

An e-magazine Honoring FQHC Excellence in New Jersey



# Community Health

**Celebrating 30 Years  
2019 ANNUAL  
CONFERENCE**

**NJPCA Welcomes  
New Board Chair,  
Joan Dublin**

**OUR PERSPECTIVE:  
Health Center  
Expert Opinions**

December 2019

# Letter from the President & CEO

Greetings friends,

Thank you to everyone who joined us at our 2019 Annual Conference. We had some amazing speakers and discovered that learning together can be fun. We also had a great time seeing friends and honoring our organization's past leaders. The Luncheon was a tribute to the leaders who came before us and the ongoing commitment of Center teams today. An excerpt from my opening remarks:

*"Have you ever heard of good bones? Well, today, we recognize our history and honor the people who gave us as an organization our good bones, these are the folks who contributed their time, effort and commitment to build what we have today. In 1989, ten Community Health Center CEOs signed paperwork memorializing the work they had started years prior, recognizing that sharing resources, best practices and information would help them create stronger, more efficient health centers. Centers that would provide healthcare to all people regardless of their color, creed or circumstances.*

*Our mission is noble and honorable like the people of our movement. Today, we will hear from people who are like you. These are people who have given their lives to the mission of helping others get healthcare and stay healthy. They believe, what we believe--that all people have a right to get good, quality care..."*

Also in this issue is a special section entitled "Our Perspective," I hope you enjoy reading the opinions and experiences of Community Health Center Peer Group Leaders throughout the State. These are today's leaders carrying the torch to ensure every patient has quality care.

Have a Happy New Year,



From left to right: Zufall Health Center President and CEO, Eva Turbiner; Certified Medical Assistant, Karen Ponce; and NJPCA President and CEO, Jillian Hudspeth.



From left to right: Jewish Renaissance Foundation CEO, Sandy Mansonet-Cross; Dental Director, Dr. Nidhi Khurana; and NJPCA President and CEO, Jillian Hudspeth.

Special thanks to Osborn Family Health Center's Sabrina Cannady who provided the photo of the Luncheon Speakers, Dr. Emmanuel Frederick Ashong and Dr. Raksha Joshi in the Annual Conference section.

## WE WORK FOR YOU!

The New Jersey Primary Care Association ("NJPCA") represents 23 Community Health Centers and 133 satellite community-based ambulatory healthcare facilities throughout the state of New Jersey. Community Health Centers are also known as FQHCs or federally qualified health centers. FQHCs are authorized under Section 330(A) of the Public Health Services Act to provide healthcare to the underserved and the uninsured. New Jersey Community Health Centers provide healthcare services to over half a million New Jerseyans annually.

The NJPCA works to provide for the expansion and provision of quality, cost-effective and efficient primary healthcare through community health centers.



## NJPCA Community Health

Jillian Hudspeth,  
President and CEO

Toni Granato,  
Communications  
Coordinator

Marwa Chebli,  
Clinical Program  
Manager

Volume 4  
Issue 3





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# Inside NJPCA Community Health



# Health Centers Shine

## CompleteCare Breaks Ground in Bridgeton

On November 13th, CompleteCare Health Network hosted a groundbreaking ceremony to celebrate the start of a new project in Bridgeton that will house a Community Health Center, pharmacy, and the organization's administrative offices.

Expected to open in late 2020, the 30,000 square foot building will feature nine exam rooms and offer primary care, adult medicine, podiatry, chiropractic care, and infectious disease services. The Health Center will also have an on-site phlebotomist for lab services.

The new headquarters will move from CompleteCare's current location on Cohansey Street to Pearl Street in Bridgeton. A majority of the land was vacant for many years before CompleteCare decided to take on this large-scale project. The site is anticipated to see over 18,000 patient visits annually and will employ 90 staff members.

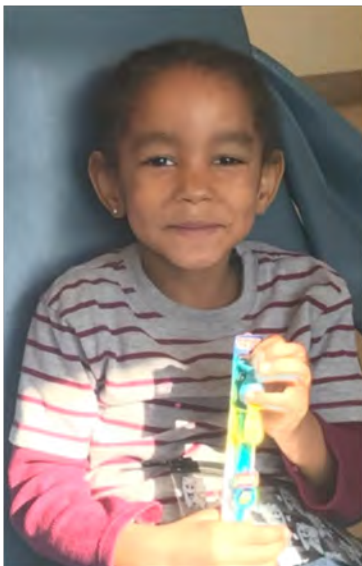


From left to right: CompleteCare Board Member Beverly Dairsow; Bridgeton Mayor Albert Kelly; CompleteCare Board Member, Paul Cooper; CompleteCare President & CEO, J. Curtis Edwards; CompleteCare Board Chair & Cumberland County Freeholder Jack Surrency; Bridgeton City Council Member Ed Bethea; and CompleteCare Board Member, Dr. Gladwyn Baptist.

Bridgeton Mayor Albert Kelly, City Council Member Ed Bethea, and representatives from the Cumberland County Improvement Authority and New Jersey Department of Health attended the groundbreaking celebration.

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## HRSA Boosts NJ Center Dental Programs



Pictured: A Henry J. Austin patient. Photo Credit: HJAHC.

On September 18th, HRSA awarded close to \$1 million to three New Jersey FQHCs to expand their oral health service capacity through new infrastructure enhancements. The award recipients include Henry J. Austin Health Center (HJAHC), Ocean Health Initiatives, Inc. (OHI), and Paterson Community Health Center. Each Center will receive \$300,000 to expand dental infrastructure, which is part of a \$85 million total award to Health Centers nationwide.

The HRSA funding is the first of its kind to solely invest in oral health infrastructure. It will enable Health Centers to provide new and/or improve existing oral health services. HJAHC will create two new dental exam rooms as well as hire a dentist and a part-time oral surgeon. Paterson Community Health Center plans to renovate their dental space and hire additional dentists. OHI will utilize the grant funding to purchase new screening equipment, upgrade its computer technology, and expand training so that more patients are tested for oral cancer.

All three Health Centers were featured in an NJ Spotlight article regarding the funding announcement. For more information, click [here](#).

# New Beginnings

## Welcoming Board Chair, Joan Dublin

Metropolitan Family Health Network President and CEO, Joan Dublin, RN, MPA, ACHE, was elected by the New Jersey Primary Care Association Board of Directors to the position of Board Chair on September 10th. Ms. Dublin succeeded Dr. Theresa Berger who is the President and CEO of Ocean Health Initiatives, Inc.

Ms. Dublin's extensive experience includes serving as Assistant Director of Clinical Services at Jersey City Medical Center. She also served as Senior Director of Patient Care Services and Acting Executive Director of the Jersey City Family Health Center. Ms. Dublin holds a Bachelor of Science degree in Nursing from Jersey City State University and a Master's degree in Public Administration from Seton Hall University. She is a certified member of the American College of Healthcare Executives and the past Vice Chair of the NJPCA Board of Directors.



Pictured is NJPCA Board Chair and Metropolitan Family Health Network President and CEO, Joan Dublin, RN, MPA, ACHE. Photo Credit: Metropolitan Family Health Network.

“I look forward to furthering the expansion of quality, affordable primary care services and increasing revenue for these services at our community health care centers,” said **NJPCA Board Chair, Joan Dublin**. “Additionally, I want to thank Dr. Berger for all she has done in strengthening and promoting our organization.”



Pictured is NJPCA Past President and Ocean Health Initiatives, Inc. President and CEO, Dr. Theresa Berger and Joan Dublin.

In March 2019, U.S. Senator of New Jersey Robert Menendez presented Ms. Dublin with the 2019 Evangelina Menendez Trailblazer Award. The Award recognized Ms. Dublin for her work in bringing affordable health care to more New Jerseyans by expanding services and increasing outreach efforts.

NJPCA Board members Henry J. Austin Health Center CEO, Dr. Kemi Alli and CAMcare Health Corporation President and CEO, Mark Roberts were also newly elected as Vice Chair and Treasurer in September. Project H.O.P.E. CEO, Pat DeShields was elected to serve a second term as Secretary.





## NCHC Highlights Health Education at Anniversary Gala



From left to right: Newark Community Health Centers (NCHC) Board Vice Chair, Dr. Bryant Ali; Board Members, Edward Robinson, and Florence Ericson; Former NFL Giants Player, Bart Oates; NCHC President and CEO, Dr. Pamela Clarke; Board Member, Temi Boyo; and Board Chairman, Dr. Omar Bey. Photo Credit: NCHC.

Newark Community Health Centers, Inc. (NCHC) held their annual gala on October 10th at Mayfair Farms in West Orange. At the event, NCHC celebrated 33 years of service and highlighted the important link between health and education. The gala featured NCHC's vision to improve the health and socioeconomic disparities that affect a student's ability to learn.

The gala featured an overview of Newark Community Health Center's Schools-Connect Program, which links NCHC services to each school in the Essex County area. As a result, both school staff and students are able to receive the medical care they need at one of NCHC's seven sites. NCHC provides comprehensive medical services, health literacy information during patient visits as well as promotes health education at NCHC's programs and events. Many FQHC partners, Hospital CEOs, elected officials, MCOs, and community partners attended the anniversary gala.

## Metropolitan Throws Jazzy Fundraiser for Homeless

On September 19th, Metropolitan Family Health Network (MFHN) President and CEO Joan Dublin, and members of the MFHN staff welcomed 145 guests to their "Jazz in the City" gala fundraiser. The gala was held at the Hudson County Community College Culinary Conference Center in Jersey City. Proceeds from the event benefited Metropolitan's Healthcare for the Homeless Program.

Guests enjoyed live jazz from the Dave Pollack Quintet, a New Orleans-inspired dinner menu, and a raffle of several dozen items.

Joan Dublin presented the Metropolitan Family Health Network 2019 CARE Award to the Madeline Fiadini LoRe (MFL) Foundation for Cancer Prevention.



Pictured is Metropolitan Family Health Network (MFHN) President and CEO, Joan Dublin (second from right), MFHN Chief Operating Officer, Scott Carey, and MFHN Vice President of Medical Affairs and Chief Medical Officer, Dr. Patrick Beatty (on the left), along with the Board of the Madeline Fiadini LoRe Foundation. Photo Credit: MFHN.

The Foundation has provided funding for free cancer screenings and cancer prevention programs to Metropolitan and members of the community for more than a decade. MFL founder and chairperson Madeline LoRe accepted the award. The CARE award symbolizes Metropolitan's mission and values: Compassion, Accomplishment, Respect, and Excellence.



Medical



Mental Health



Dental

# SAVE THE DATE

## NJPCA Clinical Quality Forum

**April 24, 2020**

With an emphasis on Healthcare justice, the 2020 Clinical Quality Forum will offer a variety of learning sessions that reinforces the need for providing New Jersey's communities with high quality, equitable healthcare.

Featured speakers will discuss:

- How to increase **colorectal cancer screening** rates;
- Using **Population Health Management** tools to impact patient care;
- How to improve Health Center performance measures for **diabetes**;
- Why **value-based payment** is essential to clinical care; and
- How to transform your Center's culture when providing **PrEP**.

Registration will be available on the NJPCA website in February.

For more information: Marwa Chebli | [mchebli@njpca.org](mailto:mchebli@njpca.org) | 609.689.9930



# JRMC Battles Breast Cancer



From left to right: JRMC Director of Nursing, Blanca Podinker; Chief Compliance Officer, Jaime Rivello; Director of Patient Operations, Sandra Ardavin; Chief Medical Officer, Dr. Amarjit Saini; and Human Resources Director, Marta Ferreira. Photo Credit: JRMC.

The JRMC held a press luncheon on October 22nd at Seabra's Armory in Perth Amboy to announce their enhanced women's services, including the purchase of a 3-D mammogram machine in 2020.

The event featured a panel of speakers including Women's Health Initiative Board Chair, Lisett Lebron; JRMC Chief Compliance Officer and Breast Cancer Survivor, Jaime Rivello; Aetna Better Health of New Jersey Strategic Alliance Account Manager and event co-host, Quiche Jones; and JRMC CEO, John T. O'Leary.

Guests in attendance comprised of surrounding business district leaders, city officials, organizational partners, JRMC staff, and local residents.

The new women's health initiative was announced during Breast Cancer Awareness Month. Breast cancer is the second most common type of cancer in women. The goal of the event was to promote awareness and education for breast cancer screenings, early detection, and support services. JRMC treats 16,000 female patients annually. More than 50% of these patients have never received a mammogram.

## CompleteCare Run Helps Programs Finish First



**CompleteCare Health Network President & CEO J. Curtis Edwards with the Phillie Phanatic.**

The CompleteCare Family Health Foundation hosted the 15th annual Halloween Bone Run on October 19th at Parvin State Park in Pittsgrove. The event was attended by over 300 runners and walkers from across South Jersey and raised over \$33,000 for the Foundation. Proceeds from the run will support numerous CompleteCare Health Network health programs and community services, including Baby Love, Health Solutions, and Reach Out & Read.

A number of runners participated in a costume contest, which distributed prizes to the Funniest, Scariest, and Most Original. The top three male and female race winners also received cash prizes and top finishers in multiple age categories were awarded trophies.

The race also featured free flu shots, a health fair with 20 vendors, music, and a visit from the Phillie Phanatic. The race has been hosted by various organizations for the past fourteen years, but this was the first year that the Foundation organized the event. The Foundation plans to hold the event again next year.



# Health Centers Skip the Tricks and Give the Treats

## Halloween Treats at Project H.O.P.E.



Project H.O.P.E. held a Trunk or Treat on October 31st. Many Health Center team members participated in the event by decorating tables with various themes like M&M's, Firefighters, Paw Patrol, Baby Shark, and NASA/Space.

The Camden County Police helped Center staff distribute candy and brought a brand-new Police Car called "The Slingshot" for the kids to enjoy. The three-wheel two-seat car resembles a race-car with flashing lights that appeal to kids. It was purchased by the police department using money confiscated from illegal drug dealers and is now used to engage the community.

Given its popularity in previous years, the Trunk or Treat has become an annual activity. This year, over 100 children from the community participated.

Pictured are Camden County Police Officers Bagby and Roman with a Trunk or Treater. Photo Credit: Project H.O.P.E.

## Eric B. Chandler Highlights Halloween Fun

On October 29th, Eric B. Chandler Health Center offered local children a safe and creative way to Trick or Treat. The exam rooms and doors were decorated, and candy was provided for patients as well as the staff's children at each door. The Health Center also provided an arts and craft station for children to decorate candy bags.

The Reach Out and Read volunteers, who consist of Rutgers University undergraduate and medical students, won the door decorating contest that was held among staff. A total of 81 children participated in the event.

Pictured on the right is an Eric B. Chandler Health Center team member's grandson. Photo Credit: Eric B. Chandler Health Center.



## OHI Thrills at October Events

Ocean Health Initiatives, Inc. (OHI) participated in various community activities throughout the month of October. On October 28th, OHI hosted a Halloween Health Fair at their Health Center in Freehold. During the fair, OHI offered free health screenings, games, face painting, and balloon animals. The fair also included a meet-and-greet with staff dietitians and collection of non-perishable items to benefit local food banks.

On October 30th, OHI team members decorated their car as an "OHI Monster" for a trunk or treat at New Jersey State Senator Vin Gopal's event in Tinton Falls. At the event, team members distributed free treats and health information.

Pictured on the right is OHI Marketing Development Associates, Quin Jackson and Nicole Jones. Photo Credit: OHI.



# Zufall Health Gives Veterans

a  
Smile!

“The dental service here today is better than any other practice I’ve encountered,” said **Roberto Lopez during the Smile for Our Heroes Event**. Lopez is a 29-year Army National Guard veteran from Passaic. “I’d recommend it to veterans and civilians.”



From left to right: Dover Mayor James Dodd; Delta Dental of New Jersey Foundation Chairman, Dr. Gene Napoliello; Delta Dental of New Jersey President and CEO, Dennis Wilson; Zufall Health Center President and CEO, Eva Turbiner; U.S. Congressman Tom Malinowski; N.J. State Senator Anthony Bucco; and Zufall Health Center Board Chairman, Bill Shuler.

On November 3-4th, Zufall Health Center provided free dental care to veterans throughout New Jersey in Dover.

The third annual event is a partnership between Delta Dental of New Jersey, Delta Dental of New Jersey Foundation, Zufall Health Center, and the New Jersey Dental Association. Low-income veterans and their families received free cleanings and x-rays, extractions, fillings, and even dentures.

More than 48 dental professionals and 75 non-clinical volunteers donated their services for all or part of the weekend. In total, the two-day event accommodated 220 service appointments.

On hand to celebrate opening day was U.S. Congressman Tom Malinowski and New Jersey Senator Anthony M. Bucco, who presented Zufall, Delta Dental, and the New Jersey Dental Association with a congratulatory proclamation from the New Jersey Legislature. Veteran and Military Caseworker for U.S. Congresswoman Mikie Sherrill, Willy Tolba and Dover Mayor James Dodd were also in attendance.



Pictured is Dr. Gene Napoliello and dental hygienist Tracy Marsh preparing veteran Lawrence Kaspereen for new dentures.



# CAMcare Brings Mobile Library to Over 200 Kids



On September 16th, CAMcare Health Corporation and community partners delivered books to expand children's libraries at home. "Bess the Book Bus" provided a mobile library for over 200 kids, including CAMcare patients and children from local preschools in Camden. The children received prefilled pencil cases, bookmarks, and backpacks. The preschoolers also had the opportunity to meet Camden County Police Officers and Camden Firefighters, and tour a firetruck.

At the event, a Musical Therapist hosted a sing-along to popular songs like, "If You're Happy and You Know It" and "Baby Shark." The annual event is part of CAMcare's childhood literacy program. Many community partners helped make the event possible.

Pictured is a Camden Police Officer providing a preschooler a book from the Bess the Book Bus Mobile Library. Photo Credit: CAMcare Health Corporation.

If you missed  
it last year,  
Save The  
Date!

## NJPCA WOMEN'S HEALTH LUNCHEON

Get Your Hats Ready for Our  
Annual Celebration

**May 15, 2020**



Further details will  
be available soon!



*Celebrating 30*  
*1989*



**2019**

**NJPCA Annual Conference**





# *Years of Excellence*

— 2019



**BREAKOUT BREAKFAST:  
Empathy in Action Series**



## **From Apartheid to America**

CHEMED CEO, Dr. Dovid Friedman delivered to a highly anticipated audience at the Breakout Breakfast.





Over 400 participants celebrated NJPCA's 30th Anniversary at the 2019 Annual Conference in Atlantic City on October 2-3rd. The conference was held at Harrah's Resort and provided an array of workshops, ranging from governance to clinical quality as well as dental, emergency management, finance/technology, and much more. For the second year in a row, the Annual Conference offered physicians the ASAM Treatment of Opioid Use Disorder Course, which allowed participants to prescribe buprenorphine. Participants also had an opportunity to learn from the AtlantiCare Health Services' team about the challenges and benefits of implementing Medication Assisted Treatment (MAT).

During the Healthcare Heroes Luncheon, Osborn Family Health Center's Dr. Emmanuel Frederick Ashong and Monmouth Family Health Center's Dr. Raksha Joshi explained how the universal values of the Community Health Center movement led them to provide caring healthcare in New Jersey's communities.



## Engaging in Discussion and Sharing Valuable Experience





# *Lifetime Achievement Awards*

The 30th anniversary celebration was highlighted with standing ovations when NJPCA presented the Lifetime Achievement Award to the following honorees: Bob Russell; Kathy Grant-Davis; Julane Miller-Armbrister; Mark Bryant; Carol Lightsey; Carolyn G. Holmes; Linda Y. Flake; Shirley Smith-Downie, Captain Edwin Vazquez, and Linda Anderson.







NJPCA Past Presidents, Dr. Theresa Berger and Michael Shababb were also recognized for their leadership and service.





# 2019 Annual Conference



From left to right on the top row: North Hudson Community Action Corporation CMO, Dr. Flordeliz Panem; Monmouth Family Health Center CEO, Marta Silverberg; Eric B. Chandler Health Center Executive Director, Sandra Hill; CHEMED CEO, Dr. David Friedman; Jewish Renaissance Medical Center CEO, John T. O'leary; Newark Community Health Centers, Inc. President and CEO, Dr. Pamela Clarke; AtlanticCare Health Services Executive Director, Sandy Festa; Alliance Community Healthcare CEO, Marilyn Cinton; and Osborn Family Health Center Executive Director & CEO, Shawne Cuilla. From left to right on the bottom row: Zufall Health Center President and CEO, Eva Turbiner; Ocean Health Initiatives, Inc. President and CEO, Dr. Theresa Berger; Henry J. Austin Health Center, Inc. CEO, Dr. Kemi Aliji; Metropolitan Family Health Network President & CEO, Joan Dublin; CAMcare Health Corporation President and CEO, Mark Roberts; Project H.O.P.E., Inc. CEO, Pat Deshields; Southern Jersey Family Medical Centers, Inc. President & CEO, Linda Y. Flake; and Jewish Renaissance Foundation CEO, Sandy Mansonet-Cross.



# NJPCA's *White & Gold Party*





# 2019 Healthcare Heroes



The fan-favorite part of the program, the Healthcare Heroes Award Ceremony, recognized the special talent and unwavering commitment of FQHC employees.



## Rural Health Stakeholders Convene to Address Dental Care



From left to right: New Jersey Department of Health (NJDOH) State Dental Director, Dr. Darwin Hayes; HRSA Senior Medical Officer/Physician Region II, Dr. Tanya Pagán Raggio-Ashley; Warren County College Vice President of Academics, Marianne Vandeursen; American Dental Association Council on Advocacy for Access and Prevention Director, Dr. Jane Grover; and Zufall Health Center Chief Dental Officer, Dr. Sam Wakim.

On November 15th, the NJDOH Office of Dental Director, Dr. Darwin Hayes; and HRSA Primary Care and Rural Health; NJPCA; Zufall Health Center; New Jersey Health Initiatives; Horizon Foundation for New Jersey; and the American Academy of Pediatrics hosted New Jersey's First Rural Oral Health Symposium at Warren County Community College.

The Symposium's theme was to increase access to quality oral care in rural New Jersey as well as create partnerships between organizations and providers. Presenters discussed techniques to address inequality in dental care and increase access to dental homes. Zufall Health Center President and CEO, Eva Turbiner; NJDOH State

The Keynote Speaker, Alliance Dental Center Chief Dental Officer, Dr. Brian Novy discussed topics such as innovative practices for building provider/patient rapport to promote healthy habits. Over 110 participants attended the Symposium including policy makers, community members, FQHC representatives, and government employees.

## Rep. Pallone Promotes Enrollment at Eric B. Chandler



From left to right: Center for Family Services Navigator Exchange Program Director, Robin Stockton; Children's Specialized Hospital President and CEO, and RWJBarnabas Health Senior Vice President of Pediatric Services, Warren E. Moore; Hackensack Meridian Health Vice President, Adam Beder; former Lieutenant Governor and President and CEO of Fulfill, Kim Guadagno; U.S. Congressman Frank Pallone Jr.; and Eric B. Chandler Health Center Executive Director, Sandra Hill.

On November 7th, U.S. Congressman Frank Pallone, Jr. visited Eric B. Chandler Health Center to encourage New Jersey residents to sign up for health insurance during the Affordable Care Act's open enrollment period. The 2019 open enrollment period is taking place between November 1st through December 15th.

Congressman Pallone was joined by local healthcare advocates, including former Lieutenant Governor and President and CEO of Fulfill, Kim Guadagno. Representatives from the Center for Family Services, Hackensack Meridian Health, and RWJBarnabas Health were also in attendance.

Eric B. Chandler Health Center Executive Director, Sandra Hill discussed the Center's role in helping area residents to enroll. Ms. Hill emphasized that certified counselors are available to answer questions and address enrollment concerns.

# HRSA and Chinese Health Delegation Visit Zufall



On September 25th, Zufall Health Center received a special visit from HRSA Acting Administrator, Tom Engels; National Health Commission of China Vice Minister, Wang Hesheng, and their respective delegations.

The visit was held a few days after the Chinese delegation's participation in the United Nation's General Assembly High-Level Meeting on Universal Health Coverage. While in the U.S., the National Health Commission of the People's Republic of China requested the U.S. Department of Health and Human Services arrange a tour of a community health provider, and Zufall Health Center was selected as an outstanding example.

During the visit, Zufall demonstrated their primary care service delivery model, and provided tours of their dental office and mobile health unit. The delegation and Zufall staff also discussed topics including the Center's financial and clinical operations, the National Health Service Corps program, workforce training, and placement of practitioners in service areas of high need.

Pictured are the Chinese Health Delegation members, representatives from the Health Resources and Services Administration (HRSA) and the U.S. Department of Health and Human Services (HHS), and Zufall senior staff.



From left to right: Zufall Health Center President and CEO, Eva Turbiner; HRSA Acting Administrator, Tom Engels; and National Health Commission of China Vice Minister, Wang Hesheng. Photo Credits: Zufall Health Center.





## NJPCA Annual Conference | October 2020 Hard Rock Hotel | Atlantic City, NJ

### NHCAC and Partners Launch New Dental Center



From left to right: Donor and wife of Dr. Herbert B. Holtzman, Chickie Holtzman; Donors and daughters of Dr. Herbert B. Holtzman, Amy Claman and Jill Eisenberg; Englewood Health Senior Vice President, Planning and Program Development/Chief Strategy Officer, Michael Pietrowicz; Englewood Mayor, Michael Wildes; NHCAC President and CEO, Joan M. Quigley; and Englewood Health Dentist, Dr. John Minichetti. Photo Credit: NHCAC.

On November 25th, North Hudson Community Action Corporation (NHCAC) opened the Dr. Herbert B. Holtzman Dental Center at its Englewood Health Center. The Dental Center was made possible with assistance from the Holtzman family, Englewood Hospital, and Englewood Mayor, Michael Wildes.

The late Dr. Holtzman had a dental practice affiliated with Englewood Hospital for many years before his retirement. His two daughters were saddened when the Hospital closed its dental clinic. As a result, they were determined to do something to continue their father's legacy. When the daughters approached NHCAC President and CEO, Joan Quigley, Ms. Quigley told them how expensive it was to launch a dental service. The women offered to raise at least \$100,000 to help start the new dental center.

The trustees of the North Hudson Foundation offered another \$50,000 and Englewood Hospital agreed to provide more space in the FQHC's lease. North Hudson also supported Englewood Hospital's application for a dental residency program, which will begin in July 2020.

After 18 months of planning, NHCAC and its partners celebrated the new dental center with a ribbon cutting ceremony.

### MEDICAL DIRECTORS

#### The Need for Population Health Software

Steven J. Levin, MD

Medical Director, Eric B. Chandler Health Center  
Medical Director to the NJPCA Board



Over the last thirty years, many models of health care have been promoted, including Community Oriented Primary Care, Capitated Care, Patient Centered Medical Home, Accountable Care and now Value-Based Care. Although each are unique, each model shares a core goal that Health Centers must define a population

of patients under their care and ensure that these patients receive necessary treatment. The big change that HRSA promises is that population-based health will become an expectation. With this expectation comes financial risk and responsibility. FQHCs will need to keep patients engaged in care and not simply provide proficient care when patients are in the Health Center.

At Eric B. Chandler Health Center, we have implemented population health software to help put a virtual string around specific high-risk populations. A population may be high-risk immediately (patients recently hospitalized or in the emergency room), over a medium term (abnormal cervical cancer screening) or over the long-term (uncontrolled diabetes). Other populations requiring special attention include our HIV infected patients and a group of patients, who have serious and persistent mental illness, that we co-manage with a nearby behavioral healthcare facility.

Population health software enables us to apply a specific “tracking type” to a patient’s record, which identifies the patient as a member of that cohort. Some tracking types are applied automatically based on rules (presence of a diagnosis on the problem list) and others manually.

The software allows an unlimited number of tracking types and patients can have more than one.

The benefit of population health software is that it makes it is much easier to care manage populations. After the tracking type has been applied, the process continues by specifying the essential elements of care for each population. For a patient with diabetes, an example would be tracking that they receive an annual eye exam and quarterly hemoglobin A1C test. Another example would be to specify the next step and follow up on an abnormal cervical cancer screening result.

#### Easy Tracking and Management

The software can retrieve this information directly from the electronic medical record or users can input the information manually. Through reports and reminders, patients and their health needs do not fall through the cracks. Population health software eliminates the need for data entry staff; constant reminders for providers to comply with complicated work arounds; and the use of spreadsheets that quickly become unmanageable when not properly maintained. It is hard to imagine surviving in a valued-based environment without it.

### CHIEF FINANCIAL OFFICERS

#### The Pros and Cons of Self-Insuring Your Health Center

Peter Bebel, MBA

Chief Financial Officer  
Zufall Health Center



Across New Jersey, FQHCs are watching the costs of doing business rise astronomically while reimbursement rates remain stagnant. As a result, CFOs are struggling to find ways to reduce cost. One option available to Health Centers is to consider a Self-Funded Health Plan.



The [Self-Insurance Institute of America, Inc.](#) defines a self-insured health plan as one in which “the employer assumes the financial risk for providing health care benefits to its employees.” In practice, self-insured employers pay claims as they are incurred in lieu of paying a premium to an insurance carrier.

### PROS OF SELF- INSURED PLANS:

- Potential cost savings and improved cash flow;
- Choice of claim administrator (Health Center, insurance carrier or third-party administrator);
- Allows purchase of stop-loss insurance preventing Health Centers from assuming all the financial risk;
- Control over benefit design and freedom from certain State mandates;
- Better understanding of healthcare spending;
- Flexibility with funding arrangements based on risk tolerance; and
- Opportunity to abide by Hyde Amendment requirements.

### CONS OF SELF- INSURED PLANS:

- Potential assumption of greater financial risk;
- Savings are not always immediate;
- Responsibility for all administrative services;
- Management over all aspects of insurance, including denied claims, coverage decisions etc.; and
- May not benefit Centers with high turnover.

Zufall Health Center has been self-insured for two years and has experienced significant savings over that time. Self-insuring may not be right for everyone however, it could be the right choice for you.

## EMERGENCY MANAGEMENT

Vito Veneruso  
Director of Operations  
North Hudson Community Action Corporation



**“We are now in 2019  
and I continue to  
chase my own tail!”**

After being introduced to Emergency Management in 2008, there were numerous tasks that needed to be completed to ensure our Health Center complied with various federal rules and regulations. At the same time, I also realized FQHCs could benefit from additional funding to support these efforts. We are now in 2019 and I continue to chase my own tail!

In the field of Emergency Management, we need additional funding to prepare for the unexpected and ensure Health Centers can exchange information. Internal training is an activity that we conduct regularly. We train about 50 employees a month. We do the best we can with the very minimal resources we are afforded.

Funding has decreased throughout the years and has truly reached its lowest point to when the five regional coalitions were created. When this occurred, most of the FQHCs felt like they did not receive the necessary aid and support from other healthcare entities, although they still attended coalition meetings.

Some of the equipment we need funding for are N95 masks and generators. The N95 masks are widely used during emergencies and protect people against airborne infectious diseases such as tuberculosis and anthrax. The masks serve as a respirator and ensure safety when the wearer is exposed to hazardous airborne

particulates. Our Health Center used to receive and store them, but we no longer have the funding to do so. The Health Centers would also benefit from funding for generators to keep buildings open during a disaster.

For those who have been part of this battle for years, we will continue to train and coach our employees to respond to any emergency. Once the new regional coalition meetings are established, the FQHCs will have an opportunity to share their ideas; network with neighboring agencies in the region; join forces to promote emergency preparedness; and foster a multi-agency response to unforeseen emergencies. We have been told there may be more funding up the pike too.

## QUALITY ASSURANCE/ QUALITY IMPROVEMENT

### Building the Infrastructure for a Value Driven Approach

Rose Jean-Baptiste, MPH  
Program Manager, Quality Assurance/  
Quality Improvement, and  
Emergency Preparedness Coordinator  
Eric B. Chandler Health Center



Quality, value-based care is one of the priorities of HRSA's Bureau of Primary Health Care. Although the approach of value-driven healthcare can be daunting, the FQHCs across the state can strategize to create a sustainable landscape that is outcomes based. In order to better respond to an outcome driven model, we need to advocate for reimbursement models that compensate Health Centers for addressing social determinants of health, behavioral health, telehealth, home visits, and transportation.

Collectively, we need to build the infrastructure to better capture and access data in order to measure the effectiveness of provider interventions.

Therefore, we must have a population level system to continually improve patient outcomes,

while saving our bottom line. My suggestion is to launch statewide Quality Improvement efforts such as real-time access to data via Health Information Exchange and Oral Health Integration. In addition, we should exchange data on various initiatives including Million Hearts 2022 to reduce heart disease, stroke and other cardiovascular diseases, 80% in Every Community Colorectal Cancer screening, and Substance Use Disorder Services.

To achieve this goal, the Quality Assurance/Quality Improvement Peer Group should establish annual goals to sustain quality in the state and assist in facilitating the improvement process.

## SPECIAL POPULATIONS

### FQHCs Serving Special Populations: A Call to Reconvene

Michelle Blanchfield, MPH  
Director of Special Populations & Outreach  
Zufall Health Center



**"It helps when there are people who can relate to the tasks at hand and are willing to share ideas and experiences with one another."**

It has been a couple of years since the New Jersey FQHCs Special Populations Peer Group has met in person outside of the NJPCA's 2018 Annual Conference. For a short time, roughly between 2014 and 2016, we met at least twice a year to discuss special initiatives, outreach efforts, or programs targeting our most vulnerable patients; the homeless; public housing residents; and migrant and seasonal farmworkers. Is there anyone reading this who is interested in reconnecting and bringing the workgroup back to life?

In our area of expertise, staff from our various Health Centers can meet and connect, although it's usually at a state-run meeting or a national conference. Last month, I attended the 2019 East Coast Migrant Stream Forum,



sponsored by the North Carolina Community Health Center Association. The Forum offered a unique opportunity to engage with policy makers, advocates, clinicians, outreach staff, and researchers that work in farmworker health across Region II and beyond. Some significant updates included results from the last National Agriculture Worker Survey and how the Public Charge impacts farmworkers. All of the information excited me to bring back and share with my team.

### Her Motivation.

Blanchfield with agricultural workers at Zufall Health Center's Farmworker Fair in 2018.



I know that we are all working very hard to meet the needs of our patients, engage our communities and still maintain our sanity. It helps when there are people who can relate to the tasks at hand and are willing to share ideas and experiences with one another. Let's find new ways to connect and see if we can meet more regularly.

## POPULATION HEALTH



### The Value of Using Population Health Management Tools

Kimberly McCargo, BSN, MPH  
Director of Population Health  
CompleteCare Health Network

Population Health Management (PHM) is the aggregation of patient data across multiple health information technology resources and the analysis of that data into a single, actionable patient record. PHM also allows providers to improve both clinical and financial outcomes. This information is gathered through the utilization of health information technology.

The population health tools providers utilize are important because they ensure health improvements are identified and measured at a touch of a button.

### ESSENTIAL ELEMENTS OF A PHM TOOL:

- Robust care management that improves the patients' ability to self-manage their care;
- Real-time data collection that includes social determinants and claims data integration to identify gaps in care;
- Risk stratification to understand health care needs and trends;
- Predictive analytics to inform decisions;
- Personalized care for each patient; and
- The creation of a complete, comprehensive patient population profile to assist with identifying patients at risk for hospital readmission and create patient-specific care plans.

At CompleteCare, our mission is to improve lives by providing convenient, comprehensive, high-quality healthcare to every person in every community that we serve.

### PHM helps achieve positive health outcomes by:

- Preventing and managing chronic and infectious disease;
- Identifying gaps in care;
- Increasing patient engagement; and
- Improving the patient's motivation to maintain wellness through preventative care.

NJPCA represents 23 FQHC/Health Centers in New Jersey providing healthcare services at 133 locations throughout the state.

LOCATION	Phone	LOCATION	PHONE
<b>Atlantic County</b>		<b>Mercer County</b>	
AtlantiCare Health Services	609-572-6055	Henry J. Austin Health Center, Inc.	609-278-5900
Southern Jersey Family Medical Centers, Inc.	609-567-0200		
<b>Bergen County</b>		<b>Middlesex County</b>	
North Hudson Community Action Corporation Health Center	201-210-0100	Eric B. Chandler Health Center	732-235-6700
		Jewish Renaissance Medical Center	732-376-9333
		Jewish Renaissance Foundation, Inc.	732-482-9600
<b>Burlington County</b>		<b>Monmouth County</b>	
Southern Jersey Family Medical Centers, Inc.	609-567-0200	Monmouth Family Health Center	732-413-2030
<b>Camden County</b>		Ocean Health Initiatives	732-363-6655
CAMcare Health Corporation	856-583-2400		
Project H.O.P.E, Inc.	856-968-2320	<b>Morris County</b>	
Osborn Family Health Center	856-757-3700	Zufall Health Center	973-328-3344
<b>Cape May County</b>		<b>Ocean County</b>	
CompleteCare Health Network	856-451-4700	Center for Health Education, Medicine & Dentistry	732-364-2144
<b>Cumberland County</b>		Ocean Health Initiatives	732-363-6655
CompleteCare Health Network	856-451-4700		
<b>Essex County</b>		<b>Passaic County</b>	
Jewish Renaissance Medical Center	732-376-9333	Paterson Community Health Center	973-790-6594
Mary Eliza Mahoney Health Centers	973-733-5300	North Hudson Community Action Corporation Health Center	201-210-0100
Newark Community Health Centers, Inc.	973-483-1300	<b>Salem County</b>	
Zufall Health Center	973-328-3344	Southern Jersey Family Medical Centers, Inc.	609-567-0200
Rutgers Community Health Center	973-732-6040	<b>Somerset County</b>	
Saint James Health, Inc.	973-789-8111	Zufall Health Center	973-328-3344
<b>Gloucester County</b>		<b>Sussex County</b>	
CAMcare Health Corporation	856-583-2400	Zufall Health Center	973-328-3344
CompleteCare Health Network	856-451-4700		
<b>Hudson County</b>		<b>Union County</b>	
Horizon Health Center	201-451-6300	Neighborhood Health Services Corporation	908-753-6401
Metropolitan Family Health Network	201-478-5800	<b>Warren County</b>	
North Hudson Community Action Corporation Health Center	201-210-0100	Zufall Health Center	973-328-3344
<b>Hunterdon County</b>			
Zufall Health Center	973-328-3344		

Call the 24-hour New Jersey Family Health Center Line at 1-800-328-3838 to find services in your area.



**New Jersey Primary Care Association**  
 3836 Quakerbridge Road, Hamilton, NJ 08619  
**Tel:** 609-689-9930 | **Fax:** 609-689-9940 | **Web:** [www.njpca.org](http://www.njpca.org)