

Bi-State Primary Care Association

Serving Vermont and New Hampshire Since 1986

Vision

Healthy individuals, families, and communities with equitable and quality health care for all.

Mission

Advance access to comprehensive primary care services for all, with special emphasis on those most in need in Vermont and New Hampshire.

Bi-State Member Organizations

Vermont Members

Battenkill Valley Health Center
Community Health
Community Health Centers of Burlington
Gifford Health Care
Lamoille Health Partners
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, Inc. (sites in VT & NH)
The Health Center
The University of Vermont Larner College of Medicine,
Office of Primary Care and Area Health Education
Centers Program
Vermont's Free and Referral Clinics

New Hampshire Members

Ammonoosuc Community Health Services, Inc.
Amoskeag Health
Community Health Access Network (CHAN)
Coös County Family Health Services
Greater Seacoast Community Health
Harbor Care
Health Care for the Homeless Program of Manchester
HealthFirst Family Care Center
Indian Stream Health Center (sites in NH & VT)
Lamprey Health Care
Mid-State Health Center
NH Area Health Education Center
North Country Health Consortium
Planned Parenthood of Northern New England
Weeks Medical Center
White Mountain Community Health Center

FY 2021 Board of Directors

OFFICERS

Chair

Martha Halnon, CPC, CAPP, CMPE
CEO, Mountain Health Center

Vice-Chair

Gregory White, CPA, CHFP
CEO, Lamprey Health Care

Immediate Past Chair

Janet Laatsch, BSN, MBA
CEO, Greater Seacoast Community Health

Secretary

Dan Bennett
CEO, Gifford Health Care

Treasurer

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

DIRECTORS

Gail Auclair, MSM, BSN, RN
CEO, Little Rivers Health Care

Michael Costa
CEO, Northern Counties Health Care

Kenneth Gordon, MSW
CEO, Coös County Family Health Services

Robert MacLeod, DHA, FACHE
CEO, Mid-State Health Center

Kris McCracken, MBA
President/CEO, Amoskeag Health

Pamela Parsons
Executive Director, Northern Tier Center for Health

FROM THE CHAIR OF THE BOARD AND THE PRESIDENT/CEO

Celebrating 35 Years of Access to Primary Care



Martha Halnon



Tess Stack Kuenning

Dear Friends,

As we commemorate Bi-State's 35th Anniversary, we are grateful that Bi-State, the Community Health Centers, and our partner organizations facilitated a swift and coordinated response to the pandemic. Access to primary care did not falter, and the most vulnerable among us were supported. While we are sobered by the challenges we faced over the past year, and how the pandemic has left our communities and our patients reeling, we are confident that we can and will continue to address the health care needs of all those served by the health centers in New Hampshire and Vermont.

At the start of the COVID-19 pandemic, our Bi-State team adapted quickly to provide our members with state and federal guidance, personal protective equipment, and other resources they needed to ensure they could focus on care for their patients as the situation changed daily. Our collaboration with federal, state, and regional emergency preparedness networks enabled us to quickly coordinate our emergency response at all levels. We were tested and successfully met the challenges of the past year.

Bi-State's health center members continued to serve all with dignity, respect, and compassion, a long-held tenet of the Community Health Center Model of Care. In response to the heightened awareness around systemic racism and discrimination, Bi-State, and our members renewed our commitment to ensure care is accessible by all.

Bi-State's Annual Awards Ceremony recognized New Hampshire and Vermont health departments and the physicians and epidemiologists who lead each state's response. We applauded the Vermont Foodbank and a Vermont nonprofit for feeding the hungry, a long-serving member of a health center's board of directors who always put patients' needs first, health center physicians who motivated their teams during difficult times, and physician-educators who shared their expertise.

We are grateful for our Members of Congress, governors, and legislators who worked together to pass legislation that made it possible for primary care providers to continue to provide affordable medical, dental, and mental health care during this past year. We appreciate the generosity of the charitable organizations, businesses, and individuals that support Bi-State and the New Hampshire and Vermont Community Health Centers.

Sincerely,

Martha

Martha Halnon, CPC, CAPPM, CMPE
Chair, Board of Directors

Tess

Tess Stack Kuenning, CNS, MS, RN
President and CEO

2021 Bi-State Awards

Bi-State Awards recognize and honor those who have made outstanding contributions to public health in New Hampshire and Vermont.

The Board of Directors Chair Award

VERMONT

Hunger Free Vermont

Anore Horton, Executive Director

Vermont Foodbank

John Sayles, CEO

NEW HAMPSHIRE

State of NH Epidemiology Team

Benjamin Chan, MPH, MD - Epidemiologist
NH Department of Health & Human Services

Elizabeth Talbot, MD - Infectious Disease
Specialist Dartmouth-Hitchcock Medical Center

Elizabeth R. Daly, DrPH, MPH - Chief
Bureau of Infectious Disease Control, NH
Department of Health & Human Services

The Public Service Award

NEW HAMPSHIRE

Trinidad Tellez, MD - Director (former), Office
of Health Equity, NH Department of
Health and Human Services

VERMONT

Breena Holmes, MD - Senior Faculty, Vermont
Child Health Improvement Program, Larner College
of Medicine, University of Vermont and Physician
Advisor, Maternal and Child Health Division,
Vermont Department of Health

The Outstanding Clinician Award

VERMONT

Bradley Berryhill, MD - Chief Medical
Officer, Community Health

NEW HAMPSHIRE

William Gessner, MD - Chief Medical Officer,
Coös County Family Health Services

The Community Service Award

NEW HAMPSHIRE

Trent Smith - Chair, Harbor Care Health and
Wellness Oversight Committee

The Hunt Blair Leadership Award

NEW HAMPSHIRE

Scott Schuler, PMD - COVID-19 Incident
Commander, Strafford County and Seacoast
Public Health Network Emergency Operations

National Government Relations



The United States Capitol

This year has been one of the most challenging on record: for our nation, our communities, and individuals. Bi-State is very grateful for the support of our Vermont and New Hampshire Congressional Delegations in ensuring our communities have the

health care services they need. They have been steadfast in their support of policies and programs that are critical for health center patients. We work with our Members of Congress to advance access to comprehensive primary care, which is crucial for our nation's recovery.

PANDEMIC FOCUS

The United States Congress has continued to provide pandemic-focused resources to Granite Staters and Vermonters. This includes the child tax credit, ongoing forbearance of student loans, summer camp funding, and direct funding to states and local communities that can be used to address health care workforce challenges, support loan repayment, combat opioid use, and advance health equity.

New Strategies for Workforce Development

Bi-State began developing new strategies in 2021 to attract, recruit and retain a qualified health care workforce to staff Community Health Centers in New Hampshire and Vermont. Staffing that was already a high priority of the health centers was further exacerbated by the pandemic.

Bi-State's new training and technical assistance supports individualized, comprehensive recruitment and retention plans built upon each health center's unique strengths. A critical component of the plan examines how health centers can partner with certificate programs and academic institutions to create community-based educational experiences for health professions students and provide on-the-job training for other staffing roles.

A readiness-to-train assessment was conducted among all Federally Qualified Health Centers in New Hampshire and Vermont. The individualized survey results gave each health center a starting point from which to develop and enhance their own workforce development planning now and into the future.

CRITICAL RESOURCES

These pandemic resources augment fundamental federal programs that serve the underserved: Health Centers; National Health Service Corps; Women, Infants, and Children; Supplemental Nutritional Assistance Program; Area Health Education Centers; Family Planning; and Temporary Assistance for Needy Families.

MITIGATING ADVERSE IMPACTS

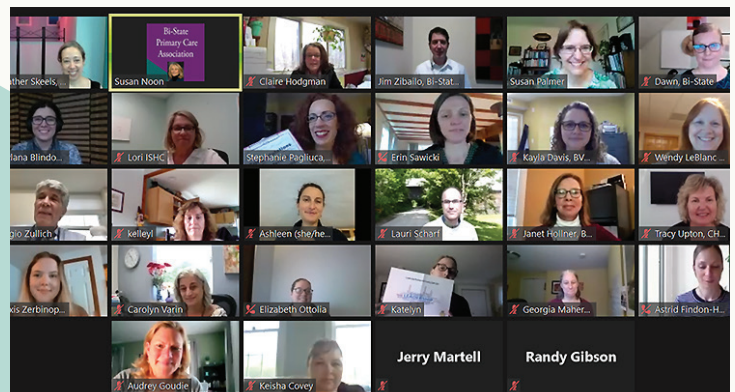
Bi-State influences, informs, and educates in support of these critical programs and the importance of advancing access to comprehensive primary care. Bi-State continues to provide input to mitigate adverse impacts on our patients. We work closely with the Health Resources and Services Administration (HRSA) through the Bureau of Primary Health Care, and Health Workforce, to support the mutual goals of increased access and higher quality health care in our communities.



In July 2021, U.S. Health and Human Services Secretary Xavier Becerra met with Tess Stack Kuenning and other nonprofit leaders at Harbor Care in Nashua, New Hampshire. Secretary Becerra praised the nonprofit leaders for reducing the number of annual overdoses and providing more recovery opportunities in the state.

Engaging the Next Generation of Health Center Leaders

We applaud and congratulate the graduates of Bi-State's Leadership Development Program (LDP). Twenty-eight dedicated and emerging leaders employed at Community Health Centers throughout New Hampshire and Vermont earned a *Certificate in Community Health Leadership* in May 2021. The LDP class participated in six knowledge and skill-building workshop that included leadership development, clinical quality improvement, health care finance, strategic planning, and the transformation of health care.



"I cannot tell you how much I have enjoyed these sessions. I have learned more than I could have hoped, and it has informed my work in ways I never could have imagined." - 2021 LDP graduate

Vermont Public Policy

The 2021 Vermont Legislative Session continued to focus on COVID-19. Bi-State concentrated on support for pandemic response and recovery. Bi-State provided testimony in support of the following priorities:

\$2.27 Million Additional support for health care workforce appropriated for nursing and primary care physician scholarships.	\$1.5 Million \$1.5 million additional health care workforce loan repayment, and free Vermont State College tuition for health professions.	Telehealth Audio-only telehealth is permissible, and audio/video is reimbursed at parity with in-person visits.
Regulatory Flexibilities Regulatory flexibilities supporting COVID-19 response are continuing to support a successful recovery.	Interstate Nurse Licensure Compact Vermont is entering the Interstate Nurse Licensure Compact and studying other compacts for potential opportunities.	Dr. Dynasaur Expanded Dr. Dynasaur was expanded to include additional individuals regardless of immigration status.

Integrating Food Access and Health Care



Photo courtesy of Vermont Foodbank, VT

Bi-State was awarded a Network Planning grant from HRSA in 2021 to develop a strategic plan for a coalition of health centers to integrate food as an important component of health care delivery. The strategic plan covered a range of strategies from increasing general access to healthy food in communities to providing Medically Tailored Meals, the most targeted treatment-focused food intervention for those in need.

Bi-State received a second grant to support three FQHCs (Lamoille Health Partners, Little Rivers Health Care, and Northern Tier Center for Health), in implementing food-based programs to address heart disease.

During the COVID-19 pandemic, food insecurity affected as many as one in four Vermont households. Food insecurity is a significant risk factor in the most prevalent chronic diseases. At the same time some illnesses, such as advanced kidney disease, and some medically risky times, such as transitions out of inpatient hospital stay, challenge patients who have not previously been food insecure, creating new health concerns.

New Hampshire Public Policy

The statutory and budgetary changes that Bi-State and our partners accomplished benefit providers across the health care sector and positively impact health outcomes for Granite Staters:

Stabilization Payments Medicaid Stabilization Payments, critical for Community Health Centers and other safety-net providers, were approved to support Health Centers and Medicaid beneficiaries' access to health care.	Medicaid Rate Increase An across-the-board 3.1% Medicaid rate increase per year of the state biennium budget, totaling 6.2% or \$60 million in additional funding, was the first Medicaid rate increase in decades.	Emergency Preparedness Participation in the Granite State Health Care Coalition strengthened Bi-State's efforts to keep the legislature informed about the health care sector as the state responded to the pandemic.
Power in Numbers A coalition of 50+ partners that Bi-State Primary Care Association co-founded quickly organized to respond to the urgent needs of the health care workforce throughout the COVID-19 pandemic.	State Loan Repayment Program Bi-State played a lead role in laying the groundwork for a critical recruitment tool now known as "SLRP" by legislators and journalists alike, and expanded eligibility for behavioral health clinicians, dentists, and registered nurses in 2021.	Adult Medicaid Dental Benefit Bi-State and several Community Health Centers participate in a workgroup to plan the implementation of the <i>Adult Medicaid Dental Benefit</i> recently approved after our collective legislative efforts to include this benefit for NH residents.

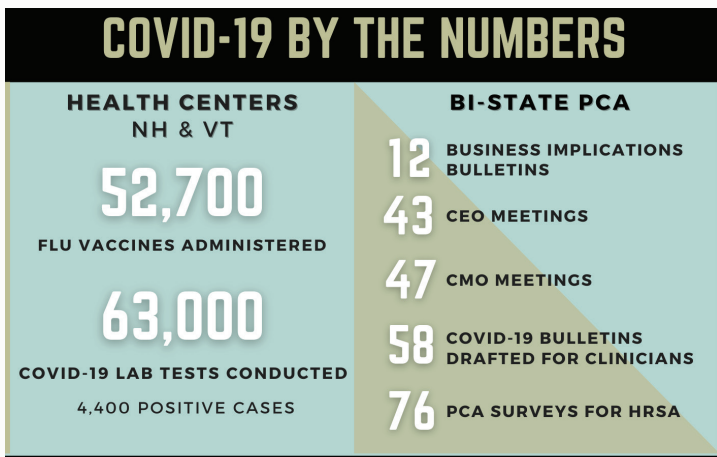
Continuation of Telehealth Post-COVID

COVID-19 resulted in a rapid transition from in-person to telehealth services. We recognized that while this telehealth immersion advanced telehealth adoption significantly, it was also important to plan for post-COVID telehealth services strategically. Bi-State collaborated with the Northeast Telehealth Resource Center to offer individualized telehealth strategic planning sessions to 16 Federally Qualified Health Centers (FQHC) and “office hours” available to FQHCs and other providers.



Photo courtesy of Greater Seacoast Community Health, NH

COVID-19 Impact on Operations



This past year it became essential for health centers to be able to identify and provide outreach to various subsets of patients at high risk for COVID-19, first to call them in for flu vaccinations and then to provide outreach for COVID vaccinations.

Bi-State's Vermont Rural Health Alliance (VRHA) data team developed tools to produce outreach lists to help health centers understand the demographics of and prioritize their highest risk patients. VRHA also supported health centers with tools to facilitate their weekly reporting to the Health Resources and Services Administration.

Dental Practice Resiliency



Photo courtesy of Community Health Centers of Burlington, VT

COVID-19 caused significant disruptions to dental care. In many communities, health center dental practices were the only dental practices open for urgent and emergent dental needs. To stay open and safe for patients and staff, they had to make many practice changes. Coming out of the pandemic, they will need to address pent-up demand and cover gaps caused by the private practices that closed for good.

To support our health centers, Bi-State engaged experts at D4 Practice Solutions to present a three-webinar series, “Successful FQHC Dental Operations in the COVID-19 Era” and to provide dental resiliency individualized consultations for nine health centers.

Community Health Center Leadership Expanded Vaccination Outreach

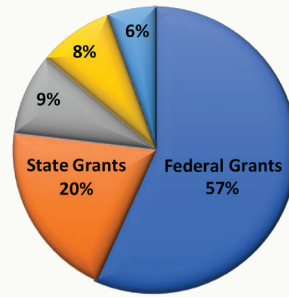


Photo courtesy of Battenkill Valley Health Center, VT

At the request of our two states, the health centers in Vermont and New Hampshire provided vaccination leadership to ensure vaccine equity in their respective communities, resulting in some of the highest vaccination rates for adults and adolescents in the nation.

Bi-State supported these efforts by developing close relationships with the Immunization Programs and leveraging these relationships to facilitate access and supports, helping health centers join the Health Resources and Services Administration's Vaccine Allocation Program, and curating and disseminating vaccination resources and best practices to the health centers.

FYE June 30, 2021 Financial Report



Federal Grants
State Grants
Private Grants
Member Dues
Other Sources

Consolidated Statement of Activities FYE June 30, 2021

Revenue	
Grant Revenue	3,670,330
Member Dues	407,150
Payroll Protection Program	476,000
Other Revenue	264,209
Total Revenue	4,817,689
Salaries and Related Expense	2,664,848
Subrecipient/Subcontractors	1,037,362
Other Operating Expense	557,703
Depreciation Expense	25,331
Total Expenses	4,285,244
Operating Income	532,445
Other revenue and gains/(loses)	2,623
Increase/(Decrease) in Net Assets	535,068
Beginning Net Assets	2,757,664
Ending Net Assets	3,292,732

Consolidated Statement of Financial Position FYE June 30, 2021

Assets	
Cash and Equivalents	1,539,885
Prepaid Expenses	59,181
Accounts and Grants Receivable	827,352
Total Current Assets	2,426,418
Investments	1,355,591
Fixed Assets (net)	301,630
Deferred Compensation	221,960
Total Assets	4,305,599
Liabilities and Net Assets	
Accounts Payable and Accrued Expenses	425,806
Accrued Salaries and Related Expenses	207,439
Deferred Revenue	157,662
Deferred Compensation	221,960
Total Current Liabilities	1,012,867
Long-Term Debt	—
Unrestricted Net Assets	3,292,732
Total Liabilities and Net Assets	4,305,599

Bi-State Primary Care Association continues to have an unqualified A-133 audit with no instances of material weakness, significant deficiencies, or material non-compliance, 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 controls 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
 Kaylana Blindow, MBA - Project Coordinator
 Colleen Dowling - Project Coordinator, NH Public Policy
 Claire Hodgman, RACR - Recruitment Specialist
 Crystal Islam - Accountant
 Beverly Kowarik, Executive Assistant, President and CEO
 Tess Stack Kuenning, CNS, MS, RN - President and CEO
 Helen Labun, MSc. - Special Projects Manager, Food Access
 Robin Lepage - Accountant
 Christopher Lorenzo - Project Coordinator, Workforce Development

Georgia J. Maheras, Esq. - Vice President, Policy and Strategy
 Kimberly Martin - Director, Finance
 Mary Kate Mohlman, PhD - Director, Vermont Public Policy
 Susan J. Noon, MBA, APR - Director, Marketing and Development
 Stephanie Pagliuca - Senior Director, Workforce Development and Recruitment
 Suzanne Palmer - Administrative Assistant
 Lori H. Real, MHA - Executive Vice President, Finance and Business Development
 Rebecca Rocheleau - Health Policy Advisor
 Natalie Ryckman, MS - Project Coordinator, Health Professions Education and Training
 Lauri Scharf, MS - Program Manager, Health Care Informatics
 Kate Simmons, MBA, MPH - Senior Director, Operations
 Heather E. Skeels - Director, Health Data Operations and Project Director, VRHA
 Kristine E. Stoddard, Esq. - Senior Director, New Hampshire Public Policy
 Adam Woodall, CISSP, CHP, CSCS - IT Manager/Security Compliance Officer
 James Zibailo - Director, NH Community Health Systems

In Appreciation of our Funders and Sponsors

FY 2021 FUNDERS

Community Health Access Network (CHAN)
Friends of Bernie Sanders
NH Charitable Foundation
NH Department of Health and Human Services:
Division of Public Health Services and
Division of Behavioral Health
DentaQuest Foundation
Delta Center Foundation
Harvard University
New Futures

Pew Charitable Trusts
VT Department of Health:
Division of Health Promotion and
Disease Prevention
Department of VT Health Access
U.S. Department of Health and Human Services: Health
Resources and Services Administration
Vermont Technical College
Vermont Information Technology Leaders, Inc.

Special Appreciation to the Sponsor of our 35th Anniversary Report



FY2021 SPONSORS

Abbott
Amerihealth Caritas New Hampshire
Berry Dunn
CTS
Curative Talent
Exact Sciences
Genoa Telepsychiatry
Jackson Physician Search
Mutual of America
New Hampshire Healthy Families

Optisure
Organon
Stellar Health
SymQuest
Tango340b
United Healthcare
Vermont Department of Health
Well Sense Health Plan

BI-STATE PRIMARY CARE ASSOCIATION



Improving Access to Primary Health Care Since 1986



A Service of Bi-State Primary Care Association

www.bistaterecruitmentcenter.org



Bi-State Primary Care Association

525 Clinton Street, Bow, New Hampshire 03304

61 Elm Street, Montpelier, Vermont 05602

www.bistatepca.org

www.bistaterecruitmentcenter.org