

THE FOUNDATION FOR COMMUNITY HEALTH

**ANNUAL REPORT
2003**

June 4, 2003 — December 31, 2003

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PUBLIC COMMENT LINE 800.695.7210

January, 2004

When Sharon Hospital first opened its doors in 1909, members of the community contributed financially and in other ways to help support its not-for-profit work. Many of the generous donors to the hospital may have wondered what happened to its charitable assets once it was sold to Essent Healthcare, a for-profit company, in April 2001. The answer is that, on June 3, 2003, the Litchfield County Court approved the Connecticut Attorney General's petition to create a foundation, now called The Foundation for Community Health (FCH), with the mandate "to maintain and improve the physical and mental health of all the residents historically served by Sharon Hospital, Inc." Sharon Hospital's charitable funds were transferred to the Foundation over the course of the Fall, with some funds still outstanding at the beginning of 2004.

Since June 2003, and while the assets of the Hospital were being transferred to FCH, the members of the Board have worked at a pace and intensity that reflect both their enthusiasm for the Foundation's mission and the urgency of its task.

The Board has spent many hours discussing how it could best fulfill The Foundation for Community Health's mandate. In doing so, FCH must consider and balance the varying needs of the towns that make up the far-flung community* we are charged to serve. The biggest challenge that faces the board is to find the best structure and process to realize this goal and "to support a range of projects to enhance the health of its area residents...in innovative and creative ways...with particular emphasis on the more vulnerable populations." At the same time, the board has a responsibility to maintain the Foundation's funds during the next five years in order to exercise the option to buy back Sharon Hospital, should Essent decide to sell it.

To meet these challenges, the board believes that the Foundation has to develop a proactive strategy so that our resources will have the greatest positive impact. To this end, the board has decided that a thorough assessment of the current health needs and resources of our communities is critical. This process has already begun, starting with an evaluation of existing information. This and other new data will form the basis for our grant-making process, and later, for assessing the effectiveness of those grants. It will also be an invaluable resource for all our local organizations and may inspire other charitable giving in addressing health needs. Data collection and public discussion will be ongoing even after the initial study is completed, so that FCH can be responsive over

*The FCH catchment area includes the following:

Connecticut: Canaan, Cornwall, Warren, Falls Village, Goshen, Kent, Lakeville, Norfolk, Salisbury and Sharon.

New York: Amenia, Ancram, Copake, Dover Plains, Millbrook, Millerton, Pine Plains, Stanfordville, Wassaic and Wingdale.

the coming years to changing situations in our communities and to your continuing feedback.

In order for us to achieve the high standards of practice that we want for FCH, and for it to reach its full potential, the board has hired a full-time Executive Director. After conducting a national search and reviewing over 60 resumes, we selected a remarkable candidate, Nancy Heaton, who has worked overseas, in different parts of the US and most recently as founder and first director of the NW Connecticut AIDS Project based in Torrington, CT. We welcome Nancy to our community. As a skilled manager, she will work collaboratively with other organizations to maximize our funds, programs and public policy impact. With additional administrative support from the Berkshire Taconic Community Foundation, along with their financial expertise, FCH should be in the best possible position to fulfill its important and exciting mission

Above all, the Board has charged itself with the responsibility to be as open and inclusive as possible. We know we cannot fulfill our mandate without the on-going involvement of members of the foundation's community. As a first step we will soon begin a series of Community Forums where we will be able to introduce ourselves and Nancy Heaton to you, and more importantly, hear your views on what a healthy community would look like to you.

However, you do not have to wait until the Forums to communicate your concerns and suggestions to us. You may call 800-695-7210 and leave your comments on the voice mail, or write to us at PO Box 569, Salisbury, CT 06068. We invite you to look at our new web site, www.fchealth.org, on which you can leave your comments on community health issues and keep up to date about our programs, decisions and activity.

We welcome this opportunity to serve our communities as stewards of the FCH and invite you to join our board and staff to help the FCH serve all of us well and be a model of good community health work in the United States.



John Charde, M.D., Chair
The Foundation for Community Health

COMMITTEE LIST

Finance and Audit

Eileen Mulligan, Chair
Wendy Curtis
Barbara Maltby
Anna Timell
John Tuke

Needs & Assets

Barbara Maltby, Chair
Ella Clark
Martin Nweeia
Bill Gallup
Dick Taber
Anna Timell

Executive Director Search

(Ad Hoc Committee)
Dick Taber, Chair
Ella Clark
Joan Dunlop
Bill Gallup
Catherine Roraback
Mimi Tannen

Governance

Joan Dunlop
Dick Taber
Mimi Tannen

Communications

Ella Clark, Chair
Wendy Curtis
Barbara Maltby
Catherine Roraback
Mimi Tannen

Auditors

To Be Determined

Legal Counsel

To Be Determined

Staff

Nancy Heaton, Executive Director
Jan Miller, Executive Assistant

January, 2004

ACTIVITIES FOR 2003

June 3, 2003	Judge diPentima, Litchfield Superior Court appointed FCH to receive the assets from the sale of Sharon Hospital
June 4, 2003	Certificate of Incorporation filed
June 13, 2003	Public Forum, Sharon, CT – speaker, Dr. Mark Hochberg, President of The Health Care Foundation of New Jersey
June 14, 2003	Board meeting, Election of Officers and extensive discussion with Dr. Hochberg
June 17, 2003	Press Release on the Election of Officers
July 7, 2003	Board meeting, Establishment of Committees
July 21, 2003	Board meeting
August 4, 2003	Board meeting, Review of the staff search process
August 11, 2003	Press Release on the Search for Executive Director and staff
August 18, 2003	Board meeting, Definition of Needs and Resources Committee
Sept. 8, 2003	Board meeting, Approved the 2003 budget, Approved investment in the BTCF Balanced Pool Fund
Sept. 10, 2003	Filed Application for Recognition of Exemption under Section 501 (c)(3) of IRS Code
Sept. 22, 2003	Board meeting, Adopted name change and the 2004 budget
Oct. 7, 2003	Board meeting, Adopted a formal agreement with BTCF, a Confidentiality Policy and a Conflict of Interest Policy
Oct. 23, 2003	Board meeting, speaker Patricia Baker, CEO of the Connecticut Health Foundation
Nov. 18, 2003	Board meeting, Status of funds received from Sharon Hospital
Dec. 1 & 8, 2003	Executive Director Candidate Interviews
Dec. 15, 2003	Board meeting
Dec. 19, 2003	Press Release – A Letter to the Community
Dec. 29, 2003	Board meeting

FINANCIALS

These figures are unaudited. An independent audit will be conducted by Pattison, Koskey, Howe & Bucci in the coming months, and will be available by June, 2004.

EXPENSES
JUNE – DECEMBER 31, 2003

INCOME

Income available from Trusts and Invested Principal \$ 557,899

EXPENSES

Staff Salary & Benefits \$ 7,918

Office Expenses 10,375
Phone, supplies, printing, insurance,
postage, database, etc.

Dues & Subscriptions 2,062

Professional/Legal Fees 32,122

Rent & Utilities 2,001

Executive Search 3,541

Needs Assessment 2,363

Staff Professional Development 147

Management & Accounting Fee 21,250

TOTAL EXPENSE \$ **81,779**

FINANCIAL STATISTICS
DECEMBER 31, 2003

FUNDS RECEIVED

Unrestricted Trust distributions	\$480,426.92
Endowed/Restricted from Sharon (Assistance Funds) (including trust distribution)	\$554,585.59
Endowed/Unrestricted from Sharon	\$983,877.00
Nonendowed/Restricted from Sharon	\$3,850.00
Nonendowed/Unrestricted from Sharon	\$8,810,936.46
Unrestricted Additions Gifts to Foundation for Community Health	<u>\$1,618,734.12</u>
TOTAL FUNDS RECEIVED	\$12,452,410.09

INVESTMENTS	BTCF Balanced Pool	\$13,157,512.87
	Return on Investment 8/13/03 thru 12/31/03	7.10%
	Berkshire Bank Money Market	\$1,069.44
	Checking	\$61,308.76
	Assets Held	
	In Trust by Fleet Bank/Legacy	\$6,225,856.00

FUNDS RECEIVABLE

FCH is actively working with the Attorney General's office and Sharon Hospital's liquidator to transfer approximately \$3.5 million remaining in various escrows and other accounts.

ASSISTANCE FUND
(FORMERLY KNOWN AS FREE BED FUNDS)
DECEMBER 31, 2003

	AMOUNT RECEIVED	AVAILABLE TO SPEND FROM SHARON HOSPITAL
ENDOWED/RESTRICTED FUND		
Frank Northrup Estate	\$ 10,779.57	\$ 558.43
Lois J. Allerton Fund (for Amenia/Amenia Union) (from Lola Sherman Estate)	127,832.10	6,622.57
Margaret Williams Bed	390,553.58	20,175.67
Harrison Memorial Fund (for Salisbury area)	23,091.34	0.00
ENDOWED RESTRICTED TOTAL	\$ 552,256.59	\$ 27,356.67
 RESTRICTED TRUST		
Bedelia Falls Trust Income	\$ 2,329.00	\$ 2,442.85
TOTAL ASSISTANCE FUND	\$ 554,585.59	\$ 29,799.52

INVESTMENTS

When the funds for the Foundation for Community Health began to be transferred on July 12, 2003 from Sharon Hospital, they were deposited in a money market account. On September 8, 2003 the FCH Board decided to put their funds to work more effectively to maximize long-term returns and voted to invest them in Berkshire Taconic Community Foundation's Balanced Pool. Subsequent transfers of funds have all been invested in the Balanced Pool. At year end a total of \$13,157,513 was invested in the Pool, and earned 7.1 percent.

After three of the most difficult and challenging years for investing since WW II, 2003 provided strong results in all major sectors and signaled the end of a painful bear market. The overall return of Berkshire Taconic's Balanced Pool, net of manager fees, was 18.34%. The Balanced Pool, including FCH's assets, stood at \$40,737,975 as of December 31, 2003. Year-end asset allocation stood at: 58% Equities; 27% Fixed Income; 6% Alternatives; and 9% Cash.

While the investment objectives and strategies of the Pool did not change in 2003, asset growth, and a critical assessment of the portfolio's asset allocation and managers' investment styles, provided opportunities for changes and further diversification. The Investment Committee formally adopted the Russell 3000 as the equity profile for the Fund, which required increased exposure to midcap stocks while trimming back the commitment to large cap equities. Earlier in the year the Pool Fund dropped one of its balance managers to fund the midcap manager (Cramer Rosenthal) and provide additional assets to the fixed income specialist firm, PIMCO, both of which have superb in-house research capabilities and strong performance records. During the year the asset allocation guidelines were adjusted to allow growth in Alternative Investments (from a maximum of 10% to 15% of the Pool), where the Pool currently utilizes a Commonfund Capital, a Fund of Funds (venture capital and private equity) as well as Elliott International, a multi-strategy hedge fund. Further exposure to this asset class will come from the Committee's ongoing study of other alternative investments.

Berkshire Taconic Community Foundation's Balanced Pool Money Managers:

- Armstrong Shaw Associates, Inc., New Canaan, CT
- Berkshire Bank Trust Group, Pittsfield, MA
- The Commonfund, Wilton, CT
- Cramer Rosenthal McGlynn, LLC, New York, NY
- Eagle Capital Management, LLC, New York, NY
- Elliott International Limited, Grand Cayman, Cayman Islands BWI
- Pacific Investment Management Co., Newport Beach, CA
- Renaissance Investment Group, LLC, Pittsfield, MA
- Select Equities Group, Inc., New York, NY

IMPORTANT FACTS

What is the purpose of the Foundation for Community Health?

(originally known as the Sharon Area Community Health Foundation)

The Foundation for Community Health was formed to maintain and improve the physical and mental health of all the residents of the area historically served by Sharon Hospital, Inc.

What communities are included in the area served by Sharon Hospital?

Connecticut: Canaan, Cornwall, Warren, Falls Village, Goshen, Kent, Lakeville, Norfolk, Salisbury, and Sharon.

New York: Amenia, Ancram, Copake, Dover Plains, Millbrook, Millerton, Pine Plains, Stanfordville, Wassauc and Wingdale.

How was The Foundation for Community Health formed?

The Foundation for Community Health was created by the Berkshire Taconic Community Foundation (BTCF), under the mandate of the Attorney General and the Superior Court of the State of Connecticut, as a supporting organization of BTCF. The Foundation for Community Health is a separate, independent corporation governed by its own 13 member, volunteer Board of Directors, each of whom maintains residence in the communities listed above.

How much money will the Foundation for Community Health have?

The Foundation for Community Health has been funded by the net charitable proceeds from the sale of the former not-for-profit Sharon Hospital, to a for-profit corporation, in accordance with the decision of the Litchfield Superior Court. As of Dec. 31, 2003, \$12.5 million have been transferred to the Foundation. The Foundation expects to receive approximately \$3.5 million in outstanding escrows and other funds. Including assets held in trust by others of \$6.2 million, the \$3.5 million yet to come and existing assets of \$12.5 million, FCH will have a total of \$22.2 million by the end of 2005.

Over \$558,000 of the proceeds from the sale are in the form of donor *restricted* funds. This money may only be spent on projects that are consistent with the donor's wishes. All other monies are considered *unrestricted*.

How much money can the Foundation spend per year?

Under the terms set forward by the Attorney General, The Foundation for Community Health may not spend or deplete more than 5% of its unrestricted assets in each of the first 5 years of existence. This is to ensure that it has assets to consider buying back the hospital should Essent decide to sell it within that period. (Essent Healthcare is the for-profit corporation that purchased Sharon Hospital.)

Can the Foundation for Community Health receive direct contributions?

As a charitable institution, the Foundation can receive new contributions to further its work to improve community health.

Who is on the Board of Directors?

Dr. John P. Charde, Lakeville, CT
Ella Clark, West Cornwall, CT
Ellen C. (Wendy) Curtis, Millerton, NY
Joan Dunlop, Lakeville, CT
Dr. John William Gallup, Salisbury, CT
Barbara Maltby, Lakeville, CT
Eileen Mulligan, Lakeville, CT
Dr. Martin Nweeia, Sharon, CT
Catherine Roraback, Canaan, CT
Rev. Richard H. Taber, Salisbury, CT
Miriam Tannen, Millbrook, NY
Dr. Anna Timell, Cornwall, CT
John P. Tuke, Millerton, NY

What does the Foundation for Community Health's Board do?

The Board of Directors acts as a policy-making entity that listens to the consumers and providers of health services, assesses the existing health needs and resources, decides which needs to address each year and determines how its available funds should best be spent. To the same end, the Foundation will also seek to create financial and project-related partnerships with other foundations and public interest organizations.

What kind of staff will the Foundation for Community Health have?

After careful consideration, the Board decided to hire an Executive Director with experience in the community health field. This leadership is essential if the Foundation is to fulfill its mandate "to maintain and improve the physical and mental health of all the residents historically served by Sharon Hospital...and support a range of projects ...in creative and innovative ways."

The Board's Search Committee conducted a national search for this professional and has chosen a remarkable candidate, Nancy Heaton from New Milford, CT., who has worked

overseas, in different parts of the US and most recently as Executive Director of the NW Connecticut AIDS Project for the last 11 years. In her previous role, she demonstrated a track record of successful leadership, administrative ability and commitment to alleviating suffering and improving the health of people in the community. In addition she has shown personal creativity, passion and energy, which are qualities needed to lead our Foundation's efforts.

An Administrative Assistant will also be hired to facilitate support to the Executive Director and the Board.

What relationship will the Foundation for Community Health have with Berkshire Taconic Community Foundation?

The Foundation has contracted with Berkshire Taconic Community Foundation for financial administration and investment services. In addition, Berkshire Taconic will serve in an advisory capacity for any programmatic, grant-making and administrative advice requested by the Foundation for Community Health.

What will the Executive Director do?

The Director will carry out the mission and goals set by the Board;

- open avenues of communication with individuals and organizations in the community
- provide ongoing assessment of health needs,
- be responsible for generating additional financial and programmatic support,
- lead the grant application and review process,
- develop community health education opportunities,
- stimulate innovative proposals to improve health care delivery,
- provide technical assistance to consumers and service providers in the area, and
- monitor and assess the outcomes of grant awards.

What is the Foundation's relationship to the new Sharon Hospital?

The Foundation will work cooperatively with Sharon Hospital to ensure and augment a network of affordable and accessible health care in the region. The Foundation cannot support programs operated by or for the benefit of any for-profit institution including Sharon Hospital. Nor can the Foundation support services that Sharon Hospital ought to be providing as part of its agreement with the Attorney General of Connecticut.

What will happen before the Foundation for Community Health starts distributing the first grants?

Following the advice of other community health foundations around the country, the Foundation for Community Health will first conduct an assessment of current health needs and the resources that exist in the communities served by the hospital. After analyzing this information, the Foundation will have a much better understanding of how

best to support existing agencies, foster new initiatives and distribute funds in order to improve health care and services and make a difference over the long term. This process may take as long as six months.

What will be in the needs assessment?

The Foundation has collected previous assessments of the health needs of our service areas. The data from those assessments are already being analyzed for their timeliness, relevancy and thoroughness. We are also collecting and collating census and health status data and information about funding initiatives being conducted by other institutions.

In addition, we will seek information in a variety of ways from the public and from healthcare providers. Healthcare providers will be asked to complete questionnaires. The board will hold Public Forums in many of the towns to find out what people feel are the greatest health needs in their communities. It will also seek local community members to train as focus group leaders and interviewers.

A separate dental assessment will also be conducted, because this unmet health need has been clearly uncovered in prior assessments.

All this information will then be analyzed. The ensuing report will be the basis for understanding the areas of greatest need as well as some of the methods with the best potential for addressing those needs. This information will be the basis upon which the board establishes its priorities for decision-making.

How will the public know the outcome of the assessment process?

The Board anticipates sharing the results via media release, as a posting on the Foundation's website, and upon request.

What is a grant proposal and why is one necessary?

A grant proposal is a document that an individual or organization submits to a funding entity, in this case the Foundation for Community Health. The proposal describes who would like funding, the reason why funding is requested, the details of the project to be funded, the expected outcomes, the process for evaluating the outcome, and a budget for the project.

A grant proposal is necessary to ensure that funds are used effectively for their stated purpose and that the stated purpose is consistent with identified needs and priorities.

When will the Foundation for Community Health start to distribute money?

The Board of Directors can establish priorities for its grant-making and requests for grant proposals. It is anticipated that this process should begin by late 2004. Certain donor-restricted funds may be distributed sooner.

Will the Foundation for Community Health work with the community in ways other than granting money?

The Board expects that the results of the assessment will indicate issues that need to be addressed by means other than the simple distribution of money. These issues might be:

- advocacy for persons or groups without adequate service;
- improved coordination of the work of existing agencies or providers;
- fostering joint ventures;
- identifying topics for and organizing community or agency or provider education;
- improvement in interagency and provider communication;
- help in getting funds from sources other than the foundation, especially for specific purposes;
- acting as a resource on health and/or demographic data; and
- advocacy for solutions to our health problems at local, state and/or national levels.

How can I make my voice and concerns heard?

The Board is committed to listening to the issues and concerns of the community residents on a continual basis. To accommodate everyone, there are at least 3 ways that the Foundation can receive your comments:

Call our toll-free number, 1-800-695-7210, and you will be able to leave your comments on our Public Comment voice message.

OR

Send your written comments to Public Comment, The Foundation for Community Health, PO Box 569, Salisbury, CT 06068.

OR

Connect to the Foundation's website, www.fchealth.org which will direct you to the Public Comment page on which you can email us your comments.

All of these contact points are totally private and anonymous. However, if you wish to leave your name and address to be included in future Foundation mailings, you are welcome to do so on any of these sites.

BOARD MEMBERS

John Charde, Lakeville, CT

Dr. Charde is currently Vice President, Health Improvement for Health Net, Inc. in Shelton, CT. He has lived in this community since 1970 and has worked in a variety of professional medical roles in the tri-state area. In 1983, Dr. Charde co-founded a not-for-profit managed health care plan in Poughkeepsie, NY. Since then he has been in management and leadership roles in managed care in both the not-for-profit and for-profit sectors. Dr. Charde has focused primarily on quality management and improving clinical care. He has extensive experience and has worked locally, nationally and internationally on health care policy, financing, public health and clinical issues. From 1970-1982, he practiced pediatrics at the Sharon Clinic in Sharon and Millbrook, NY and was an active member of the Sharon Hospital staff. He became board certified in pediatrics in 1972 after completing his pediatrics internship and residency at Strong Memorial Hospital, University of Rochester in 1970. He graduated from the University of Pennsylvania School of Medicine in 1967 and from Georgetown University in 1963 with an AB in philosophy.

Ella Clark, West Cornwall, CT

Ms. Clark has worked for the town of Sharon since 1989 as their Social Service Agent. In this position she serves as municipal agent for the elderly, representative of the Salvation Army, fuel assistance manager and general assistance program manager, which involves helping individuals who become impoverished, frequently because of medical bills. Ms. Clark has been involved with Older Women's League's Kitchen, a food pantry serving both NY and CT residents, since its inception in 1990. She used her skills to create resources for the community by starting the Sharon Fuel Bank in 1990 and in 1992 founded the Northwest Corner Chore Service, to help elderly and handicapped people at home. Ms. Clark took courses in social work from 1989-1991 at the University of Connecticut School of Social Work, Saint Joseph's College and the University of Southern Connecticut. She received her MAT from Columbia Teacher's College in New York in 1966 and her BA from Radcliffe College in Cambridge in 1962.

Wendy Curtis, Millerton, NY

Berkshire Taconic Community Foundation, Board Member

Mrs. Curtis has lived in Millerton for 29 years and has long served the area as a community volunteer. From 1976-1991, she worked at Vassar College, first as Assistant Dean of Studies and then as Executive Director of the Friends of Lehman Loeb Art Center. Starting in 1991, she devoted much of her energy to the establishment of the NorthEast Community Center in Millerton and served as the Chairman of the Center's Board between 1997-2000. She currently serves on an advisory board of the Webutuck School District, the advisory board of the Dutchess Land Conservancy and on the boards

of Dutchess Day School in Millbrook, NY and the Glimmerglass Opera Company in Cooperstown, NY. She graduated from Vassar in 1964. Ms. Curtis has been a board member of Berkshire Taconic since 1995 and served as its chair from 2000-2002.

Joan Dunlop, Lakeville, CT

Berkshire Taconic Community Foundation, Board Member

Ms. Dunlop is past President and now a member of the Board of Directors of the International Women's Health Coalition. She is also a Board member of CARE in Atlanta and of the Public Health Sub-Board of the Open Society Institute. She has made the United States her home since 1960 and was born and educated in England. Her work has taken her into New York City government under Mayor John Lindsay, non-profit organizations and the foundation world, including the Fund for the City of New York, The Ford Foundation and the Rockefeller Brothers Fund. In the 1970's, Ms. Dunlop was an Associate to John D. Rockefeller 3rd, and in the early 1980's, she was Executive Assistant to Dr. Vartan Gregorian, President of the New York Public Library. She has served on the Commonwealth Commission on Women's Health as well as the Program Advisory Committee and the Women's Health Initiative at the National Institute of Health. In 1995, Ms. Dunlop was also awarded an Honorary Doctor of Humane Letters by Hamilton College. She lives in Lakeville, and has been a board member of Berkshire Taconic since 2000.

John William Gallup, Salisbury, CT

Dr. Gallup retired in 1992 from the private practice of pediatrics from 1962-1992 in Sharon. He was on the active medical staff at Sharon Hospital from 1962-1992 and served a term as Chief of the Medical Staff in the 1970s and again in the 1980s. Dr. Gallup serves on the Board of the Northwest Center for Family Services and Mental Health and as a board member of EXTRAS. He also served a term as president of the Taconic Learning Center and the Salisbury Nursing Board. Dr. Gallup, pediatric board certified in 1963, was a fellow in pediatrics at Boston Childrens Hospital from 1960-1962. He served as a pediatrician in the U.S. army in Japan from 1957-1960 after a year of pediatric residency at the Montreal Childrens Hospital and a year's rotating internship at the Montreal General Hospital. He graduated from Tufts University School of Medicine in 1955 and Cornell University in 1951.

Barbara Maltby, Lakeville, CT

Ms. Maltby is a Project Coordinator for research grants in the Division of Medical Ethics at Weill-Cornell Medical College, with a particular focus on projects to improve end-of-life care. Current studies include: *Fidelity, Wisdom and Love: Patients and Proxies in Partnership* and *Clinical Goal-Setting at the End of Life: Integrating Palliative Care into Hospital Practice*. She also serves on the Ethics Committee of New York-Presbyterian Hospital, Cornell Campus, and was previously a member of the Ethics Committee at Vassar Brothers Hospital. For the last three years, she has been a volunteer in the in-

patient unit of Jacob Perlow Hospice at Beth Israel Hospital. In 1998, she co-founded The Good Death Initiative, a national, educational outreach initiative. She has been a Senior Fellow at The MacLean Center for Clinical Medical Ethics at the University of Chicago and a Visiting Scholar at The Hastings Center. Before that, Ms. Maltby spent 20 years in the movie business, much of it as an independent producer for Robert Redford and his production company. Her credits include: *Ordinary People*, *A River Runs Through it*, *King of the Hill* and *The American President*. She received an MA in Medical Ethics from Loyola University of Chicago in 1998 and a BA from Smith College in 1962. She has been a resident of Lakeville for 30 years.

Eileen M. Mulligan, Lakeville, CT

Ms. Mulligan is the Administrator and Chief Operating Officer at Noble Horizons in Salisbury, CT and has been in this position since 1974. Noble Horizons is a not-for-profit retirement village owned and operated by Church Homes, Inc. of Hartford and offers four levels of living options for older adults ranging from independent to full nursing service. She is also Vice President of Church Homes, Inc. Prior to this she worked as Director of Public Relations at Saint Joseph's Manor in Trumbull, CT from 1968-1974. Ms. Mulligan has been a member of the board of the Salisbury Visiting Nurse Association since 1999 and is currently serving as its President. She also serves on the Salisbury Housing Committee and the Faith House Council and was Chairman of both from 1990-2000 and since 1976 has been a member of the American Association of Homes and Services for the Aging. She received a Bachelor of Science in Health Service Administration with High Honors from Quinnipiac College in Hamden, CT in 1974.

Martin T. Nweeia, Sharon, CT

Dr. Martin Nweeia is a general dentist practicing in Sharon, CT, and a clinical instructor at the Harvard University School of Dental Medicine. Prior to his practice opening in Sharon in 1995, Dr. Nweeia practiced in Honolulu, Hawaii for ten years. His dental public health and community outreach extends to Habitat for Humanity and the Public Health Network. Dr. Nweeia has worked as a dental columnist for Gannett-USA Today and as a dental correspondent for the CBS affiliate KGMB-TV in Honolulu. A collection of his columns was recently published as a book, The Whole Tooth. The Smithsonian Institution awarded Dr. Nweeia a Graduate Research Fellowship from the National Science Foundation in 1981 for his work in dental paleopathology. He was also a Joseph Silber Fellow from the American Cancer Society and has been awarded a fellowship in the American College of Dentists, the International College of Dentists, the Pierre Fauchard Academy, the Academy of Dentistry International and the Academy of General Dentistry. Dr. Nweeia received his doctorate degree in 1984 from Case Western Reserve University School of Dentistry. He also graduated from the Kingswood & Oxford School in West Hartford, CT, and in 1977 from Trinity College in Hartford.

Catherine G. Roraback, Canaan, CT

Ms. Roraback is a lawyer who has been in private practice in Connecticut since 1948. From 1943-1945 she served as a disputes officer for the War Labor Board in Detroit and Washington, D.C. Ms. Roraback was inducted into the Connecticut Women's Hall of Fame in 2001 and has received numerous awards including the Charles J. Parker Legal Services Award from the Connecticut Bar Association (1999); Connecticut NOW's Elizabeth Blackwell Award (1998); the Women Helping Women Certificate (1993); and a Community Award of Merit from the Housatonic Valley Regional High School (1992). She serves as a board member of the Northwest Center for Family Services and Mental Health, served from 1992-1996 as a board member of Women's Emergency Services and since 1985 has been on the National Advisory Council for the American Civil Liberties Union. Ms. Roraback graduated from Yale University Law School and Mount Holyoke College.

Richard Taber, Salisbury, CT

Mr. Taber has served as pastor of the Congregational Church of Salisbury since 1981. Prior to that he served as convener of the Northwest Clergy Association, as a social work teacher at Southern Connecticut State University and as a mental health unit coordinator at Children's Hospital of Philadelphia. In 1982 he founded the Northwest Connecticut CROP Walk and served as its coordinator until 1995. He founded the Housatonic Youth Service Bureau and the Northwest Chapter of Habitat for Humanity and served as chairman of the Northwest Center for Family Service and Mental Health. Mr. Taber graduated from Yale University with a Masters of Divinity degree in 1979, a Masters of Social Work degree from Case Western Reserve University in 1965 and an AB in 1963 from the University of Pennsylvania.

Miriam Tannen, Millbrook, NY

Ms. Tannen is a Nurse Practitioner in NY and has served as site manager for Planned Parenthood of the Mid-Hudson Valley since 1999. From 1994 -1999 she worked at Sharon Ob/Gyn in Sharon and Eastern Dutchess Maternity Clinic in Wassaic. Ms. Tannen also worked as a registered nurse in the maternity department of Sharon Hospital from 1979-1993. During this time, she designed and instituted various programs at Sharon Hospital including the sibling, grandparent and parenting classes. She has also written numerous educational brochures advising patients on parenting and health options, and lectured at several local schools and organizations about puberty, sexuality, and menopause. Ms. Tannen serves as a member of the Dutchess County HIV Planning Council, the Dutchess County Healthy Families Advisory Board, the Coalition Against Domestic Violence Health Care Committee. She is a member of the 2003 Invitational Item Writer's Workshop for the National Certifying Corporation. Ms. Tannen received a Nurse Practitioner certificate from the University of Pennsylvania/Planned Parenthood Federation of America in 1993, a BS in Women's Health from Empire State College, and an Associate in Applied Science degree from Dutchess Community College in 1976.

Anna Timell, Cornwall, CT

Dr. Timell is the Medical Director of the Taconic Developmental Disabilities Services Office, an agency of NY State's Office of Mental Retardation and Developmental Disabilities. She has been in practice in the NY/CT area as a Family Practice physician since 1987. In 1990, she was one of three founding members of the Dutchess Medical Practice in Amenia, NY. Dr. Timell founded the Eastern Dutchess County Rural Health Network in 1994 with a grant from the Office of Rural Health of the New York State Department of Health, a collaboration of individuals and agencies with an interest in improving healthcare services in eastern Dutchess County. Prior to 1987, Dr. Timmell practiced medicine in Canada. She is certified by the American Board of Family Practice and the College of Family Physicians of Canada. Dr. Timell received her doctorate from Dalhousie University in Nova Scotia and her baccalaureate in biology from Syracuse University.

John P. Tuke, Millerton, NY

Berkshire Taconic Community Foundation, Board Member

Mr. Tuke has been the Chief Financial Officer at The Hotchkiss School since 1999 and is responsible for all business and financial matters, including serving as a member of the Investment Committee, which oversees the school's management of its \$300 million endowment. He manages a staff of 120 and oversees Hotchkiss' physical plant. Prior to Hotchkiss, Mr. Tuke worked at Merrill Lynch as Managing Director in New York and then in London from 1994 -1999 and as Director, Money Markets Inc. from 1991-1994. He was a Vice President of a private partnership, Ecoban Finance, Ltd. from 1987-1991. He studied at Cambridge University where he received a Master of Philosophy degree in International Relations in 1987. He was awarded an MBA in finance by the University of Chicago in 1982 and earned a BA from Harvard College, graduating cum laude in 1978. Mr. Tuke has been a board member of Berkshire Taconic since 2001.

STAFF

Executive Director – Nancy Heaton, New Milford, CT

Ms. Heaton has served as Executive Director of the Northwestern Connecticut AIDS Project, an HIV/AIDS service organization serving Litchfield County, since 1992. In 1991-1992 she worked with the Southeast Asian Family Empowerment Project in Chelsea, MA as a community prevention specialist developing outreach and parent education programs for Vietnamese and Cambodian families in the greater Boston area. From 1987-1990 Ms. Heaton served as Project Coordinator at the Health Education and Training Center in San Jose, CA, developing and implementing the first AIDS/HIV education and prevention project for the Latino community of Santa Clara County, CA. She also coordinated a training project for Home Health Aides and Certified Nursing Assistants. In early 1987 she served as a health educator at the San Jose Day Nursery in San Jose, CA while completing a graduate student internship. From 1982 – 1985 Ms. Heaton worked for the International Alliance for Children, a firm based in New Milford, CT and the Philippines, as the Director of Field Operations in Manila managing a home for abandoned, orphaned and neglected children with a variety of health, physical and emotional problems. Ms. Heaton currently serves as Chair of the Litchfield County HIV Care Consortium, as a member of the statewide HIV Care Consortium, and as a member of the American Public Health Association. She also is a member of the Torrington Rotary Club and the Torrington Chamber of Commerce. Ms. Heaton received certification in Non-Profit Management from the University of Connecticut in 1998, and an AIDS Educator certificate from the CT Department of Public Health in 1993. She received a Masters of Public Health in Community Health Education from San Jose State University in 1988, and a BA in Government and Law from Lafayette College in 1982.

Executive Assistant – Jan K. Miller, Millbrook, NY

Ms. Miller worked for The Fountains at Millbrook, a retirement community, from 1992-2002, including many years as the Sales and Marketing Director. From 1982 to 1991, she was in real estate sales, both in New York and Wisconsin. Prior to that Ms. Miller served in governmental positions for the State of Wisconsin. These positions included Director of the Policy and Reimbursement Section of the State's Medicaid Program, Administrator of the State's Nursing Home Ombudsman Program, and as Budget Analyst in the Governor's Budget Office. Ms. Miller currently serves as Chair of the Board of Trustees of her church, as a member of the Board of Directors of the Millbrook Rotary Club, a member of the Rotary District 7210 World Community Service committee, and on the Board of the Church Alliance, a senior housing project in Millbrook, NY. She received her BS from the University of Wisconsin, Madison in 1969.

