

POSITION PROFILE



MARTIN'S POINT™

HEALTHCARE

VICE PRESIDENT OF COMPLIANCE/
CHIEF COMPLIANCE OFFICER
Portland, Maine

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Section 1

Overview On behalf of our client, Martin's Point Health Care, Furst Group is identifying and evaluating candidates for the position of Vice President of Compliance/Chief Compliance Officer in Portland, Maine. This key executive will be responsible for planning, developing, conducting, and assessing compliance risk assessments for the system and specifically for three lines of business within the health plan: Medicare, USFHP and commercial.

Martin's Point Health Care

Founded in 1981, Martin's Point is a not-for-profit regional healthcare provider and health plan administrator based in Portland, Maine. Through its nine Health Care Centers, three health plans and additional wellness services, Martin's Point cares for approximately 120,000 patients and members throughout Maine and northern New England. Its goal is to provide excellent healthcare and customer service to the communities it serves and, ultimately, to help those they care for live healthier lives.

Martin's Point cares for its communities in two ways: by providing primary care to patients in Maine and New Hampshire; and by offering health plans and wellness services to members throughout northern New England.

History

Martin's Point began as a not-for-profit healthcare practice in Maine, serving the needs of low-income patients. In 1981, it officially began operations as "Martin's Point Health Care" and started offering the U.S. Family Health Plan to military beneficiaries in Portland, Maine. Throughout the years, Martin's Point has continued to improve its services and find new ways to care for more people in the communities it serves.

The organization is focused on innovation and improvement. As the healthcare system has become more complex, Martin's Point has risen to the challenge to stay on the leading edge of the industry. As a physician-led organization, its goals are to keep the people it serves healthy, to provide excellent service, and to find innovative ways to make the healthcare system more efficient and effective.

With the acquisition in October 2009 of Bowdoin Medical Group, a multi-site primary care practice in Maine, Martin's Point Health Care is now one of the largest independent primary care groups in southern Maine. Almost doubling in size, the larger organization can more easily influence the healthcare delivery system to improve patients' health outcomes and experience of care.

Bowdoin Medical Group offices are located in Biddeford, Gorham, South Portland, West Falmouth, and Brunswick, Maine. All physicians are board-certified and practice in the specialties of family practice, pediatrics and internal medicine. Additional services include physical therapy in Brunswick, sports medicine in West Falmouth, and aesthetic skin care and laser services in South Portland.

Mission

The mission of Martin's Point Health Care is to exemplify and inspire health care and service excellence through leadership, education and innovation.

Vision

By the year 2012, Martin's Point has achieved the highest level of trust and distinction in the communities we serve because our people, practices, plans and technologies are models in the health care industry, making us the most influential organization in creating measurable health care excellence.

Values

We help each other.

We act as owners of the business.

We take care of ourselves.

We are always learning better ways to do things.

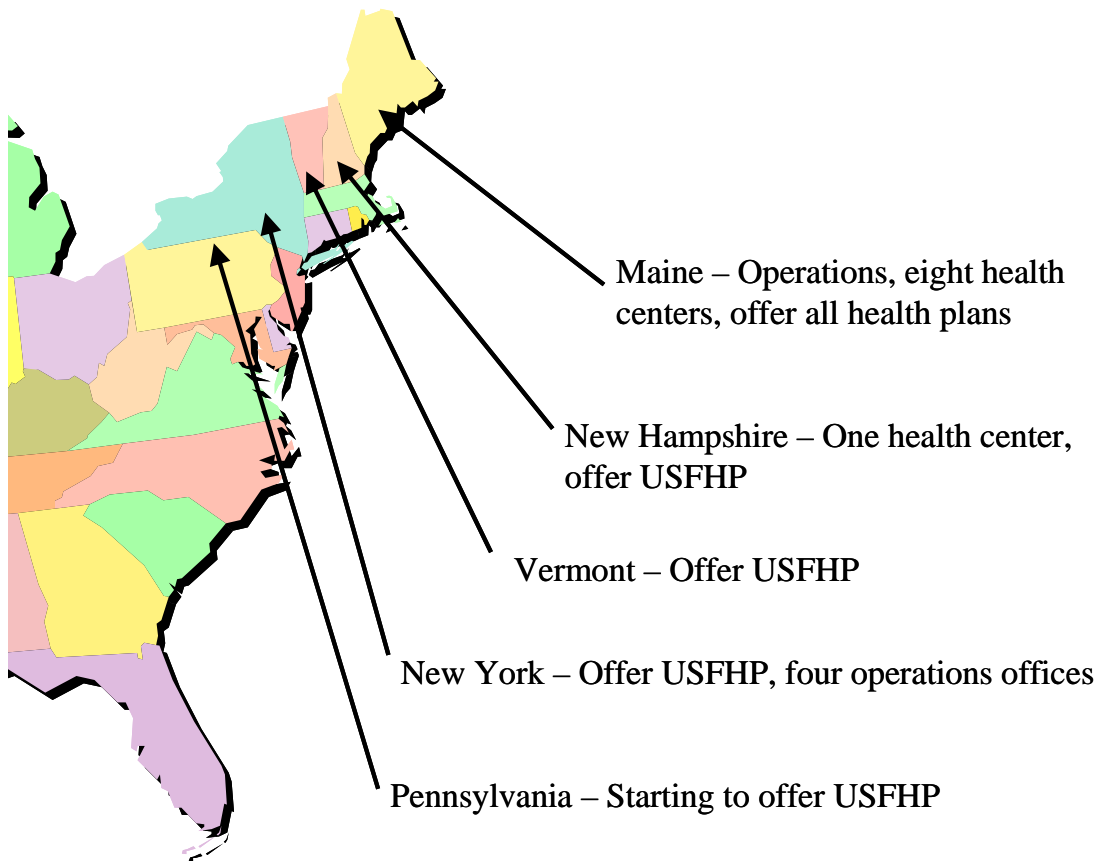
We trust each other.

And we have fun doing it.

Services and Locations

- Its Health Care Centers offer Primary Care Services to patients in Portland and Brunswick, Maine, and Portsmouth, New Hampshire. Its affiliate, Evergreen Woods, serves patients in Bangor, Maine. Martin's Point accepts all major health insurance plans.
- The U.S. Family Health Plan at Martin's Point is a TRICARE Prime health plan that serves military beneficiaries through a network of providers in Maine, New Hampshire, Vermont, and northeastern New York.
- Martin's Point Generations Advantage is a Medicare Advantage plan that serves Medicare beneficiaries across all counties in the state of Maine.

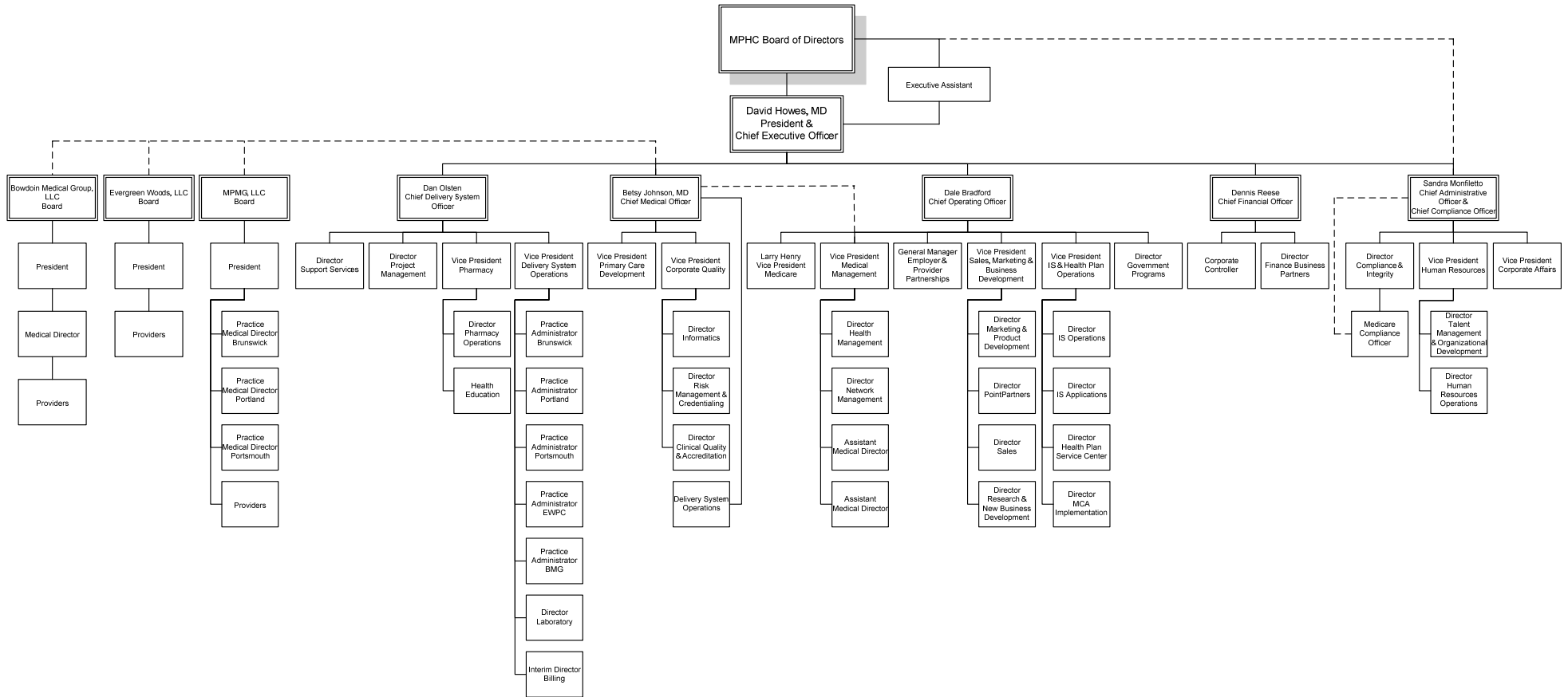
- Its PointPartners health plan and customized employer wellness services are designed to help employers keep their staff members healthy.
- Beginning in mid-2011, Martin's Point will begin offering its new commercial insurance product.



2009 Acknowledgements

- Selected as a model practice in The Triple Aim initiative by the Institute for Healthcare Improvement.
- A new Primary Care Payment Model that increases capitation rates to providers and pays for e-consults and other innovative care delivery techniques is established for providers in the Martin's Point network (health plan).
- Scored highest overall member satisfaction rate of national commercial health plans in Annual Consumer Assessment of Healthcare Providers and Systems (CAHPS) Survey.
- Only Independent primary care practice to participate in Maine's HealthInfoNet pilot to demonstrate value of patient information-sharing electronically.
- Its three Maine health centers are identified for the fourth consecutive year as recipients of three blue ribbons in quality healthcare delivery by the Maine Health Management Coalition.
- Dr. David Howes, President of Martin's Point, was asked to speak at the Bipartisan Policy Center Leaders' Project Forum in Portland on the state of American healthcare.
- Received Bronze Award for Best Practices in Consumer Empowerment and Protection Awards competition for its post-discharge process from URAC, a leading independent, non-profit healthcare accrediting organization.

Martin's Point Health Care Organizational Chart



Executive Management Team

David Howes *President and Chief Executive Officer*

Dr. David Howes began his medical career as a family physician serving residents of a fishing community off the coast of Maine. His first position with Martin's Point Health Care was Unit Medical Director, Bath. David earned his medical degree from Dartmouth Medical School, Hanover, N.H., and completed residencies at the Dartmouth-Hitchcock Medical Center, the Medical Center Hospital of Vermont, Burlington, and the Eastern Maine Medical Center, Bangor.

Dale Bradford *Chief Operating Officer*

Dale Bradford has a long and distinguished career in healthcare management and operations. His previous positions include Vice President and General Manager of ChoiceCare, an Ohio-based HMO; financial division head for Cigna Healthcare, where he also managed the finance department and national accounts for a Cigna subsidiary; and CPA with Arthur Andersen & Co. He is also the co-founder of a healthcare management consulting firm based in Cincinnati. Mr. Bradford graduated cum laude with a Bachelor's degree and Master's degree in Accounting from Brigham Young University.

Betsy Johnson, M.D. *Chief Medical Officer*

Dr. Betsy Johnson serves as the Chief Medical Officer. Before joining Martin's Point, Betsy served as Chief of Internal Medicine and Adult Urgent Care at the Kenmore Center, part of Harvard Vanguard Medical Associates, in Boston, Mass. She was a practicing internist at Harvard Vanguard for 11 years, during which time she also earned a Master in Health Care Management degree (MHCM) from the Harvard School of Public Health. A Bowdoin College (Brunswick, Maine) alumna, she earned her medical degree from Vanderbilt University in Nashville, Tenn., and then returned to Maine to complete her residency in Internal Medicine at Maine Medical Center.

Dan Olsten *Chief Delivery System Officer*

Dan Olsten serves as the Chief Delivery System Officer. He provides leadership to all Martin's Point Health Centers, Pharmacy, Health Education, Billing, and Support Services. He has managed clinical operations in a variety of healthcare settings and holds a Master's in Business Administration from Boston University.

Sandra Monfiletto
Chief Administrative Officer

Sandra Monfiletto is the Chief Administrative Officer. She provides leadership to the Human Resources, Corporate Affairs, Compliance and Program Integrity, and Strategic Planning departments. She has more than 20 years of experience in human resources management in the healthcare, banking, and technology industries. She holds a B.S. in Accounting and an M.S. in Business, both from Husson College, and is certified as a Senior Professional in Human Resources.

Dennis Reese
Chief Financial Officer

Dennis Reese serves as the Chief Financial Officer and provides leadership for the Finance and Payroll departments. He has 25 years of experience in both clinical and health plan investment and financing roles and has served in senior positions in integrated delivery systems, managed care companies, hospitals and physician practices. He has worked for Kaiser Permanente Northwest, in Portland, Oregon, where he also served as Chief Financial Officer. Before joining Kaiser, he served as CFO for Priority Health based in Grand Rapids, Mich., a large managed care company operating integrated delivery systems as well as self-funded employer, Medicaid and Medicare health plans.

Larry Henry
Vice President, Medicare

Larry Henry is the Vice President, Medicare at Martin's Point Health Care. Larry oversees the growth and marketing of the organization's Medicare Advantage program, Generations Advantage. Larry has over 12 years of healthcare experience, working in sales, marketing, operations and government programs. He came to Martin's Point from Washington, D.C. where he served as Senior Director, Medicare Advantage and Medicare Supplement Products for AARP. While working at AARP, he was responsible for a number of key areas and functions, including market analysis, strategic planning, business and product development, marketing, distribution and customer service. He holds an M.B.A. from the Warrington School of Business at the University of Florida, Gainesville.

Section 2

Position Description The Vice President of Compliance/Chief Compliance Officer is a critical leadership role within Martin's Point. This key executive will be responsible for planning, developing, conducting, and assessing compliance risk assessments for the system and specifically for three lines of business within the health plan: Medicare, USFHP and commercial.

This leader will serve as a champion for the proactive positioning of compliance enterprise-wide and will provide effective leadership and guidance to the compliance team. The Vice President of Compliance/Chief Compliance Officer will be the lead executive reporting on compliance to the board and the senior management team. Adding a strategic focus to compliance moving forward is critical to success. This executive must build and maintain strong collaborative working relationships with key federal and state regulators, including the Centers for Medicare and Medicaid Services (CMS).

Reporting Relationship

The Vice President of Compliance/Chief Compliance Officer reports to both the system Chief Administrative Officer and the Board of Directors with a dotted line relationship to the system CEO. Reporting to the Vice President of Compliance/Chief Compliance Officer are the Director of Compliance, Manager of Medicare Compliance, and an administrative support person. There are currently three indirect reports.

Principal Accountabilities

- Provide leadership and direction for auditing and monitoring corporate and regulatory compliance. Design and lead the execution of proactive programs which identify, assess and monitor compliance risk, including the development of risk ratings, the efficacy of key policies and procedures and, as appropriate, risk mitigation action plans.
- Conduct sales and marketing compliance audits and formulate recommendations for improvement in operating performance and controls. Identify opportunities for improvements in sales and marketing practices against corporate and industry standards. Increase confidence and span of compliance controls of market sales operations.

- Identify correctable control and process weaknesses; develop and implement policies, procedures and training to address weaknesses. Assess, update and enhance the company's operations, policies, processes, and controls related to sales and marketing activities; compare the company's methodologies and reporting practices with pertinent legislation and regulations.
- Define and communicate to key internal stakeholders the compliance benchmarks for the company. Working with the business units and corporate functions, develop processes and mechanisms for monitoring compliance and addressing identified weaknesses promptly and effectively.
- Design and lead the execution of a program to continuously identify, assess and monitor compliance risk throughout the company, including the development of risk ratings, the efficacy of key policies and procedures and, as appropriate, risk mitigation action plans.
- Ensure the staff is highly productive, compliant, ethical, motivated, and professional.
- Support the development of cross-departmental processes and build interdepartmental relationships.
- Communicate effectively and with the appropriate level of detail at various levels within the organization from front line employees to the most senior level.
- Serve as a subject matter expert on Medicare audit processes, regulations, and protocols.
- Recruit, select and retain highly qualified professionals. Provide necessary leadership for Corporate Compliance staff and business units to maintain a productive and competent team through open communications. Coordinate resources to ensure the ongoing efficacy of the Compliance Program.

Experience and Qualifications

The qualified candidate must possess a bachelor's degree.

This individual will have led or demonstrated strategic involvement in building a corporate compliance program and have a minimum of five years progressive experience in a Medicare health plan setting. Experience developing and maintaining relationships with multiple regulatory agencies (e.g. Department of Defense, State Regulators and CMS) is critical. The ideal candidate will have examples of supporting and/or directing multiple CMS audits of health plan contract requirements. Prior experience interacting directly and cultivating relationships with CMS representatives is required. The successful candidate will have in-depth knowledge of federal programs and the managed care industry and will have proven experience leading and managing regulatory compliance programs through teamwork, collaboration and open communication.

Leadership Behaviors at Martin's Point

1. Role model and catalyst of culture.

Culture Statement

People Caring for People: We care passionately for the well being of the people we serve, each other, our families and our communities.

Values

We help each other.

- We seek first to understand, then to be understood.
- We work as a team by collaborating across all areas of the organization.
- We respect each other and our differences.
- We go the extra mile for each other.

We act as owners of the business.

- We make decisions for the greater good.
- We take responsibility for our decisions and actions and hold each other accountable.
- We are part of the solution.
- We must create a healthy surplus to achieve our mission.

We take care of ourselves.

- We find ways to improve our health.
- We balance our personal and business needs.
- We value personal time to nurture ourselves and our families.
- We take time to recharge.
- We are intentional about wellness and preventative care.

We are always learning better ways to do things.

- We have a can-do attitude.
- We are not afraid to try new things and take informed risks.
- We use our successes and failures as opportunities to teach and learn from each other.
- We engage in healthy, energetic, respectful debate to get to the best solution.

We trust each other.

- We take time to build trusting relationships.
- We act with honesty and integrity.
- We trust people's intentions and give each other the benefit of the doubt.
- We follow through on our commitments.
- We empower each other to do our jobs and to do the right thing.
- We acknowledge our mistakes and learn from them.

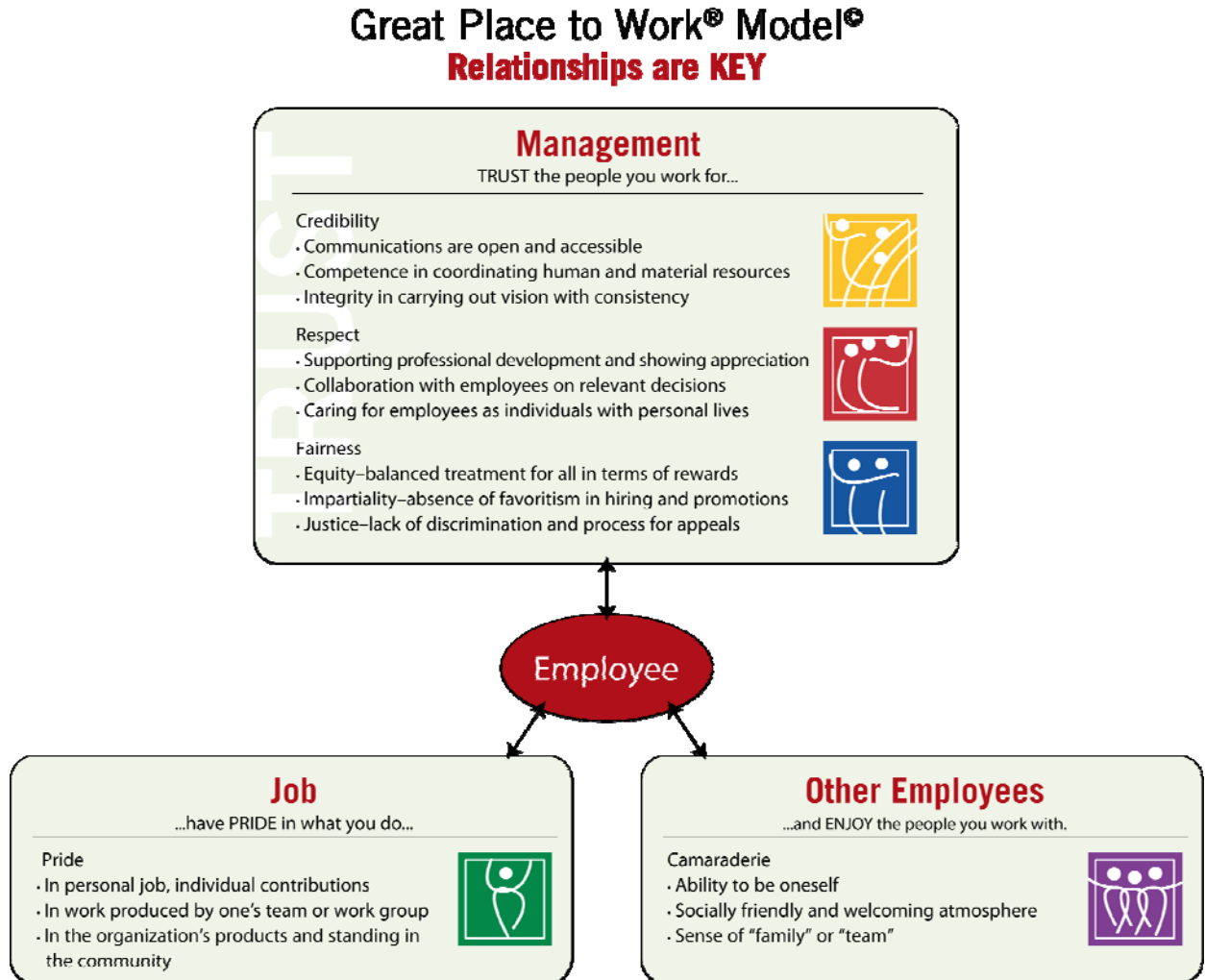
And we have fun doing it!

- We smile and laugh every day.
- We take our work seriously but not ourselves.
- We celebrate successes.
- We enjoy friendly competition.

- We find lots of ways to create a sense of community.
- It's okay to be silly...seriously!
- Pies, ice cream and exercise forever!

2. Build a work environment built on trust.

Leaders have been focusing on building a work environment built on trust with the Great Place to Work® Model© as the foundation:



Definition of a great workplace:

A great workplace is a place where employees trust the people they work for, have pride in what they do, and enjoy the people they work with.

Why this matters to leaders:

A great workplace is a place where you achieve your organizational objectives with people who give their personal best and work together as a team/family –all in the environment of trust.

3. Ability to be learning agile.

Leaders apply what they have learned in previous situations to new situations. Leaders have skills and strategies to help them learn what they do not know. They are open and aware of what they do not know and are energized by the challenge of doing something better or different.

Attributes of learning agility:

1. Critical thinker who examines problems carefully and makes new connections.
2. Are self aware and recognize their personal limitations, however, are willing to learn new skills or strategies for making improvements.
3. Can manage the discomfort of change.
4. Are willing to experiment and take informed risks.
5. Deliver results in first time situations through team building and personal drive.

4. Focus on staff development.

Leaders focus on the development of their direct reports to meet the professional needs of the individual in balance with the business and strategic needs of the organization.

Leadership behaviors that demonstrate a focus on development:

- Holds frequent development conversations.
- Creates strategic talent development plans for their organization and uses that plan to make key decisions.
- Can articulate strengths and limitations of direct reports and others within the organization.
- Provides challenging development assignments.
- Encourages and champions developmental moves within the organization.

5. Involves people in decisions that directly impact their daily lives.

Leader behaviors related to collaboration and decision making:

- Create an environment that promotes participation and collaboration.
- Balance their focus on results, process and relationships to ensure success and development of trust.
- Increase involvement in decision making by sharing information, authority and responsibility.
- Facilitate agreement among involved stakeholders for smoother implementation.

Section 3

Community Information The Vice President of Compliance/Chief Compliance Officer position will be in Portland, Maine. As you will read, Portland is a location of choice for many good reasons.

Portland, Maine

Seascapes and cityscapes blend harmoniously in Portland, which is perched on a peninsula jutting out into island-studded Casco Bay. The metropolitan hub of Maine's south coast region, Portland is a progressive, lively city incorporating the character of yesteryear into a modern urban environment. Historic architecture blends gracefully with the new, as people stroll along the working waterfront or the cobblestone streets of the restored Old Port section of the city. With a metro population of 230,000, the Greater Portland area is home to almost one-quarter of Maine's total population. The population of the city is 64,000.

The economy is strong, but bumper-to-bumper traffic and gridlock are unheard of. Portland is an easygoing city with friendly, hardworking people. Ranked nationally as one of the 10 safest, culturally most-fascinating U.S. cities and one of the top cities for doing business, housing is affordable, and the schools and healthcare are outstanding.

Portland is an old seacoast town. It is also a funky city filled with galleries, one-of-kind boutiques and shops, and incredible restaurants serving everything from New England clam chowder, lobster rolls, and Maine seafood to nouvelle cuisine.

Portland is the banking capital of northern New England, home to major international law firms, import/export companies, and modern high-rise office buildings located in historic districts with centuries-old architecture. Portland stands as one of the few working waterfronts left in the United States, acting as New England's largest tonnage seaport and second-largest fishing port. It is also the second-largest oil port on the East Coast and the largest foreign inbound transit tonnage port in the United States. Visitors come by car, train, airplane, and boat. Each year the port alone handles more than 206,000 international passengers, including 41,000 cruise ship passengers.

Maine offers unspoiled landscapes, beautiful vistas, succulent lobster, stately lighthouses, outdoor adventures, exceptional shopping, and much more. There is certainly more to see throughout the state of Maine, from Bar Harbor's Acadia National Park to mile-high Mt. Katahdin in Baxter State Park. But right in Greater Portland, residents can experience a small piece of "everything Maine" from mountains to lakes, city to country, inland to coast, nature to nightlife.

Economy

Because of its status as Maine's largest city, its proximity to Boston (115 miles to the south) and having the state's largest port, Portland has become Maine's economic capital. The local economy has shifted over the years from relying primarily on fishing, manufacturing, and agriculture toward a much more service-based economy. Most national financial services organizations with significant operations in the state have their Maine base here, such as Bank of America, Key Bank, Fidelity Investments, Anthem Blue Cross & Blue Shield, and Aetna. Several notable companies headquartered or partially headquartered here include Unum, TD Commerce Bank, Maine Bank & Trust, ImmuCell Corp, and Pioneer Telephone. Several other companies that have an impact on the Greater Portland economy are located in the suburbs of South Portland, Westbrook and Scarborough.

Schools

Maine's largest and most diverse school district dedicates itself to assuring that all students are learning for their future. The Portland Public School educates 6,950 students in kindergarten through high school and approximately 4,500 adult learners. Facilities range from a one-room schoolhouse on an island on Casco Bay to the nation's second-oldest public high school and a state-of-the-art elementary school on the downtown peninsula. The district offers a challenging academic curriculum and a rich array of educational choices including expeditionary learning, vocational training and a thriving adult education program.

The University of Southern Maine (USM) is the largest campus of the University of Maine system's seven campuses. USM has three campuses – Portland, Gorham, and Lewiston – with a total enrollment of 11,007. USM offers more than 40 academic programs in its colleges of Arts and Sciences, Education and Human Development, and Nursing and Health Professions; and its schools of Business, Public Service, Law, and Applied Sciences, Engineering, and Technology. The Maine College of Art is an independent school of art and design offering Bachelor and Master of Fine Arts degrees. The University of New England, a highly-ranked regional university, offers degree programs in health sciences, natural sciences, human services, management, education, and the liberal arts, and has the only medical school – the University of New England College of Osteopathic Medicine – in the state of Maine. The university is comprised of two campuses; the primary one is located in nearby Biddeford, while the secondary one, known as Westbrook College, is in Portland. Renowned Bowdoin College, founded in 1794, is located in Brunswick, about 25 miles northeast of Portland. Bowdoin graduated some of New England's most famous nineteenth-century writers, including Harriet Beecher Stowe, and was a home base for Arctic

exploration, having graduated Robert E. Peary. Two-year institutions in the Portland area include Andover, with campuses in Portland and Lewiston; and South Portland's Southern Maine Community College. The Salt Institute for Documentary Studies offers semester-long programs in documentary studies.

Recreation

Sightseeing. Portland is a rejuvenated city that combines modern and historic buildings and districts with a thoughtful sense of what makes the city unique and lends it character. Walking tour brochures, available at the convention and visitors bureau, guide the visitor to Portland landmarks, the historic sites and buildings in downtown Portland, and the Old Port Exchange, reconstructed after the fire in 1866 and given a facelift in the early 1990s. This charming Victorian-style area of shops, galleries, and restaurants features cobblestone streets and old-fashioned gas street lamps, all contained in about a twelve-block area.

Northeast of Monument Square along Congress Street, interesting sights include the Wadsworth-Longfellow House, and the Neal Dow Memorial. The Wadsworth-Longfellow House, the first brick house in Portland, was built in 1786 by General Peleg Wadsworth, grandfather of poet Henry Wadsworth Longfellow. Longfellow lived there during his childhood, and the house, which contains personal possessions of the Wadsworth and Longfellow families, has been restored to the 1850s period. The Neal Dow Memorial, a mansion built in 1829 for a prominent Maine politician, prohibitionist, and abolitionist, contains the Dow family's furniture, paintings, and china. Victoria Mansion, southeast of Monument Square, is an Italianate structure notable for its elaborate woodcarvings, trompe l'oeil walls and ceilings, stained glass, furnishings designed by noted interior designer Gustave Herter, and imported marble mantels. East of Monument Square is Portland Observatory, where flags were once flown to announce the return of ships; an excellent view of the harbor is available from its 86-foot tower. The beautifully landscaped Eastern and Western promenades at either end of the city offer views of Casco Bay's Calendar Islands and the mountains to the west. The actual number of Calendar Islands is disputed; they are so-called because an early explorer declared that the bay "had as many islands as there are days in the year."

Stroudwater Village, one of Portland's oldest neighborhoods, houses the remains of mills, canals, and homes dating back 250 years. In the center of the village is Tate House, built in 1755 by George Tate, ships' mast agent for the English navy and later for the Czar of Russia. The house retains many of its eighteenth-century furnishings and resembles a London townhouse. Boat tours of the harbor and its islands, historic lighthouses, and forts are also available.

Arts and Culture. Portland is the state's cultural showplace. Portland Performing Arts Center showcases the Portland Stage Company, whose seven-production season extends from September through May. Considered Maine's premier professional theatre, their productions range from classic to new. Theatrical performances are also presented by the Mad Horse Theatre Company, which offers cutting-edge works at the Portland Performing

Arts Center; Maine Children's Theatre; and Portland Lyric Theatre, which brings Broadway musicals to South Portland in a September to May season. Summer visitors are entertained by a variety of professional theatrical performances as well as musical and other entertainment.

Dance performances are scheduled by the Portland Ballet Company, which has a repertoire of more than 30 ballets ranging from classic to contemporary. Maine State Ballet, based in nearby Falmouth, also presents ballet in Portland.

The nationally acclaimed Portland Symphony Orchestra, under the direction of Toshiyuki Shimada, performs at Merrill Auditorium. The orchestra offers classical and pops concerts from October through April, plus "Independence Pops" concerts in July and "Magic of Christmas" concerts in December. The Portland Opera Repertory Theatre (PORT) performs grand opera in the city's Merrill Auditorium during summer and winter. The Portland Concert Association presents dance, opera, musical theater, jazz, and classical music throughout the year. The 1929 State Theatre offers a variety of music performances.

The Portland Museum of Art displays fine and decorative arts dating from the eighteenth century to the present. Featured are works by American artists such as Winslow Homer, John Singer Sargent, Rockwell Kent, Marsden Hartley, Andrew Wyeth, and Hiram Powers, and by such European artists as Auguste Renoir, Henri Toulouse-Lautrec, Edgar Degas, and Mary Cassatt. An extensive glass collection features the work of Louis Comfort Tiffany. The museum's primary building, designed by I. M. Pei and Partners, strives to capture the quality of "portland light" for the benefit of the art displayed there. Its neighboring buildings are the McLellan House, which dates from 1801, and the L.D.M. Sweat Galleries, a 1911 Beaux Arts structure; both of these buildings display American paintings and decorative arts.

The Museum of African Culture, formerly the Museum of African Tribal Art, is the only museum in New England devoted exclusively to Sub-Saharan African tribal arts. The art and artifacts of its permanent collection total more than 1,500 items. The Institute of Contemporary Art, located on the campus of the Maine College of Art, showcases new trends in contemporary art. The Salt Gallery exhibit features student and professional work in documentary studies/photography. The Children's Museum of Maine offers participatory exhibits for children up to 10 years of age, including a farm, a grocery store, a car repair shop, and a vet clinic. Portland's smaller museums include the Fire Museum, showcasing antique fire-fighting equipment; Maine Narrow Gauge Railroad Company & Museum, which exhibits a parlor car, coaches, and locomotives, also offers 30-minute train rides along Casco Bay; the Portland Harbor Museum (formerly the Spring Point Museum) featuring local history and views of Portland Harbor; and the exhibits of the Maine Historical Society.

Festivals and Holidays. The Portland Flower Show, a four-day event held in March offering a taste of spring, is the largest flower show in northern New England. The show features landscaping displays, lectures, floral auctions, and food. Portland's visitors and residents enjoy summer sidewalk art shows, street festivals, and outdoor performances by puppeteers, clowns, comics, and musicians. The Old Port Festival, held in June, is Maine's largest one-day event. Held throughout the Portland's waterfront district, it features performance and visual artists, concerts, food vendors, crafts, parades, and more. Other June celebrations include the Greek Heritage Festival and the L. L. Bean Paddle Sports Festival. Independence Day is celebrated during a Fourth of July Festival featuring a fireworks display. The Portland Festival of Nations, also in July, celebrates the city's ethnic diversity and features an international bazaar. Maine's largest gathering of performance and visual artists, writers, circus performers, crafts experts, and chefs occurs in mid-August during the Maine Festival in nearby Brunswick. Art on the Porch presents works by more than 30 artisans. The MS Regatta Harborfest, also held in August, is Maine's largest sailing race. A fundraiser for Multiple Sclerosis, events include a Gala Charity Auction, and a weekend of activities that include sailboat, tugboat, and powerboat parades, a sailboat regatta, and a shore-side festival at the Maine State Pier in Portland. A variety of agricultural fairs are held in the region during the fall. The Christmas season is heralded by the Light Up Your Holidays tree-lighting ceremony in late November, featuring hayrides and caroling. The year culminates with Maine's official New Year's Eve celebration. Known as New Year's Portland, festivities include theatrical and musical performances of all kinds, plus indoor fireworks and special programs for children.

Sports for the Spectator. The American Hockey League's Portland Pirates entertain hockey fans at the 8,798-seat Cumberland County Civic Center from fall to spring. Hadlock Field is home to the Eastern League Double A baseball team, the Sea Dogs, an affiliate of the Boston Red Sox. Cruise lines and helicopter charter services in Portland offer whale watching expeditions.

Sports for the Participant. The Portland region is blessed with an abundance of coastline offering sandy beaches and opportunities for swimming, sailing, camping, whitewater rafting, fishing, and lobstering. The city boasts more than 100 miles of nature and walking trails, including a network of 10 miles of trails that line the bay. The Portland area has 11 professional golf courses and 124 tennis courts. The Portland Parks and Recreation Department maintains an extensive park system, including the Riverside Golf Course, Eastern Promenade, and Deering Oaks Park, designed by Olmsted. Many state parks and ski areas are located nearby.

Shopping and Dining. Portland and its environs offer shopping opportunities of all descriptions. The centerpiece of Portland is the Old Port Exchange, where nineteenth-century buildings and warehouses have been restored and converted to a wide variety of specialty stores. The downtown area is a colorful mix of shops and restaurants in a Victorian setting; side streets leading to the bay contain small shops offering the interesting and unusual. The Maine Mall, located in South Portland, is the largest indoor shopping center in the state with more than 140 stores. Freeport, 12 miles north of Portland, is home

to L. L. Bean, the famous outdoor outfitter. Open 24 hours a day all year round, the store has been so successful that it has attracted more than 125 outlet stores to the area. The 30,000 square-foot Portland Public Market features more than 30 locally-owned businesses selling a wide range of fresh or preserved foods grown or produced in Maine. The city's Arts District, located a few blocks from the waterfront, is home to more than 50 galleries and spotlights Maine's premier artists.

As a tourist center and the home of a sophisticated populace, Portland boasts a wide variety of dining opportunities. The city purportedly has more restaurants per capita than any other city except San Francisco. Hundreds of Portland's restaurants offer traditional "Downeast" fare such as the famed Maine lobster, clams, mussels, and other fresh seafood, as well as ethnic and international specialties. Sidewalk cafes where diners may enjoy the fresh sea air in a casual setting are very popular in the city.

For more information on Portland, please visit:

<http://www.visitportland.com>
<http://www.portlandmaine.com>
<http://www.city-data.com/us-cities/>
<http://www.liveworkportland.org>

Section 4

Furst Group Furst Group provides a “total solution” approach to traditional executive search, as well as an array of consulting products tied to what we refer to as the Human Capital Lifecycle. Furst Group is recognized as one of the top firms in the nation specializing in executive healthcare assignments and the third-fastest-growing firm in the country. Our success is built upon a philosophy of partnership: we enhance our clients’ internal resources to develop effective human capital strategies. Our consultative approach has been developed over 25 years, and our clients include managed care organizations, hospitals and health systems, integrated delivery systems, medical group practices, healthcare products and services companies, venture capital- or equity-backed firms, insurance companies and end-of-life care businesses.

Furst Group recognizes candidates are the cornerstone of our business. In today’s competitive labor environment, having a defined process that provides individuals with clarity and feedback throughout the entire job search is paramount to our business model. We take extra steps to ensure candidates:

- Understand the nuances of a particular position or organization
- Are prepared for interviews and conversations
- Have access to interview and travel schedules
- Are provided timely feedback
- Remain in our database for future contact
- Value diversity and the principles and ethics practiced by our client organizations.

We look forward to working with you as a potential candidate for the **Vice President of Compliance/Chief Compliance Officer** position for **Martin’s Point Health Care** in Portland, Maine. For additional information on Furst Group, please visit our Website at www.furstgroup.com. To learn more about this particular position, please contact:

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