On behalf of the Board of Health, we are pleased to submit this Annual Report. It is one way of letting you know about our work to protect public health for the residents of Antrim, Charlevoix, Emmet, and Otsego counties. With the support of our County Boards of Commissioners, committed community partners, dedicated employees, and caring volunteers, we invested more than $20 million in 2011.

We serve approximately 106,000 residents, as well as residents of sister health departments through regional initiatives. We operate 5 public health offices/clinics, 2 school-based health centers, the Northern Michigan Regional Laboratory, and 8 dental clinics through a variety of innovative partnerships. We aggressively seek grant funding from federal, state, and local sources to support services to meet the needs of our rural population. Below is a summary of our major accomplishments in 2011:

- Maintained enrollment in the **Northern Health Plan**, a "county" health plan in 8 counties across the tip of the mitt, in partnership with 4 hospitals and a neighboring health department. In 2011, 454 new individuals enrolled in the Northern Health Plan, maintaining a target enrollment of 1,939 residents, and 888 were enrolled in NHP Rx.

- As one of 3 local partners, continued development of the **Community Health Center of Northern Michigan**, a federally-qualified health center, so the local Medicaid/low-income/uninsured population has access to primary care. Served 1,922 unduplicated users in 2011, including 750 new clients; over 4500 clients have been served since 2009. Increased clinical staff and expanded size of the facility to respond to community need.

- Screened 1,307 low income, uninsured/underinsured women in the **Breast & Cervical Cancer Control Program** across a 7-county region, including 808 from the Health District. We supplemented Michigan Department of Community Health (MDCH) funding with nearly $50,000 in grants from local charities.

- Served 936 women in **WISEWOMAN** (Well-Integrated Screening and Evaluation for Women Across the Nation) over a 7-county region, including 748 low-income/uninsured/underinsured from the Health District. MDCH provides grant funding for WISEWOMAN.

- Served majority of the student population at **school-based health centers** in Mancelona (587 youth age 10-21) and Pellston (417 youth age 5-21) with grants from MDCH. Improved both facilities with a major grant for capital expenditures from the U.S. Health Resources & Services Administration. Also launched a School Wellness Program model in Boyne City with grant from MDCH.

- Served 23,478 clients through 8 **Dental Clinics North** locations in partnership with 5 health departments in northern Michigan, including 8,675 clients in the Health District. We also provided $1,141,851 of financial assistance to 2,325 clients enrolled in the Northern Dental Plan, including $476,288 in services for 945 clients at the public health dental clinics located in the Health District.

- Delivered maternal and child health services through a unique **integrated service delivery model** resulting in outcomes such as improved birth outcomes, increased breastfeeding rates, and increased immunization rates compared to those of the low-income and general population. Launched the model with WISEWOMAN and Colorectal Cancer Early Detection Programs.

- Earned #1 ranking in the State of Michigan among 45 local health departments for administering **influenza vaccine** to 50% of the children age 5-18 years in the Health District and earned #4 ranking for administering influenza vaccine to 36% of our overall population.

- Monitored 44 **public beaches** in the Health District and conducted rapid testing and wet-weather sampling through grants from the U.S Environmental Protection Agency and Torch Lake Protection Alliance.

- Continued participation in the **Bay Harbor** Regional Stakeholders’ Group and its Technical Committee to address community concerns of remedial activities and to provide public health perspective to this major clean-up effort on the shores of Lake Michigan.

- Earned prestigious **HomeCare Elite 2011** designation, awarded to the top 25% of home care and hospice agencies in the U.S. based on quality care, process measures, and financial performance.
Our Mission...
The Health Department of Northwest Michigan is mandated by the Public Health Code to promote wellness, prevent disease, provide quality health care, address health problems of vulnerable populations, and protect the environment for the residents and visitors of Antrim, Charlevoix, Emmet, and Otsego counties.

2011 Revenues

Total: $21,519,829

2011 Expenses

Total: $21,443,787
HEALTH DEPARTMENT OF NORTHWEST MICHIGAN is governed by the Board of Health. The Board of Health is comprised of two commissioners from the four County Boards of Commissioners in the Health District.

Health Department of Northwest Michigan
Board of Health

Les Atchison (Emmet County)
Karen Bargy (Antrim County)
Shirlene Tripp (Charlevoix County)
Robert Drebenstedt (Charlevoix County)
Richard Sumerix (Otsego County)
David Howelman (Antrim County)
Doug Johnson (Otsego County)
Jack Jones (Emmet County)

Health Department of Northwest Michigan
Administration

Gerald Chase, MPH, Health Officer
Joshua Meyerson, MD, MPH, Medical Director
Linda Yaroch, RN, MPH, Deputy Health Officer

Family & Community Health Services
Patricia Fralick, RN, MBA
Director

Emergency Preparedness
Carol Paxton, RN, MSN
Director

Environmental Health Services
Scott Kendzierski, REHS, MS
Director

Home Care & Aging Services
Lynda Bockstahler, RN
Director

Administrative Services
Christie Vogelheim
Director

Dental Clinics North
Clinical Operations
Michigan Community Dental Clinics, Inc. (MCDC)

Public Information Officer
Jane Sundmacher, M.Ed.
Goodbye and good luck, Gerry!

In 2011, we bid a happy retirement to Health Officer Gerald Chase after 37 years of service. Among his many accomplishments are defending a local Clean Indoor Air regulation to the Michigan Supreme Court, paving the way for a statewide law assuring smoke-free air in public places; developing Dental Clinics North, a model of public health dental clinics now replicated across the State; working with community partners to improve access to health care for low-income/uninsured residents through the Northern Health Plan, Community Health Center of Northern Michigan, and two school-based health centers; protecting the environment, especially northwest Michigan’s lakes, rivers, and streams; and responding efficiently and effectively to the 2009 H1N1 flu pandemic.

Gerry has earned statewide recognition as a leader on Michigan Department of Community Health and Michigan Association of Local Public Health committees, as a founding member of the Northern Health Foundation, and as a caring mentor to many Health Officers across northern Michigan. His many achievements include the Roy R. Manty Award, the highest individual award given in Michigan by local public health.

Congratulations Linda!

The Board of Health appointed Linda Yaroch as Health Officer for the Health Department of Northwest Michigan upon Gerald Chase's retirement in August of 2011. Mrs. Yaroch joined the Health Department over 30 years ago to launch the agency’s Women, Infant & Children’s (WIC) Nutrition Program. Over time she took on more and more responsibilities, serving as Public Health Nurse, Maternal & Child Health Coordinator, Director of Family Health Services, Director of Regional Planning, and Deputy Health Officer, a post she held for 8 years. She was instrumental in developing many new public health initiatives with community partners. She worked side-by-side with Gerry Chase to develop the Benzie-Leelanau District Health Department, Dental Clinics North and the Mancelona Family Resource Center.

Along the way, her hard work and advocacy for families was recognized with awards from Healthy Mothers/Healthy Babies, Michigan Council for Maternal & Child, Michigan Department of Community Health and Michigan State University.
We ensured babies got the best possible start in life.

Maternal Infant Health Program and Newborn Home Visits

Through the Maternal Infant Health Program, we assist families with pregnant women or young children by providing information on pregnancy, preparation for the baby, infant care, infant feeding, and parenting. We also offer assistance so families can take childbirth education classes. During Newborn Home Visits, our nurses weigh babies, answer questions, and provide information on caring for a new baby. They also provide information on local community resources, such as playgroups. Our nurses help assure school success by weighing infants, answering parents’ questions, screening the baby for developmental delays, and providing information on ways to enhance brain growth and development.

Public health nurses made 8,636 home and office visits during 2011, providing families with pregnant women or young children information on pregnancy, preparation for the baby, infant care, infant feeding, and parenting. We also sent 8,478 newsletters to pregnant women and families with young children.

Women, Infants, and Children (WIC) Nutrition Program

WIC helps protect the health of low-income women, infants, and children up to age five who are at nutritional risk by providing them with nutritious foods, information on healthy eating, and referrals to health care services in the community.

In 2011, WIC provided free food to 3,123 women who were pregnant and breastfeeding and/or infants and children up to age five. Food packages are valued at over $60 per month and include nutritious food such as infant formula, cereal, milk, eggs, cheese, juice, fresh fruits and vegetables, and peanut butter. WIC clients redeemed $1,848,005 in food dollars in 2011 in our 4 counties.

Every dollar spent on WIC saves over $3.50 in subsequent health care costs.
- Pregnant women served by WIC enter prenatal care earlier and have lower smoking rates
- Infants born to women enrolled in WIC deliver fewer low birth weight infants
- Women enrolled in WIC breastfeed more often and for longer periods

Children served by WIC have less anemia, higher immunization rates, and are more likely to receive routine health care.

Early Childhood Behavioral Health Initiative

The aim of the Early Childhood Behavioral Health Initiative is to establish and sustain a supportive family network to promote social and emotional development, and to enhance available behavioral health services for young children ages 0 through 5 in Emmet, Charlevoix, and Northern Antrim counties. As part of the Initiative, we launched the Parent Support Partner service in November, which provides parent support to families regardless of income or insurance status.
**Blood Lead Screening**

Exposure to lead can damage the nervous, blood, and kidney systems, and is particularly harmful to the developing nervous systems of fetuses and children under six years of age. The principal sources of lead exposure for children are house dust contaminated by lead paint and soil contaminated by leaded paint or decades of industrial and motor vehicle emissions. We screened 828 children for lead during 2011.

**Hearing & Vision Screening**

Hearing & Vision screening prevents developmental delays associated with speech and language, social skills, and academic achievement. Hearing and vision screening identifies problems which would otherwise go undetected and prevents further loss through prompt medical care. We screened 2,061 preschool and 11,162 school-aged children for vision and hearing problems during 2011. 720 children received referrals for vision, 229 were referred for hearing.

**Fluoride Varnish Application**

Tooth decay is one of the most common preventable diseases in children. Fluoride varnish is a protective coating that is painted on teeth to help prevent new cavities and to help stop cavities that have already started. In 2011, we applied Fluoride Varnish to 1,677 children to help prevent tooth decay and strengthen teeth. The paint on Fluoride attaches to the teeth easily, and makes the enamel of the teeth harder, helping to prevent cavities.

**Children’s Special Health Care Services**

Children’s Special Health Care Services helps families with a child who has a chronic health condition by paying for specialty medical care and equipment. We provided support to 491 families through 604 encounters in 2011, including helping families access community services such as medical equipment, a parent hotline, and travel and lodging assistance for medical appointments.
We offered school-based services with an emphasis on prevention.

Hornet & Ironmen Health Centers

Our child and adolescent health centers provide primary care services on school campuses. In 2011, the Ironmen Health Center in Mancelona provided 1561 visits to 587 youth age 10 to 21; the Hornet Health Center in Pellston provided 1593 visits to 417 5- to 21-year-olds during its first year.

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Boyne City School Wellness Program

We launched the School Wellness Program in 2011 in partnership with Boyne City Public Schools thanks to a five-year, $500,000 grant from Michigan Department of Community Health. It includes nursing services, individual and group health education, school staff training, and mental health services. 284 Boyne City Elementary School and Boyne City Middle School students received services in 726 visits from October through December 2011.

Substance Abuse Prevention

Preventing drug, alcohol and tobacco use among adolescents means preventing lifetime health and social problems. In addition to poor academic performance, drug and alcohol abuse are related to suicide, early sexual activity, and vehicle crashes. Our substance abuse programs are research-based and considered “best practices” for preventing drug, alcohol, and substance abuse. We taught substance abuse education programs to over 1,644 students in 2011, at schools in Alba, Boyne City, Boyne Falls, Charlevoix, East Jordan, Ellsworth, Elk Rapids, Mancelona and Pellston.
Reproductive Health services help women and men make well-informed reproductive health choices, so they can plan for a healthy pregnancy or prevent an unwanted pregnancy. We provided family planning services to 1,300 men and women during 2011. Services include a health history, physical examination, counseling on birth control methods, dispensing of contraceptive methods, and medical follow-up of abnormal health findings of the reproductive system.

Breast and Cervical Cancer Control Program
By screening women for breast and cervical cancer, we can identify cancer at earlier, more treatable stages. Our region screened 1319 low-income women for breast and cervical cancer during 2011, including 806 from the Health District. Of these, 28% were referred for further diagnostic services; 13 were diagnosed and treated for breast cancer; and 11 were diagnosed and treated for cervical cancer or the precursor of cervical cancer.

WISEWOMAN Program
Well-Integrated Screening & Evaluation for Women Across the Nation, or WISEWOMAN served 748 low-income, uninsured or under-insured women age 40-64 who received screening for heart disease and stroke risk factors, such as tobacco use, nutrition, physical activity, and stress. Public Health Nurses provided counseling and referrals to help clients meet their goals for improving health.

Colorectal Health Screening Program
Colorectal cancer is the second leading cause of cancer death in the United States, but it does not have to be. It is a cancer that can actually be prevented with screening. The disease causes no symptoms in the early stages and screening can identify polyps which can develop into cancer if they are not removed. We launched Colorectal Cancer Screening in 2011. 139 men and women age 50-64 who were uninsured or underinsured completed an at-home screening test that was sent to the Health Department’s Northern Michigan Regional Laboratory for analysis. 22 clients were referred for further diagnostic testing and 7 were diagnosed with a pre-cancerous condition.

Reproductive Health Program
Reproductive Health services help women and men make well-informed reproductive health choices, so they can plan for a healthy pregnancy or prevent an unwanted pregnancy.
We increased access to care for people without health insurance.

We are working with community partners to help the approximately 10,000 people in the four-county Health District who have no health insurance. Uninsured adults typically work full-time—at low-paying or seasonal jobs where their employers do not offer health insurance. They tend to delay treatment for themselves and their family members until their illness becomes serious.

Northern Health Plan

We’ve joined with local hospital partners to help low-income, people age 19-64, to get the health care they need, including primary care, specialty care, laboratory, x-rays, and a limited number of prescription drugs. In 2011, 454 new individuals enrolled in the Northern Health Plan, maintaining a target enrollment of 1,939 residents. We also served 279 NHP A (Adult Benefit Waiver) clients in 2011.

Northern Health Plan Rx

NHP RX provided the NHP pharmacy benefit to 888 adults on the waiting list for the full Northern Health Plan benefit.

Northern Prescription Discount Plan

The Northern Prescription Discount Plan is a way for people without prescription insurance coverage to purchase prescription drugs at lower prices from their local pharmacies.

Northern Prescription Assistance Program

The Northern Prescription Assistance Program coordinates access to free and low-cost medication from pharmaceutical companies to people with chronic health conditions and no prescription insurance. In 2011, 125 participated in this program, receiving 181 prescription medications valued at $105,877.

MIChild/Healthy Kids/Plan First! Insurance Coverage

During 2011, we helped 386 clients sign up for MIChild or Healthy Kids, which provides health insurance coverage through the State of Michigan for pregnant women and children up to age 19. MIChild provides a Blue Cross/Blue Shield policy for just $10.00 per month; Healthy Kids provides free health insurance for people who qualify. An additional 275 women were assisted with Plan First! enrollment, which provides coverage for reproductive health exams and supplies.
Dental Clinics North is a regional partnership of health departments from across northern Michigan, and Michigan Community Dental Clinics, Inc., organized to increase access to oral health care for low-income children and adults with Medicaid coverage. In 2011, we served 23,478 clients in eight locations. 8,675 clients were served from the four-county Health District, at clinics in Mancelona, East Jordan, Petoskey, and Gaylord.

**Northern Dental Plan**

The Northern Dental Plan provided dental services at a reduced fee to 2708 people in northern Michigan without dental insurance who met income guidelines. In 2011, we provided $1.1 million in financial assistance to 2,325 clients, of whom 945 were in our 4-county district.

**Dental Clinics North**

**Clinical Operations**

Michigan Community Dental Clinics, Inc.

<table>
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<th>Clinics</th>
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<td>Hospital Program</td>
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</table>
We worked to prevent and control communicable diseases.

Diseases reported to MDCH

Communicable disease investigations are important in preventing the spread of disease in our communities. The Health Department investigates all reportable communicable diseases in the four-county Health District, such as hepatitis, giardiasis, meningitis, and salmonellosis. We interview the people who are sick and the family, friends, and co-workers they have had contact with—who may be at risk for getting sick. We make sure everyone is treated to prevent the disease from spreading.

Immunization

Immunization protects against communicable disease like polio, measles, mumps, rubella, influenza, tetanus, diphtheria, chicken pox, meningitis, and whooping cough. We administered 16,607 doses and distributed 11,021 doses of these vaccines in 2011.

Sexually Transmitted Diseases/HIV

Sexually Transmitted Disease (STD) and HIV services are essential to the prevention of sexually transmitted diseases in the community. During 2011, 66 clients received anonymous and confidential HIV Counseling and Testing. We followed-up with 36 clients with sexually transmitted infections to prevent further transmission or to arrange for clinical treatment.

Food Service Program

We inspected every one of the 656 food service establishments in our four-county health district, including restaurants and food booths at community events. We work with food service establishments to prevent foodborne illnesses by making sure workers prepare and serve foods that are fresh, maintain proper temperatures, and handle foods properly.

When there is a foodborne illness outbreak, we conduct a thorough investigation to identify its source. By interviewing all of the people who develop symptoms, the investigation narrows down possible causes of illness to a location and/or meal. By interviewing people who ate at the same event or location, we are guided by the statistical probability of various foods as the responsible agent until we can confirm the cause with laboratory results.
We worked with partner agencies to create healthy communities.

Community Health Assessment and Improvement

The Health Department launched a major Community Health Assessment & Improvement Initiative in 2011, in partnership with Charlevoix Area Hospital, Northern Health Plan, Northern Michigan Hospital, and Otsego Memorial Hospital. Using "Mobilizing for Action through Planning & Partnerships" four different types of assessments are underway with a wide range of community stakeholders from Antrim, Charlevoix, Emmet, and Otsego counties. When complete, in spring 2012, these assessments will provide a 360 view of community health needs and assets that will form the foundation for local Community Health Improvement Plans.

Building Healthy Communities

To reduce rates of chronic diseases like cancer, heart disease, and stroke, the Building Healthy Communities movement supports changes in policies, systems, and environments. In 2011, we focused on interventions to increase physical activity, consumption of fruits and vegetables, and the number of smoke-free environments. We launched Safe Routes to Schools projects in Boyne City, Gaylord, and Pellston; used the Nutrition Environment Assessment Tool and Promoting Active Communities tool in Pellston; and developed plans to increase walking and biking as well as a new Farmer's Market in Pellston. In addition, the Tobacco Reduction Coalition educated over 600 food service establishments about the Clean Indoor Air law, gave 12 community presentations to over 300 individuals, conducted compliance checks at restaurants and bars, and enforced the law as needed.

We prepared for public health emergencies.

Public health has a vital role in emergency preparedness in the community. Together with community partners, the Health Department plans, collaborates, coordinates, and responds to pandemics, natural disasters, industrial accidents, and bioterrorism.

In 2011 we developed the Emergency Operations Pan and Mass Vaccination Plan and updated the Plan for the Strategic National Stockpile. Exercises "practice" these plans; locally the Health Department conducted exercises in communication, assembly, continuity of operations, and Strategic National Stockpile delivery. Regionally, we participated in plan development and exercises on Improvised Explosive Device (IED) and mass fatality.

Many people worked behind the scenes supporting Health Department activities.

Central Intake/Appointment Scheduling staff answered 37,935 calls during 2011, helping clients register and make appointments for needed services. Information Technology staff provide vital communication and software support throughout the Health Department. Financial Management staff serve as the link between funding sources and the Health Department, providing strong fiscal accountability of community resources. Human Resources staff manage payroll, benefits, and employee records for nearly 125 staff. Office Clerical Management staff are the first line of communication with the public. The support network they provide enables our offices to respond to community needs and assures clients’ needs are being met.
We protected the environment.

Water Supply Programs

Local health departments are primarily responsible for the surveillance, investigation, and prevention of waterborne illness. Our surveillance activities include private homes and small public water supplies, such as schools, day care centers, restaurants, churches, and businesses. On average, we respond to about 350 violations of the federal drinking water standards at small public supplies each year.

We help assure water wells remain a safe and reliable source of drinking water by monitoring their location, construction, and testing.

Septic Systems

Septic systems can be a major threat to ground water quality if they are not properly designed, installed, operated and maintained. We issued 228 new septic system permits and 268 replacement septic system permits in 2011.

<table>
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<tr>
<th></th>
<th>ANTRIM</th>
<th>CHARLEVOIX</th>
<th>EMMET</th>
<th>OTSEGO</th>
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</table>
Northern Michigan Regional Laboratory

The Northern Michigan Regional Laboratory serves a 19-county region of Michigan from its location at the Health Department office in Gaylord. In partnership with Michigan Department of Community Health and Michigan Department of Environmental Quality, we provide water analysis that is accurate and timely, and relevant to public health, clinical, and epidemiological needs.

Swimming Pool and Campground Licenses

We licensed 265 swimming pools and 54 campgrounds in 2011, to assure the facilities were safe and that they complied with state rules and regulations.

Bathing Beach Safety Program

Through our public bathing beach safety program, we tested 61 beaches twice a week through the summer months of 2011 for *E Coli* bacteria, and assessed the beaches’ water supplies, rest rooms, playgrounds, and safety equipment.

Public Health Advisories

During 2011, we continued to work with public and private agencies to resolve contamination problems at Bay Harbor—from cement kiln dust piles at the former cement plant site on Lake Michigan. The Health Department’s role in these cases is to limit access to property, beaches and waters when toxins put people, animals, or the environment at risk.
We cared for clients in their homes.

Our team provided services for 691 patients and their families through 10,908 home visits in 2011. We are licensed by the State of Michigan and certified by the Community Health Accreditation Program (CHAP) as well as Medicare for hospice and home care. Services are provided by nurses and therapists who live in the local community. Their strong commitment to providing exceptional service, validated by patient and family satisfaction rates at or above national benchmarks.

The Home Care & Aging Services Division supports the Health Department’s mission by:

- Providing in-home health care services to people recovering from illness
- Working collaboratively with other agencies to enhance continuity of care, prevent duplication of services, identify unmet needs and develop new programs.
- Providing hospice services which assist individuals, families and caregivers to meet the physical, social, spiritual and emotional needs for individuals who have a life-limiting illness.

The purpose of our services is to assist individuals:

- Reach and/or maintain maximum potential so they are able to remain in their own home independently as long as possible,
- Manage their disease process, prevent complications, and avert hospitalizations, and/or admission to a nursing home,
- Manage their physical, social, spiritual and emotional needs during a life limiting illness.

A special note…

We were sorry to learn of the passing of Nancy Bottomley. Ms. Bottomley was the long-time Director of Home Care at the Health Department. She was instrumental in adding clinical nursing and therapy services to the Charlevoix Hospice, whose volunteers provided in-home support. Now called "Hospice of Northwest Michigan," the program serves Antrim, Emmet, and Otsego as well as Charlevoix County. Ms. Bottomley retired from the Health Department in 2006 following nearly 25 years of dedicated service. We send our condolences to her family.
# Thank You
## 2011 Health Department Staff

### 30+ Years
- Ron Boss
- Gerry Chase
- Suzette Daly
- Pat Fralick
- Larry Levengood
- Bill Lubs
- Nancy Mikulski
- Bert Notestine
- Christie Vogelheim
- Linda Yaroch

### 25-29 Years
- Pat Borowiak
- Nancy Eldredge
- Liane Hagerman
- Mary Martinchek
- Penney Massey
- Carol Paxton
- Mary Williams

### 20-24 Years
- Chuck Edwards
- Mary James
- Mike Jones
- Cindy Kloss
- Brenda McCary
- Ruth McKinney
- Carolyn Morgan
- Marley Niewendorp
- Wendy Smith
- Jill Stephenson
- Sandy Tarbutton
- Patsy Wakulat
- Barb Weston

### 15-19 Years
- Dan Begnoche
- Jill Eakes
- Lisa Faust
- Dawn Fletcher
- Pat Guillaume
- Tammy Hickman
- Karen Kowalski
- Tammy Kresnak
- Margaret Lasater
- Wendy McKenney
- Vivian Shearer
- Betty Steffes
- Jane Sundmacher

### 10-14 Years
- Karen Aepelbacher
- Sue Bansamir
- Connie Birdsall
- Kelly Dalton
- Rhonda Decker
- Michele Delves
- Debi Dewey
- Amber Dreth
- Peggy Goebel
- Sheryl Green
- Laurie Hughes
- Scott Johnston
- Scott Kendzierski
- Chris LaCroix
- Josh Meyerson
- Suzi Pankey
- Cindy Perkins
- Peggy Potter
- Dan Powers
- Anne Proctor
- Valeri Ramage
- Jennifer Reeves
- Amy Salatino
- Meg Smoot
- Keri Vigneau
- Michelle Villermain-Shea
- Elizabeth Wakulat
- Lonnie Woodard
- Wendi Wright

### 0-9 Years
- Donna Carlson-Alkire
- David Behling
- Lynda Bockstahler
- Jenifer Byrd
- Robin Campeau
- Kimberly Clark
- Cheryl Coale
- Amy Decker
- Lynne DeMoor
- Emily Dickinson
- Jane Dinser
- Patricia Dreth
- Melanie Drier
- Joan Duckworth
- Carol Francis
- Patty Frederick
- Marie Godden
- Amy Gray
- Katie Harris
- Lori Harvey
- Cheryl Hoffman
- Hope House
- Natalie Kasiborski
- Joy Klooster
- Michele Kupovits

### Seasonal Employees
- Pam Kwapis
- Tina Lamont
- Clarrissa Lavanway
- Elizabeth Loomis
- Yvonne Louise
- Joshua Martin
- Kelly Matter
- Julie Meggison
- Sheila McKinney
- Bruce Miller
- Melissa Mundy
- Melissa Nichols
- Amy Parish
- Lisa Peacock
- Andrea Pierce
- Nancy Rohde
- Linda Samkoviak
- Julie Scheier
- Amy Speigl
- Nicole Spires
- Kent Stoddard
- Kathryn Summy
- Erika Van Dam
- Alice Whennen

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Joyce Goodrich (15-19 years)
Donna Heeres (25-29 years)
Margaret Messer (0-9 years)
Mary Lou Supernaw (20-24 years)
For clinic appointments: 800-432-4121 or 231-547-0295
Home Care: 800-551-4040  Hospice: 231-547-7448
Dental Clinics North: 877-321-7070
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