Investing in Primary Care Services
Building the Primary Care Workforce

Bi-State Primary Care Association
2018 Annual Impact Report
July 1, 2017 - June 30, 2018
Vision
Healthy individuals and communities with quality health care for all

Mission
Promote access to effective and affordable primary care and preventive services for all, with special emphasis on underserved populations in Vermont and New Hampshire

FY18 Bi-State Board of Directors
July 1, 2017 - June 30, 2018

OFFICERS
Chair: Janet Laatsch, BSN, MBA
CEO, Greater Seacoast Community Health

Vice Chair: Gail Auclair, MSM, BSN, RN
CEO, Little Rivers Health Care

Immediate Past Chair: Kevin Kelley, MS, CMPE
CEO, Community Health Services of Lamoille Valley

Secretary: Martha Halnon, CPC, CAPPM, CMPE
CEO, Mountain Health Center

Treasurer: Gregory White, CPA, CHFP
CEO, Lamprey Health Care

NEW HAMPSHIRE MEMBERS
Ammonoosuc Community Health Services
Community Health Access Network
Coos County Family Health Services
Greater Seacoast Community Health
- Families First Health and Support Center
- Goodwin Community Health
Harbor Care Health and Wellness Center,
A Program of Harbor Homes
Health Care for the Homeless Program
HealthFirst Family Care Center
Indian Stream Health Center
Lamprey Health Care
Manchester Community Health Center
Mascoma Community Health Center
Mid-State Health Center
New Hampshire Area Health Education Center Program
North Country Health Consortium
Planned Parenthood of Northern New England
Weeks Medical Center
White Mountain Community Health Center

VERMONT MEMBERS
Battenkill Valley Health Center
Community Health Centers of Burlington
Community Health Centers of the Rutland Region
Community Health Services of Lamoille Valley
Gifford Health Care
Grace Cottage Family Health & Hospital
Little Rivers Health Care
Mountain Health Center
Northern Counties Health Care
Northern Tier Center for Health
Planned Parenthood of Northern New England
Springfield Medical Care Systems
The Health Center
Vermont Area Health Education Center Program
Vermont Coalition of Clinics for the Uninsured

DIRECTORS
Timothy R. Ford
President/CEO, Springfield Medical Care Systems

Pamela Parsons
Executive Director, Northern Tier Center for Health

Kirsten Platte
Executive Director, Community Health Access Network

Edward Shanshala, II, MSHSA, MEd
CEO, Ammonoosuc Community Health Services

Richard Silverberg, MSSW, LICSW
CEO, HealthFirst Family Care Center

Shawn Tester
CEO, Northern Counties Health Care

Grant Whitmer, MSM, CMPE
Executive Director, Community Health Centers of the Rutland Region

Cover photos: L-R (top): U.S. Capitol; Dr. Zent, Greater Seacoast Community Health; Community Health Centers of Burlington; Tess Stack Kuenning congratulating a graduate of Bi-State’s Leadership Development Program.
Dear Friends and Colleagues,

Bi-State Primary Care Association is proud to be your voice at the state and federal level, trusted by lawmakers to provide reliable data and insight on how public health policies impact the residents of Vermont and New Hampshire, especially the most vulnerable among us.

Through innovative solutions, the Community Health Centers partner with Bi-State’s other member organizations, businesses, nonprofits, and state and federal agencies to respond to the health care needs of their local communities.

Bi-State and the health centers seek the financial stability necessary to increase access to primary care to underserved populations in urban and rural settings through new technology, expanded workforce, extended hours, new locations, and coordinated teams of providers and care managers.

Bi-State provides training and technical assistance unique to organizations that are responsible and held accountable for improving the health of the populations they serve.

Our greatest assets are the people we work with and their commitment to creating a health care system designed to be accessible to everyone, regardless of their financial circumstances.

We are grateful to state and federal agencies, private foundations, sponsors, policymakers, and our business and nonprofit partners who support Bi-State’s efforts to make a difference for those in need.

Sincerely,

Janet Laatsch, BSN, MBA
Chair, Board of Directors
Greater Seacoast Community Health

Tess Stack Kuenning, CNS, MS, RN
President and Chief Executive Officer
Bi-State Primary Care Association

Federal Government Relations  Your Voice in Congress

Bi-State works successfully with our Vermont and New Hampshire Congressional delegations for long-term, stable funding to sustain and expand primary care capacity across each state. Our Members of Congress fought hard and successfully thwarted actions to dismantle the Affordable Care Act, to diminish Medicaid and Medicare programs, and to eliminate funding for vital health care programs. Working with our Members of Congress, our collective voices prevailed!

Bi-State provided our Congressional delegations with health center data and timely information to aid them in testifying before Congress on priority population health issues. Our relationships and education efforts were instrumental in maintaining support on key public policy priorities. We are extremely grateful Congress passed a bipartisan spending package that included crucial investments in the Community Health Centers; National Health Service Corps Loan Repayment Program; the Teaching Health Centers Graduate Medical Education Program; Family Planning; Maternal and Child Health; Area Health Education Centers; Women, Infants, and Children; and Temporary Assistance for Needy Families. The budget extension stabilized our federal safety-net programs by providing the financial security necessary to recruit staff and expand services nationwide. More than 300,000 people living and working in Vermont and New Hampshire depend on these safety-net programs that provide access to essential comprehensive primary health care services.
100% of Community Health Centers offer mental health and/or substance use disorder treatment.

Investing in Primary Care and Building Workforce Capacity

**Treatment and Recovery**
$660,000 to build capacity to provide medication-assisted treatment (MAT) in New Hampshire

*Community Health Centers that provide MAT need ongoing training for primary care, behavioral health and support staff to strengthen their teams and grow capacity to integrate this treatment in an effective and sustainable way within their health centers.*

- New Hampshire DHHS, Bureau of Drug and Alcohol Services

**Oral Health Workforce**
$614,000 for 5 New Hampshire Health Centers
$487,000 for 3 Vermont Health Centers

*Dental hygienists are receiving additional training to allow them to expand the reach of the dental center and bring a comprehensive scope of preventive services to community locations such as senior centers, nursing homes and schools.*

- U.S. Health Resources and Services Administration

**Growing Workforce Capacity**
$710,000 - New Hampshire Legislative Appropriation
$660,000 - Vermont Legislative Appropriation

*Primary care providers are in high demand nationwide - family physicians, nurse practitioners, physician assistants, dentists, mental health counselors, clinical social workers, drug and alcohol counselors, and psychologists. The State Loan Repayment programs provide an incentive to providers to practice in locations where services are most needed.*

- States of New Hampshire and Vermont

**Primary Care Providers**
$150,000 investment in providers for Community Health Centers in New Hampshire

*A multi-year partnership with New Hampshire Healthy Families supported the recruitment of nearly 60 family physicians and internists, pediatricians, nurse practitioners, physician assistants, licensed drug and alcohol counselors, mental health counselors, clinical social workers, medical assistants, and registered nurses in a highly competitive recruitment environment.*

- New Hampshire Healthy Families

**Innovative Collaboration Provides Care Coordination for Vermont Farmworkers**

Bi-State’s *Bridges to Health* collaboration with the University of Vermont Extension and the Open Door Clinic provides outreach and care coordination services to Vermont’s immigrant farmworkers and technical assistance to Vermont health centers and rural hospitals to improve accessibility to their services.

Funded by the Federal Office of Rural Health Policy and completing its sixth year, the project supported over 500 of Vermont’s most vulnerable residents in accessing medical care. The *Bridges* project received funding for an additional three years and will extend its scope and collaboration to Vermont’s community mental health centers.
Testified on bills impacting public health, especially for uninsured and lower income residents
- Health care provider credentialing
- Medication-assisted treatment and mental health services
- Expansion of oral and dental health services
- Primary health care state budget
- State Loan Repayment Program budget

Key Policy Outcomes
- FQHC* reimbursement rates finalized (two years of active negotiation ensured federal law followed)
- State Loan Repayment Program funding restored to help recruit health care providers
- Primary care provider reimbursement maintained
- Increased funding for free health clinics that serve medically underserved populations
- Through a collaborative effort, reduced administrative burden and complexity of the credentialing process

* Federally Qualified Health Center

Bi-State participated in a successful coalition of advocates, organizations, health care providers, patients, and business leaders to reauthorize Medicaid expansion. The combined efforts of many paid off, qualifying residents will continue to have access to insurance through the Granite Advantage Health Care Program approved by the Legislature for the next five years. New Hampshire’s Medicaid expansion program insures over 50,000 residents annually. More than 130,000 have benefited from the program since it was established in 2014.

Community Health Centers recently expanded access to medication-assisted treatment and express care to meet emerging primary care and public health needs.

Community Health Centers offer comprehensive primary care services:
- primary medical care
- prenatal and post-natal care
- mental health care
- behavioral health care
- substance use treatment
- lower cost prescriptions
- dental care (available on-site or through referral)
- sliding fee based on income
- Medicaid, Medicare, and commercial insurance accepted
2018 Primary Care Conference
*The Power of Primary Care: Creating a Quality Experience for All*

Corey Martin, MD, founder of The Bounce Back Project, presented *Moving from Striving to Thriving: How to Combat Clinician Burnout, Motivate Patients and Improve Outcomes*. Bi-State’s annual primary care conference offered workshops for clinicians, financial managers, and health center boards of directors conducted by experts in the field. Educational materials are available online: www.bistatepca.org

**Keynote Speaker Corey Martin, Lead Physician for Clinician Burnout and Resilience, Buffalo Hospital/Allina Health, with Tess Stack Kuenning, at Bi-State’s Primary Care Conference.**

**Bi-State Training and Technical Assistance**

**Data Discovery Improves Patient Care**
Through Bi-State’s Vermont Rural Health Alliance and the Qlik data exploration tool, Community Health Center staff can access actionable data to identify quality improvement opportunities and track performance to improve health outcomes and manage costs. From cancer screening to emergency room utilization, acting upon reliable data leads to better quality of care for all patients.

**Leadership Development Program**
Bi-State’s signature biennial training program educates emerging leaders at Community Health Centers about the Community Health Center model of care.

**Medical Directors Training**
This intensive two-day training with national trainers orients medical directors to the nonprofit Community Health Center model.

“I have been in medical management for years and this was great.” – 2018 attendee

**NH Legislative & Business Breakfast**
Our annual presentation to the Governor and Legislators on primary health care services and access for lower-income and medically underserved populations.

**Patient Ambassador Project**
Former Federal Affairs director of the National Association of Community Health Centers taught advocates how to testify in person, on camera, and in writing.

**Reception for Vermont Legislators**
Our annual testimony to the Governor and Legislative committees on the importance of primary health care services and access.

**Strategic Communications Committee**
These quarterly trainings offer the opportunity to share best practices in internal and external communications.

**Practice Facilitation and NCQA Attainment**
Quality improvement technical assistance was provided to 14 primary care practices seeking Patient Centered Medical Home designation in Vermont - all achieved the highest level. Assistance was also provided to 3 dental sites and a women's health clinic.

“Upper Valley Pediatrics simply cannot say enough good about our experience of having Kristen as our Medical Home facilitator. The process for Medical Home can be daunting and stressful but Kristen's knowledge, understanding and organization made the process of our last attestation the easiest it has ever been!” – Jen Lloyd, Upper Valley Pediatrics

**Preparing the UDS Report**
Our annual training for health centers prepares them for filing the UDS Report, which includes information on the patient populations served and health outcomes.

“The presenter is extremely knowledgeable and answers questions clearly.” – 2017 attendee

**2018 Bi-State Awards**

**Board Chair Award**
Honoring individuals who have made outstanding contributions to ensuring access to health care for vulnerable populations in Vermont and New Hampshire

- **New Hampshire**: Helen Taft, MBA
  Former Executive Director - Families First Health and Support Center, Portsmouth, NH

- **Vermont**: Michael Costa, Esq.
  Deputy Commissioner - Department of Vermont Health Access and Vermont Medicaid

**Outstanding Clinician Award**
Honoring primary care clinicians from Vermont and New Hampshire whose exemplary skills and service have made a significant impact on the health of underserved patients and the community in which they serve

- **Vermont**: Robert Walcott Backus, MD
  Geriatrics - Family Medicine Advisor, Former Director of Emergency Care - Grace Cottage Hospital and Former Medical Director - Carlos G. Otis Health Care Center

**Public Service Award**
Honoring Vermont and New Hampshire individuals whose position allows them to make extraordinary contributions in the area of public health and primary care access

- **New Hampshire**: Alisa Druzba, MA
  Administrator - Rural Health & Primary Care Section, Bureau of Public Health Systems, Policy and Performance, NH Division of Public Health Services and Co-Chair of the Legislative Commission on Primary Care Workforce Issues

- **Vermont**: Naomi Wolcott-MacCausland, BSW, MA
  Migrant Health Coordinator - Bridges to Health at University of Vermont Extension

**Community Service Award**
Honoring individuals whose volunteer efforts have made a significant impact on the vulnerable populations in Vermont and New Hampshire

- **New Hampshire**: Glenn Della-Monica
  Volunteer and member of the Harbor Health and Wellness Oversight Committee, Nashua, NH

**The Hunt Blair Leadership Award**
In recognition of the potential every individual has to improve the lives of many people as demonstrated by the brilliance, tenacity and vision of Hunt Blair

- **Vermont**: Dominique Couture, BA
  Medical Social Worker - Community Health Services of Lamoille Valley, VT
Sources of Revenue

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant Revenue</td>
<td>$4,057,392</td>
</tr>
<tr>
<td>Member Dues</td>
<td>$344,963</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>$399,597</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$4,791,952</strong></td>
</tr>
</tbody>
</table>

Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Related Expense</td>
<td>$2,632,572</td>
</tr>
<tr>
<td>Other Operating Expense</td>
<td>$1,957,406</td>
</tr>
<tr>
<td>Depreciation Expense</td>
<td>$26,715</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$4,616,693</strong></td>
</tr>
</tbody>
</table>

Operating Income: $175,259

Ending Net Assets: $2,238,858

Consolidated Statement of Activities
FYE June 30, 2018

Revenue

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant Revenue</td>
<td>$4,057,392</td>
</tr>
<tr>
<td>Member Dues</td>
<td>$344,963</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>$399,597</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$4,791,952</strong></td>
</tr>
</tbody>
</table>

Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Related Expense</td>
<td>$2,632,572</td>
</tr>
<tr>
<td>Other Operating Expense</td>
<td>$1,957,406</td>
</tr>
<tr>
<td>Depreciation Expense</td>
<td>$26,715</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$4,616,693</strong></td>
</tr>
</tbody>
</table>

Operating Income: $175,259

Consolidated Statement of Financial Position
FYE June 30, 2018

Assets

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Equivalents</td>
<td>$1,633,426</td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>$621,791</td>
</tr>
<tr>
<td>Accounts and Grants Receivable</td>
<td>$51,425</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td><strong>$2,306,642</strong></td>
</tr>
</tbody>
</table>

Liabilities and Net Assets

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable and Accrued Expenses</td>
<td>$305,736</td>
</tr>
<tr>
<td>Accrued Salaries and Related Expenses</td>
<td>$177,070</td>
</tr>
<tr>
<td>Deferred Revenue</td>
<td>$114,193</td>
</tr>
<tr>
<td>Deferred Compensation</td>
<td>$131,337</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td><strong>$728,336</strong></td>
</tr>
<tr>
<td>Long Term Debt</td>
<td>–</td>
</tr>
<tr>
<td><strong>Unrestricted Net Assets</strong></td>
<td><strong>$2,238,858</strong></td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>$2,967,194</strong></td>
</tr>
</tbody>
</table>

$17 Returned for Every $1 in Member Dues

$6 Million Leveraged by Group Purchasing Program

Bi-State Primary Care Association continues to have an unqualified A-133 audit with no instances of material weakness, significant deficiencies, or material noncompliance, qualifying as a low-risk auditee. The audit is conducted in accordance with auditing standards generally accepted in the U.S. and the standards applicable to financial audits contained in Government Auditing Standards issued by the Comptroller General of the U.S. The audit includes a report of internal control over financial reporting and tests of its compliance with certain provision of laws, regulations, contract, grant agreements, and other matters.

The Bi-State Team

Kristen Bigelow-Talbert, MSHM, CPHQ - Community Health Quality Manager
Colleen Dowling - NH Public Policy Administrative Assistant and Data Coordinator
Mandi Gingras - Recruitment and Retention Coordinator
Claire Hodgman - Data and Marketing Coordinator
Tess Stack Kuening, CNS, MS, RN - President/Chief Executive Officer
Georgia J. Maheras, Esq. - Vice President, Policy and Programs
Dawn Manley - VT Administrative Assistant
Kimberly Martin - Accounting Manager
Abigail Mercer, MBA - Chief Financial Officer
Susan J. Noon, MBA, APR - Director, Marketing and Development
Stephanie Pagliuca - Director, Bi-State Recruitment Center
Suzanne G. Palmer - Executive Assistant
Michele Petersen, MBA - Project Coordinator, Workforce Development & Recruitment
Allison Piersall - Project Coordinator
Lori H. Real, MHA - Executive Vice President, Finance and Business Development
Laui Scharf, MS - Program Manager, Health Care Informatics
Kate Simmons, MBA, MPH - Director of Operations;
  Director, Community Health Accountable Care LLC
Heather E. Skeels - Senior Program Manager, Health Data Operations
Kristine E. Stoddard, Esq. - Director, New Hampshire Public Policy
Marilyn Sullivan, MED - Project Coordinator, Outreach and Enrollment
Adam Woodall - Information Technology and Office Systems Manager
James Zibailo - Director, New Hampshire Community Health Systems;
  Director, Primary Health Care Partners LLC

Follow us on:

Learn more about Bi-State Primary Care Association and Bi-State Recruitment Center

bistatepca.org
bistaterecruitmentcenter.org
In Appreciation of Our Funders and Sponsors

Funders
Centers for Medicare and Medicaid Services
Community Health Access Network (CHAN)
DentaQuest Foundation
Department of Vermont Health Access
Endowment for Health
New Hampshire Department of Health & Human Services
U.S. Health Resources & Services Administration
Vermont Department of Health

Sponsors

Preparing the UDS Report
New Hampshire Healthy Families

Medical Directors
New England Rural Health Roundtable
New Hampshire Department of Health and Human Services

Recruitment Conference
Barton Associates
Cejka Search
Delta Dental
Downs Rachlin Martin PLLC
Goff Wilson PA
Healthcare Source
Jackson Physician Search
Medent
National Rural Recruitment and Retention Network (3RNet)
New Hampshire Department of Health and Human Services
New Hampshire Training Institute on Addictive Disorders/
New Hampshire Alcohol & Drug Abuse Counselors Association
Orr & Reno Professional Association
The Center for Behavioral Health Professions & Workforce
Development at Rivier University
University of New England College of Dental Medicine
Vermont Department of Health, Office of Rural Health
and Primary Care
Vermont Medical Society
WellCare Health Plans, Inc.

Primary Care Conference
American Cancer Society
AmeriHealth Caritas Family of Companies
BerryDunn
Clark Insurance
Cohn-Reznick
Commonwealth Purchasing Group
CTS - Coordinated Transportation Solutions DAI
Architects
Dentrix
Dunkiel Saunders
HNH Foundation
Medicus
New Hampshire Healthy Families
Novo Nordisk
Orr & Reno
The Center for Behavioral Health Professions
& Workforce Development at Rivier University
Sanofi Pasteur
Sentinel Benefits & Financial Group Vermont
Department of Health, Office of
Rural Health & Primary Care
WellCare Health Plans, Inc.
Well Sense Health Plan

In-Kind
Lake Morey Resort

2018 Impact Report Sponsor