

P. Darcy Horgan

Michael Kane

Mary Jane & Thomas Keane

Peter Kearns & Helen Taft

Dave Lefebvre

Dexter Legg

Ludes Family Foundation

Kathleen & William

MacAlpine

Jennifer & John Madden

Paul & Sandra Montrone

Ruth Mott

Cheryl & Joseph Mullen

Doug & Karin Nelson

Monica Ness

NH Charitable Foundation

– Lyons Fund

Thomas Obrey

Alan & Donna Perkins

Nomith & Sangeetha

Ramdev

Donna & Mark Ruddy

Andrew & Loring Schwarz

Naomi & William Scott

Barbara & Thomas Sedoric

Jackie & John Sexton

Jim Shanley

Annabelle & Steven

Shulman

Anne & Matthew Sudduth

Mimi & Ned Tate

Nancy & Rodman

Van Sciver

Harriet Zuckerman Trust

### BUSINESSES, FOUNDATIONS & ORGANIZATIONS

**\$370,000**

Foundation for Seacoast

Health

**\$250,000**

Portsmouth Regional Hospital

**\$100,000**

Exeter Hospital

**\$50,000**

Hyder Enterprises

**\$10,000 – \$30,000**

Bank of America

Charitable Foundation

BID2WIN Software, Inc.

NH Charitable Foundation

– Jeffrey Gutin Fund

for Young Adults

– Howard Benevolent

Fund

– Barbara K. & Cyrus B.

Sweet III Fund

NH Children's Trust Inc.

Piscataqua Savings Bank

Seatrade International

TD Charitable Foundation

Tom's of Maine

United Way

of the Greater Seacoast

**\$5,000 – \$9,999**

Citizens Bank Foundation

Coldwell Banker

Digital Prospectors Corp

Hesed Foundation

Liberty Mutual Group

Morgan Stanley Smith Barney

Northeast Delta

Dental Foundation

Rite Aid Foundation

**\$1,000 – \$4,999**

Atlantic Cardiology

Associates

Atrio Properties

BayRing Communications

Bosen & Springer

Abraham Burtman

Charity Trust

CJ Architects

Exeter Subaru

Fidelity Investments

Fuller Foundation

Great Bay Oral Surgery

Jumpin Jay's Fish Cafe

Pax World Investments

People's United Bank

Peter G. Kasnet Inc.

Port City Chrysler Dodge

Provident Community

Foundation

RiRa Irish Pub

Rotary Club of Portsmouth

Seacoast Kidney

and Hypertension

Vigilant Capital Management

Voyager Insurance Services

Wal-Mart Distribution Center

- Epping/Raymond

Wells Fargo Advisors

Wheelabrator Technologies

Wonderland Thrift

## HEALTHY TOMORROWS LEGACY SOCIETY

This society honors those who have remembered Families First in their estate plans. For information, contact Martha Virden Cunningham at 422-8208 x144.

Anonymous

Geoffrey Clark

& Martha Fuller Clark

Clarke & Laurie Chandler

Harlan & Patricia Cutshall

Gerald Duffy

& Effie Malley

Phyllis Eldridge

Barbara Franzoso

Wendy Frosh

Lindsay & Mark Josephs

Andy Livingston

& Donna Ryan

Josephine Lamprey

Gary Lowe

Cynthia Muse

Dan & Lisa Schwarz

Naomi & William Scott

Helen Taft

If you or your organization made a contribution between July 1, 2009, and June 30, 2010, and your name has been omitted or misspelled, please accept our apologies and contact us so we may correct our records: Donata Luz, (603) 422-8208 ext. 132, or [dluz@FamiliesFirstSeacoast.org](mailto:dluz@FamiliesFirstSeacoast.org).

# SUPPORTERS

## ANNUAL FUND

We thank the hundreds of individuals, families, local businesses and community organizations who believe in the services provided by Families First and have made financial contributions to support our annual operations. The following list recognizes gifts of up to \$999 made to Families First between July 2009 and June 2010.

### -A-

Anonymous (38)  
Catherine Abbott  
Ann Adams  
Barbara Adams  
Lea & Nicholas Aeschliman  
Gillian Aguilar  
Donna Jean Ahigian  
& Jeffrey Gordon  
Maddi Alana  
S.R. Alie  
Janet Allaire & Marc Greer  
Robert Allard  
All Makes Sew & Vac  
Joyce Amend  
Amy's Print Shop  
Don & Wendy Anderson  
Keith Anderson  
Bert Angerman  
Karen & Mark Archambault  
Charles & Rosemary  
Arcidiacono  
Susan Argue  
Inger Arky  
J. S. Astle  
Luce Aubry & Robert Menk  
Alex & Christopher Auty

### -B-

Cheri Marie Bach  
Emily & Jon Bailey  
Robert Baker  
Jim & Susan Baldini  
Robin Bancewicz  
Stephen Barlock  
& Jill Capobianco  
Donna Barrett  
Mary & Timothy Barretto  
Elise Barry & Leonard Korn  
John & Susan Batty  
Sandra Bauer  
Ferris Bavicchi  
BB Bayerle & Tom Newbold  
Bryant Beach  
Cynthia & Robert Bear  
Kathryn Becker  
Betty Morton Belcher  
Shirley & Stephen Belcher  
Ernie Belkner  
Kathleen Bennett  
Kristina Bennett  
Marylyn Benson  
Judith Berlo-Tucker  
& John Tucker  
The Bernard-Kriegl Family  
Ken Bettcher  
Patricia Binette  
Cynthia Bishop  
Douglas Black  
Carol Boardman

Paul Bonacci  
& Lucinda Schlawer  
Bruce & Irene Bragdon  
Allen & Jill Brandt  
Shelley Brass  
Dorothy & Norman Breault  
Andrew & Joan Breen  
Jill Breneman  
Brian Breslin  
Charlotte Brien  
Sandra Brien  
Carl Brigada, Jr.  
Susie Bright  
Jackie & Robert Brisebois  
Helen Brock  
& Douglas Knight  
Stephanie Brown  
Anne Bryan  
Kim Bunker  
Beatrice Burke  
Thomas Burkhardt  
Betty & Michael Burnell  
Cynthia Burns  
Kara Burzynski  
Janice Butler  
Kim Buxton

### -C-

Mary Cacciatore  
Cynthia Cafasso  
Harold & Sheila Cail  
Alix & Todd Campbell  
John & Laura Cannon  
Anne Caplin & Robert Ruben  
Joseph & Judy Capobianco  
Barbara & John Capron  
Brian Cardone  
& Carla Pickard  
Sibylle Carlson  
Janet & William Carlson  
Mark Cartier  
Catherine Casey-Flavin  
Don & Nancy Casco  
Barbara & Paul Caswell  
Nancy Cauvet  
Margaret & Philip Cavanaugh  
Fred & Val Celce  
Gerri & John Cerullo  
Catherine Chandick  
Cynthia Chatis  
Debra Childs  
Eric & Jennifer Chinburg  
Rachel Chiodo  
David Choate  
Ida Choy  
Christine's Crossing  
Mary Christison  
David Ciasulli  
Michelle Cicale  
Georgie Clark  
Jennifer & Peter Clark

Sage Clarke  
Eugene Clayton  
Carolyn & Dennis Cloutier  
Club Finz  
CMH Wealth Management  
Douglas & Mary Cobb  
Jamie & Ken Cody  
Barbara Coit  
Russell Coit  
Betsy & Edward Cole  
Cole Haan  
Dorothea & William Collins  
Congregational Church Guild  
Nancy & Terry Conklin  
Barbara Connolly  
Jeffrey & Laura Connor  
Don & Kathy Cook  
James & Lynne Cooper  
Jamie Cooper  
Jon & Tammy Costa  
Lynne Cote  
Stephanie Cottrell  
Edith Pucci Couchman  
Jody & John Couillard  
Marga Coulp  
Patricia Craig  
& Daniel Valenza

Cranberry Bog  
Doris & John Crist  
Patricia Cronin  
Howard S. Crosby  
Revocable Trust  
Lynn & Philip Cross  
Heather Crowley  
Patricia Crowley  
Jose Cuevas  
Carolyn & James Cullen  
Sarah Cullen  
Jane & William Cummings  
Martha Virden Cunningham  
Judy Curtis  
Harlan & Patricia Cutshall  
Nina & Richard Cutts  
Julie Cyr & Robert Gallo  
Brian & Martina Cyr

### -D-

D. Pratt Framer  
James & Maryann Daly  
Linda Dame  
Megan & Porter Davis  
Denise & Timothy Day  
Rick Day & Cheryl Duford  
Dianne Dean  
Susan Denenberg  
Gregory & Sandra Desisto  
Barbara Deuell  
Jacquie DeFreze  
Joan Dickinson  
Lynn DiElsi  
Richard DiMario

Bernie & Gene Doherty  
Cristina Dolcino  
& Michael Gass  
Diane & Michael Donahue  
Dennis & Shari Donnermeyer  
Dennis & Kathleen Donovan  
Joseph Doucette  
Amy Dougherty  
Annie & Arthur Dove  
Patricia Dowe  
Arthur Doyle  
& Dorothy Steere-Doyle  
Shirley Doyle  
Frank Drake  
Garrick Dressler  
Heather Driscoll  
Grant & Karina Drumheller  
Sarah Drummond  
Sharon Dubois-Carney  
Gerald Duffy & Effie Malley  
Margaret Duffin  
Barbara & David Dunfee  
Michele Dunn  
John & Susan Durkin

### -E F-

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 Donna Ryan

Mary Schleyer  
 Kimberly Yacobucci  
 Richard Senger (*emeritus*)

## ADVISORY BOARD

Wendy Frosh, *Chair*  
 Jim Bloomer, MD  
 Laurie Chandler  
 Deborah Clark  
 Geoffrey Clark, MD  
 Phyllis Eldridge  
 John Freear  
 Susan Glick

Edmund Hibbard  
 Jody Hoffer Gittell  
 Lindsay Josephs  
 Sarah Knowlton  
 Joanne Lamprey  
 Effie Malley  
 Ruth Mott  
 Doug Roberts  
 Daniel Schwarz  
 Tom Sedoric  
 Georgette Shapiro, RN  
 Toby Stowe  
 Kareen Worrell, DO  
 Peter Worrell

# VOLUNTEERS

## ADMINISTRATIVE

Emily Abdelmasch  
 Olivia Brown  
 Catherine Casey-Flavin  
 Lorraine Cole  
 Katelyn Corrigan  
 Karen Dawson  
 Suzanne Driscoll  
 Marilee Eckhart  
 Lydia Fernandez  
 Myra Fishbein  
 Patty Fransoso  
 Tarek Garca  
 Meredith Graham  
 Joy Harvey  
 Julie Kyrousis  
 Mary Lay  
 Sandra Lovell  
 Donata Luz  
 Regina Mills  
 Jennifer Malo  
 Corinne Norris  
 Pamela O'Neil  
 Ashley Peters  
 Ann Peterson  
 Martha Petruzzi  
 Monica Poitras  
 Amber-Lisa Succi  
 Jodi-Lynn Walker  
 Workplace Success  
 Effie Wyman

## CHILD CARE

Erica Agrodnia  
 Doreen Andriola  
 Kyle Appert  
 Faith Berardi  
 Nell Boley  
 Stephanie Cable  
 TJ Conklin  
 Katie Crittinen  
 Rena Donovan  
 Melissa Hansen  
 Jack Jamison  
 Mary Jane Keane  
 Patty Keck  
 Kayla Kendall  
 Averill LaCoursiere  
 Lisa Lamir  
 Marie-Elaine Lepine  
 Gwyneth Lucas  
 Tim McCarthy  
 Camila Pachon-Posada  
 Amanda Plante  
 Holli Rowedder  
 Emily Schiller  
 Barbara Silverstone  
 Matthew Stevens  
 Mollie Stolzer  
 Kate Tirrell  
 Ruth Tuttle

## OUTREACH

Dennis Boland

## COMMITTEES

*(Does not include Board members who serve on committees)*  
 Pat Cutshall  
 Barbara Franzoso  
 John Habig  
 Barbara Henry  
 Jennifer Madden  
 Heather Malila  
 Matthew McFarland  
 Cynthia Mue  
 Karin Nelson  
 Monica Ness  
 Corinne Norris  
 Hilary O'Neil  
 Elisabeth Robinson  
 Jackie Sexton

## FAMILY CENTER

Chris Battye  
 Emily Battye  
 Jennifer Battye  
 John Battye  
 Susan Battye  
 Aaron Bencks  
 Isa Burke  
 Martha Cunningham  
 Antonia Foster  
 Jodi Foster  
 Liz Gaudette  
 Amber Haskett  
 Ileana Hoeing  
 Beth Jackson-Gagne  
 Nina Jossen  
 Mary Jane Keane  
 Chase Klewicki  
 Karen Lazerowich  
 Diana McNabb  
 Jane Mellow  
 Devon Padley  
 Bob Pavlik  
 Susan Remillard  
 Andrea Rutherford  
 Tej Shaw  
 Irene Tomkinson

## PARTNERS IN HEALTH

JoAnn Clement  
 Susan Cote  
 Rena Donovan  
 Dennis Veilleux  
 Rachael Wizwer  
 Laura Yorke  
 Melissa Yurek

## UNITED WAY DAY OF CARING

Shaw's employees  
 Ginny Danilowski  
 Elizabeth Hart  
 Michelle Malone  
 Linda Reeves  
 Bonny Ward

# Families First

support for families...health care for all