

# Building Healthy Communities

## Bi-State Primary Care Association 2019 Annual Impact Report

JULY 1, 2018 - JUNE 30, 2019



**325,000 +** Vermonters and Granite Staters Served

**1 million +**  
medical visits

**115,000 +**  
dental visits

**150,000 +**  
mental health/  
SUD visits



**FY19 Board of Directors:** (back: l-r) Dan Bennett, Kris McCracken, Tess Stack Kuenning, Gail Auclair  
(front: l-r): Richard Silverberg, Grant Whitmer, Pamela Parsons, Martha Halnon, Janet Laatsch, Gregory White, Edward Shanshala

## BI-STATE BOARD OF DIRECTORS

### OFFICERS

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

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CEO, Little Rivers Health Care

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

### PRESIDENT AND CHIEF EXECUTIVE OFFICER

*Tess Stack Kuenning, CNS, MS, RN*

*On the cover: Annual 5K for Kids* - All proceeds from the race support health center pediatric programs at Lamprey Health Care.

## BI-STATE MEMBERS

### NEW HAMPSHIRE

Ammonoosuc Community Health Services (FQHC)  
Amoskeag Health (FQHC)  
Community Health Access Network  
Coos County Family Health Services (FQHC)  
Greater Seacoast Community Health  
- Families First Health and Support Center (FQHC)  
- Goodwin Community Health (FQHC)  
Harbor Care Health and Wellness Center,  
A Program of Harbor Homes (FQHC)  
Health Care for the Homeless Program (FQHC)  
HealthFirst Family Care Center (FQHC)  
Indian Stream Health Center (*NH and VT sites*) (FQHC)  
Lamprey Health Care (FQHC)  
Mid-State Health Center (FQHC)  
NH Area Health Education Center Program  
North Country Health Consortium  
Planned Parenthood of Northern New England  
Weeks Medical Center  
White Mountain Community Health Center (FQHC Look-Alike)

### VERMONT

Battenkill Valley Health Center (FQHC)  
Community Health Centers of Burlington (FQHC)  
Community Health Centers of the Rutland Region (FQHC)  
Community Health Services of Lamoille Valley (FQHC)  
Gifford Health Care (FQHC)  
Little Rivers Health Care (FQHC)  
Mountain Health Center (FQHC)  
Northern Counties Health Care (FQHC)  
Northern Tier Center for Health (FQHC)  
Planned Parenthood of Northern New England  
Springfield Medical Care Systems (*VT and NH sites*) (FQHC)  
The Health Center (FQHC)  
Vermont Area Health Education Center Program  
Vermont Coalition of Clinics for the Uninsured

# Working Together to Improve Community Health

*Dear Friends and Colleagues,*

*Thank you for taking the time to read our 2019 Impact Report as it serves as a reminder of our mission and the reason for the work we do: to help all Granite Staters and Vermonters. Patients receiving care at our Community Health Centers have the benefit of a supportive team helping them through our complicated health care system. If not for their local Community Health Center, a good portion of the 119,000 patients in New Hampshire and 208,000 in Vermont would go without primary and preventive medical care, dental care, mental health care, and treatment for substance misuse.*

*Our work ensures those who care for these patients have the tools and support they need to deliver compassionate care right in the community. Community Health Center professionals focus on the whole person. They are a unique group of dedicated individuals focused on high-quality outcomes for their patients and better care for their whole communities. These remarkable individuals want to heal, console, support, and empower patients to live a full and productive life.*

*Bi-State is proud of our team of dedicated professionals whose job it is to support primary care providers so they can take care of their patients. Our team unpacks the complex set of ever-changing regulations and laws and provides staff training and hands-on assistance. We are driven by the opportunity to assist others in overcoming the barriers to care that too many people quietly face alone. We are honored to be able to support their important services.*

*We look forward to continuing this work together with our funders, sponsors, partners, and collaborators.*



**Janet Laatsch, MBA, RN**  
Chair, Bi-State PCA Board of Directors



**Tess Stack Kuenning, CNS, MS, RN**  
President and Chief Executive Officer

## NATIONAL GOVERNMENT RELATIONS

Bi-State works directly with our Vermont and New Hampshire Members of Congress to continue passing legislation that will ensure every community, here and nationwide, has access to affordable, quality primary health care. We are grateful for our delegations' persistent and ongoing support of policies and programs that ensure our patients have the services they need. They are champions for the Community Health Center Program, which impacts over 29 million people nationwide. Additional federal programs that also support underserved Granite Staters and Vermonters include: Women, Infants, and Children; the Supplemental Nutritional Assistance Program; the National Health Service Corps Loan Repayment Program; Area Health Education Centers; Family Planning; and Temporary Assistance for Needy Families. Policy and programmatic efforts to combat substance misuse and reduce prescription drug prices have also been a focus. Bi-State continues to work on a national level to inform and educate in support of these critical safety-net programs and the importance of primary and preventive care.

In addition, it has been a very intense year for federal regulations that impact the residents of New Hampshire and Vermont. These regulations include: family planning funding changes, Medicare fee schedule updates, public charge definition changes, SNAP



*March 2019: Press conference announcing Sanders/Clyburn bill to expand the Community Health Center Program.*

updates, FCC broadband changes, and anti-discrimination provisions. Bi-State continues to provide comments on new federal regulations to mitigate adverse impacts to our patients.

We work closely with the U.S. Health Resources and Services Administration (HRSA) to support the mutual goals of increased access and higher quality health care. The HRSA bureaus of Primary Health Care and Health Workforce continue to inspire thoughtful policy and program development to meet the needs of our patients. Bi-State recently received the highest marks in HRSA's three-year federal compliance oversight review.

# Clinical Quality Symposium: Increasing Your Expertise in Diabetes

## May 20, 2019



Keynote Speaker:  
Marcella Wilson, PhD  
Transitions to Success

Bi-State conducted its first Clinical Quality Symposium in 2019. Keynote Speaker Marcella Wilson, PhD, presented *Poverty and Diabetes: Understanding and Treatment* in which she shared her experiences and tools to transition patients from poverty to success. More than 130 practitioners attended the day-long symposium that included seven professional development sessions and nine hours of continuing education credits. The conference focused on diabetes care and management and was taught by regional and national experts.

### Participant comments:

*"I understand more about poverty, and I will be increasingly cognizant in exploring social determinants of health when attempting to support and refer patients with uncontrolled diabetes."*

*"The event was incredible. I can't say enough how very excellent the day was!"*

## Symposium Program

**KEYNOTE**  
Poverty and  
Diabetes:  
Understanding  
and Treatment

Taking Care  
of Patients  
with Food  
Insecurity

Food,  
Diabetes, and  
What  
You Can Do  
About It

Effectively  
Managing a  
Pre-Diabetes  
Diagnosis

Incorporating  
the Diabetes  
Care Team

Motivational  
Interviewing  
to Increase  
Healthier  
Behaviors

New Diabetes  
Treatment:  
Tools and  
Medications

### Presenters:



L-R: Joel Schnure, MD; Kathleen Blindow, RN; Maureen Boardman, ARNP; Martin Irons, RPh, CDE; and Rebecca O'Reilly, MS, RD



Saumya Saini, MD



L-R: Helen Labun, MSc.; Michelle Passaretti, MSN, RN, CCM; Marcella Wilson, PhD; Eileen Liponis, MBA; Michelle Wallace; Suzanne Kelley, MSW; Helen Costello, MS, RDN, LD



Lee W. Ellenberg, MSW, LICSW

## Primary Care Conference: Building Healthy Communities

### May 19, 2019

Keynote Speaker Matt Lewis, PhD, engaged everyone as he taught and demonstrated how to use storytelling as an essential leadership tool to cultivate interpersonal communications. In the conference workshops, we studied school-based health programs, mental health care access, organizational leadership, and emergency preparedness networks with an overall focus on building healthy communities.



Matt Lewis, PhD, with Tess Stack Kuenning, CNS, MS, RN

### Building Connections through Narrative Leadership

Keynote Speaker: Matt Lewis, PhD, Primary Care Progress

#### Conference Program

- Models and Opportunities for School-Based Health Programs
- School-Based Health Programs: Nuts & Bolts
- What to Do When a Patient Discloses Suicidal Thoughts
- Opportunities for Oral Health Workforce: New Team Models
- Emergency Preparedness: Are You Ready?

**Presenters:** Matt Lewis, PhD; Laura Brey, MS; Tracy Thompson, LICSW, LADC; Ashley Douthart, LCMHC; Julie Parker, LCMHC; Kristen Briggs, MSW, QMHP; Cheyanne Warren, DDS, MS; Katie Latulip, RDH, CPHDH; Sarah Wovcha, JD, MPH; Caitlin O'Donnell, MD; J. Scott Nichols, MBA; Shaylin Deignan, MS; Todd Lennon, DHSc., LCSW; and Suzanne Leavitt, RN, MS.

## State Public Policy

### NEW HAMPSHIRE: Identifying Key Solutions to Address the Health Care Workforce Shortage and Improve Access to Care

With over 2,000 health care worker vacancies statewide, including 109 Community Health Center vacancies, New Hampshire does not have the workforce to meet the health care needs of residents. Bi-State Primary Care Association led the effort to form the bipartisan NH Health Care Workforce Coalition which grew to include 50+ health care organizations statewide. The Coalition developed a package of solutions that was supported by the Governor and the NH Legislature:



**INVEST** \$6.5 million in the State Loan Repayment Program, the #1 tool for recruiting and retaining providers in rural and underserved areas.



**UTILIZE** telehealth as a resource to expand access to care and help clinicians work more efficiently.



**SUPPORT** Medicaid providers by implementing 3.1% across-the-board Medicaid rate increases.



**REQUIRE** health care professionals to complete the Office of Rural Health survey so DHHS and HRSA can track health care vacancies statewide.

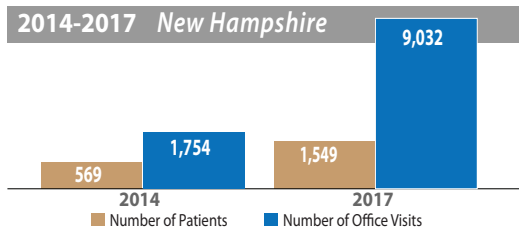


#### 2019 NH Legislative and Business Breakfast

Bi-State and Community Health Center leaders discussed innovative solutions to NH's health care workforce shortage. Pictured (back row, l-r): Tess Stack Kuenning, Kristine Stoddard; (front row, l-r): Sen. Jeb Bradley, Rep. Erin Hennessey, Sen. Cindy Rosenwald, and Sen. Dan Feltes.

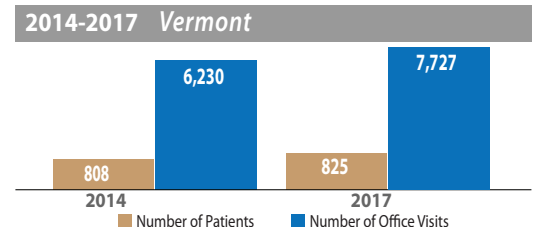
### REDUCING THE STIGMA OF ADDICTION IMPROVES PUBLIC HEALTH

#### Substance Use Disorder Patients and Office Visits



*By reducing the stigma associated with substance misuse and expanding their capacity to see more patients, Community Health Centers have seen a substantial increase in the number of people seeking care.*

#### Substance Use Disorder Patients and Office Visits



### VERMONT: Improving Access to Primary Care Services



#### KEY LEGISLATIVE ACCOMPLISHMENTS

Bi-State provided education through committee testimony, written comments, issue briefs, participation in advisory committees and working groups, and our annual Legislative Day. We also kept our members informed through weekly updates, biweekly policy calls, in-depth meetings exploring complicated policy topics, and collaborative work at the start of each legislative session to set our collective policy priorities.



- ✓ Implemented study to define & track primary care investment
- ✓ Increased Medicaid adult dental benefit cap to \$1,000, plus two preventive visits
- ✓ Passed legislation to reduce e-cigarette and tobacco use
- ✓ Reduced administrative burden for prior authorizations in MAT programs
- ✓ Created Rural Health Services Task Force to focus on workforce development

*In FY19, Bi-State testified on 13 Vermont bills including tobacco use, dental care, budget, workforce, and substance misuse prevention.*

# Vermont Rural Health Alliance

## Using Data to Improve Health Care Quality

The Vermont Rural Health Alliance (VRHA) data warehouse in Qlik includes clinical data from 8 of 11 Vermont FQHCs and Medicaid claims data from all. FQHCs can explore: **Adverse Childhood Experiences Survey (ACES)** scores; **cancer screenings**; a **12-month look-back of patients with diabetes**; and utilize **dozens of other tools**.

Bi-State's VRHA "Data Roadshow" team visited Vermont's 11 FQHCs to provide in-person Qlik data exploration coaching to teach providers and staff how to use the data to reach patients, inform board members, and engage community partners.

### Qlik Data Snapshot



13  
webinars

18  
organizations  
(13 VT/NH FQHCs)

215  
participants

## Vermont Rural Health Alliance Training Series

In collaboration with the Community Health Access Network, VRHA hosted a webinar series on quality improvement and clinical topics.

### VRHA Webinar Series

- Performing a Root Cause Analysis
- Adverse Childhood Experiences Survey
- Promoting Resilience in Communities
- Credentialing Tips
- Blood Pressure Competency
- Insulin Pump Programs
- LEAN
- MIPS/MACRA
- Sexual Orientation/Gender Identification Data Collection

*The training series led to the formation of a new peer-to-peer "Basecamp" group to focus on Community Resilience.*

## Celebrating 25 Years of Connecting Providers with Practices in Vermont and New Hampshire

Bi-State's Recruitment Center has identified more than 1,500 providers with an interest in practicing in Vermont or New Hampshire, and helped place 594 providers. To support long-term retention of the health care workforce, Bi-State works closely with candidates to find the practices and geographic areas that will satisfy their personal and professional interests.



Bi-State aided in the recruitment of  
**47 new providers to NH/VT**  
July 2018 - June 2019

12  
Physicians

15  
Dentists

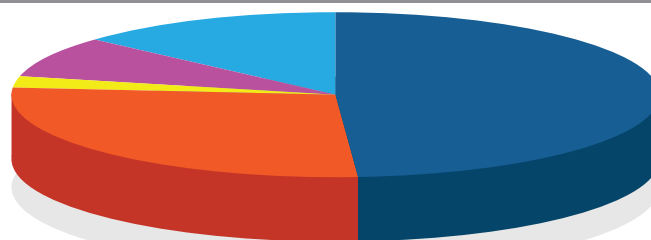
15  
Advanced  
Practitioners

5  
Mental  
Health/SUD  
Professionals



# FYE June 30, 2019 Financial Report

MEMBER DUES	8.1%
PRIVATE GRANTS	2.1%
STATE GRANTS	27.7%



OTHER SOURCES	13.2%
FEDERAL GRANTS	49.0%

## Consolidated Statement of Activities FYE June 30, 2019

<b>Revenue</b>	
Grant Revenue	3,878,923
Member Dues	344,627
Other Revenue	428,574
<b>Total Revenue</b>	<b>4,652,124</b>
<b>Expenses</b>	
Salaries and Related Expenses	2,463,560
Other Operating Expenses	1,681,810
Depreciation Expense	27,380
<b>Total Expenses</b>	<b>4,182,750</b>
<b>Operating Income</b>	<b>469,376</b>
<b>Other Revenue and Gains (loses)</b>	<b>-20,028</b>
Increase (Decrease) in Net Assets	449,348
Beginning Net Assets	2,238,858
<b>Ending Net Assets</b>	<b>2,688,206</b>

## Consolidated Statement of Financial Position FYE June 30, 2019

<b>Assets</b>	
Cash and Equivalents	1,818,166
Prepaid Expenses	43,528
Accounts and Grants Receivable	750,834
<b>Total Current Assets</b>	<b>2,612,528</b>
Investments	450,410
Investments in LLCs	19,101
Other Operating Expenses	299,013
Depreciation Expense	167,874
Deferred Compensation	167,874
<b>Total Assets</b>	<b>3,548,926</b>
<b>Liabilities and Net Assets</b>	
Accounts Payable and Accrued Expenses	449,348
Accrued Salaries and Related Expenses	195,822
Deferred Revenue	88,406
Deferred Compensation	167,874
<b>Total Current Liabilities</b>	<b>860,720</b>
Long-Term Debt	-
<b>Unrestricted Net Assets</b>	<b>2,688,206</b>
<b>Total Liabilities and Net Assets</b>	<b>3,548,926</b>



## Bi-State Staff

Kristen Bigelow-Talbert, MSHM, CPHQ - Community Health Quality Manager  
 Kaylana Blindow, MBA - Project Coordinator  
 Colleen Dowling - Project Coordinator, NH Public Policy  
 Mandi Gingras - Recruitment and Retention Coordinator  
 Claire Hodgman - Data and Marketing Project Coordinator  
 Geoffrey Kilar, MSA, MBA - Accountant  
 Helen Labun, MSc. - Director, Vermont Public Policy  
 Georgia J. Maheras, Esq. - Vice President, Policy and Strategy  
 Kimberly Martin - Director, Finance  
 Abigail Mercer, MBA - Chief Financial Officer  
 Susan J. Noon, MBA, APR - Director, Marketing and Development  
 Stephanie Pagliuca - Director, Workforce Development and Recruitment  
 Suzanne Palmer - Administrative Assistant, Data Coordinator  
 Michele Petersen, MBA - Project Coordinator, Workforce Recruitment and Retention

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.

Lori H. Real, MHA - Executive Vice President, Finance and Business Development  
 Sarah Robinson - Executive Assistant  
 Dawn Sabo - Administrative Assistant  
 Lauri Scharf, MS - Program Manager, Health Care Informatics  
 Kate Simmons, MBA, MPH - Director, Operations  
 Heather E. Skeels - Senior Program Manager, Health Data Operations  
 Kristine E. Stoddard, Esq. - Director, New Hampshire Public Policy  
 Adam Woodall, CISSP, CHP, CSCS - IT/Office Systems Manager  
 James Zibailo - Director, NH Community Health Systems

Partnership/Sponsorship contact: Lori Real: (603) 228-2830 x 114

Membership contact: Kate Simmons (802) 229-0002 x 117

# In Appreciation to our 2019 Funders and Sponsors

## FUNDERS

Community Health Access Network  
Department of Vermont Health Access  
Health Resources and Services Administration:  
    Bureau of Primary Health Care  
Federal Office of Rural Health Policy Grants  
to States to Support Oral Health Workforce  
NH Charitable Foundation  
VT Department of Health  
Vermont Care Network  
NH Department of Health & Human Services:  
    - Bureau of Drug and Alcohol Services  
    - Bureau of Maternal and Child Health  
    - Office of Rural Health and Primary Care  
    - Office of Medicaid Services  
DentaQuest Partnership for Oral Health  
Advancement

## PREMIER CONFERENCE SPONSOR

NH Healthy Families

## SPONSORS

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Coordinated Transportation Solutions (CTS)  
DentaQuest Foundation  
Dunkiel Saunders  
Granite Pathways  
Harvard Pilgrim Health Care  
HealthCentric Advisors  
Henry Schein One  
i2i Population Health  
Jackson Physician Search  
NextGen Healthcare

OneCare Vermont  
NH Department of Health and  
Human Services  
NH Children's Health Foundation  
Nixon Peabody LLP  
Northeast Delta Dental  
Norris Cotton Cancer Center  
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Sentinel Benefits and Financial  
Group  
Sheehan Phinney  
The Medicus Firm  
VT Department of Health  
Well Sense Health Plan  
WellCare Health Plans

## IN KIND

Lake Morey Resort

## 2019 Annual Report Sponsors



### Our Vision

*Healthy individuals and communities with quality health care for all.*

### Our 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.*



## BI-STATE PRIMARY CARE ASSOCIATION

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