



Bi-State Primary Care Association 2020 Annual Impact Report

Honoring Our Health Care Heroes



BI STATE PRIMARY CARE ASSOCIATION

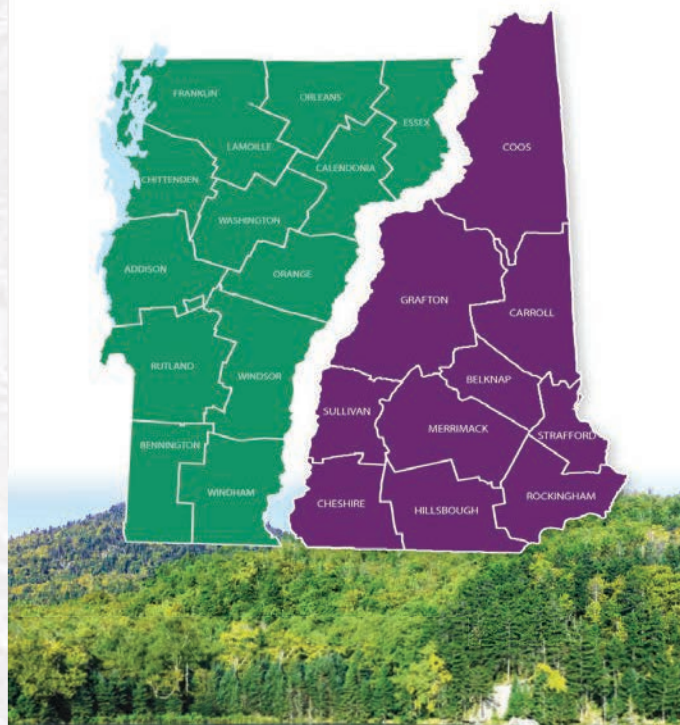
SERVING VERMONT & NEW HAMPSHIRE

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.



Cover photos from Bi-State Members:

Lamprey Health Care (NH) Goodwin Community Health (NH)
HealthFirst Family Care Center (NH) Community Health (VT)

NEW HAMPSHIRE MEMBERS

Ammonoosuc Community Health Services (FQHC)
Amoskeag Health (FQHC)
Community Health Access Network
Coos County Family Health Services (FQHC)
Greater Seacoast Community Health (FQHC)
- Families First Health and Support Center (FQHC)
- Goodwin Community Health (FQHC)
- Lilac City Pediatrics (FQHC)
Harbor Care (FQHC)
Health Care for the Homeless Program of Manchester (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
North Country Health Consortium
Planned Parenthood of Northern New England
Weeks Medical Center (RHC)
White Mountain Community Health Center (FQHC Look-Alike)

VERMONT MEMBERS

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

Bi-State Primary Care Association FY20 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

DIRECTORS

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

Kris McCracken, MBA
President/CEO, Amoskeag Health

Scot McCray
CEO, Community Health Services of Lamoille Valley

Kenneth Gordon, MSW
CEO, Coos County Family Health Services

Pamela Parsons, Executive Director
Northern Tier Center for Health

Rick Silverberg, MSSW, LICSW
CEO, HealthFirst Family Health Center

From the Board Chair and the President /Chief Executive Officer



Martha

*Martha Halnon, CPC, CAPPM, CMPE
Chair, Board of Directors
CEO, Mountain Health Center*

Dear Friends and Colleagues,

We are delighted to highlight the enormous value our Health Centers have contributed to making a difference and changing lives. Unlike in years past, the COVID-19 pandemic has altered the course of history, upended our world, and disrupted health care, the economy, and our traditional connections with family, friends, and co-workers. Access to essential health, social, and human services is now more critical than ever. Our health care heroes are working tirelessly for you in these unprecedented times.

This pandemic has highlighted the pervasive inequalities in health care access, education, housing, jobs, and life opportunities. There is new urgency for our public policy work to remedy these inequalities and seize the opportunity to reset and ensure a brighter future.

History and experience have taught us that everyone has an essential role when advocating for change. The first Health Center would never be built without the determination of community volunteers, families, small business owners, teachers, professionals, visionary nonprofits, courageous thought leaders, and elected officials. The same can be said today: Each of us can effect positive change to ensure better access to primary and preventive care for all Granite Staters and Vermonters. Join Bi-State as we recommit to influencing public policy to assure access to health care for all.

We are grateful to the health care heroes serving New Hampshire and Vermont, and privileged to work alongside them.



Tess

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

Federal Government Relations **Your Voice in Congress**



Officials from the U.S. Health Resources and Services Administration met with Bi-State staff and members in VT and NH in July 2019. Federally Qualified Health Centers receive funds from the HRSA Health Center Program to provide primary care services in underserved areas. (photo: VT)

Assistance Program; Area Health Education Centers; Family Planning; and Temporary Assistance for Needy Families. Bi-State continues to work nationally to influence, inform, and educate in support of these critical safety-net programs and the importance of comprehensive primary and preventive care.

In addition, numerous federal regulations have been released that impact the residents of New Hampshire and Vermont. These regulations include COVID-19 rules, Main Street loans, Public charge definition changes, SNAP updates, FCC broadband changes, and eroding pharmaceutical benefits. Bi-State continues to influence and provide input to mitigate adverse impacts on our patients.

We continue to work closely with the U.S. Health Resources and Services Administration (HRSA), through the Bureaus of Primary Health Care and Health Workforce, to support the mutual goals of increased access and higher quality health care. We appreciate HRSA's robust partnership and strong support of health care workers in rural and underserved areas.

Bi-State continues to work directly with our Vermont and New Hampshire Members of Congress to ensure every community has access to affordable, comprehensive, high-quality primary health care. During this pandemic, it is more important than ever to ensure all people have equal access to services. We appreciate our delegations' unwavering support of policies and programs that serve our patients in these challenging times.

Through pandemic stimulus bills, the U.S. Congress has provided resources to Granite Staters and Vermonters by expanding unemployment insurance, offering loans and grants to businesses, and providing resources for the health care sector. The stimulus packages build on key federal priority programs serving the underserved in our two states: Health Centers; National Health Service Corps; Women, Infants, and Children; Supplemental Nutritional

Facilitating Integrated Medication-Assisted Treatment for Pregnant, Postpartum, and Parenting Women in New Hampshire

MAT Program Increases Likelihood of Full Recovery



*James Zibailo, Director,
NH Community Health
Systems*

Funded by the New Hampshire Department of Health and Human Services, Bureau of Drug and Alcohol Services, Bi-State worked with New Hampshire Community Health Centers to increase their capacity to provide and deliver comprehensive integrated Medication Assisted Treatment (MAT) and support services to some of the state's most vulnerable populations.

The project focused on pregnant, postpartum, and parenting women with opioid use disorders, along with their newborn and infant children. Expanding access to medication and support services increases the likelihood of full recovery and improves birth outcomes among pregnant women with substance use disorders. This integrated approach is critical to the success of the program.

As a result, Health Centers provide a wide variety of support services such as childcare, parenting education, transportation, and access to food and housing, in coordination with the MAT services.



*MAT Booklet produced by
Amoskeag Health, Manchester, NH*

New Hampshire Public Policy: Prioritizing Public Health Emergency



*Kristine E. Stoddard
Director, NH Public Policy*

New Hampshire's legislative session started off as most do; however, the Legislature came to a grinding halt due to COVID-19.

Bi-State's NH-based staff transitioned from its typical policy agenda to strategizing alongside members of the New Hampshire Health Care Consumers and Providers COVID-19 Coalition on stabilizing NH's health care system. The Coalition helped establish additional payments for Medicaid providers in light of the Public Health Emergency and supplemental income payments for essential health care workers.

Bi-State prioritized funding for the State Loan Repayment Program, which Health Centers utilize to attract providers to the state's underserved areas, and draw support from 63 organizations to ensure that telehealth continues to be available to patients.

Once the legislative session resumed, several of Bi-State's initiatives became a reality: the expansion of telehealth, including audio-only visits and parity for those visits, and an amendment to the Medicaid Program designed to decrease the number of beneficiaries subjected to the Medicaid "spend down."



2020 New Hampshire Legislative and Business Breakfast



**Helen Labun, Director
Vermont Public Policy**

The 2020 Legislative Session was disrupted by COVID-19, but our work did not slow down. Bi-State participated as part of a coalition of health provider organizations to shape key legislation in telehealth, workforce, provider recovery and stabilization funding, and COVID-19 response regulatory flexibilities.

We continued to testify, submit written testimony, update members multiple times a week, and connect our members with key policymakers.

Bi-State ended our year with the Vermont legislature still in session.

Priorities that we continue to work on include:

- *Effective use of CARES Act funding to stabilize our local health care system.*
- *Workforce development and flexibilities to respond to a quickly shifting landscape.*
- *Support for telehealth deployment that reaches all Vermonters and can be an ongoing tool to increase health care access.*
- *State efforts to move towards value-based payment systems in health care.*
- *Building resiliency within the system to last through the entire COVID-19 response period.*

Bi-State launched a podcast this year to help members, policymakers, and the public understand health care policy terminology.



**POLICY IN
PLAINER
ENGLISH**
A PODCAST

A podcast explaining health care policy in bite-sized chunks. Episodes explain commonly misunderstood terms and concepts in health care policy, in about 10 minutes.

plainerenglish.org

Hosted by
**Helen Labun, Director
Vermont Public Policy**

**Bi-State Primary
Care Association**

The Board of Directors' 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
Senator Cindy Rosenwald, MA
State of New Hampshire



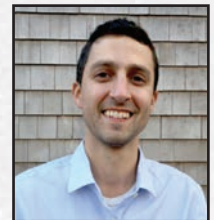
Vermont
Mark Levine, MD
Commissioner of Health

The 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.



New Hampshire
Alejandra Martin, MS, PA-C
Goodwin Community Health



Vermont
Brian Bates, MD
Mountain Health Center

The 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
Kelly Perry, DMD
Mid-State Health Center



Vermont
Susan Barrett, Esq.
Primary Care Advisory Group

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.



New Hampshire
Tiffaney Burdick, LPN, CRSW
Goodwin Community Health



Vermont
Ashleen Buchanan
Little Rivers Health Care

Customized Data Improves Patient Care

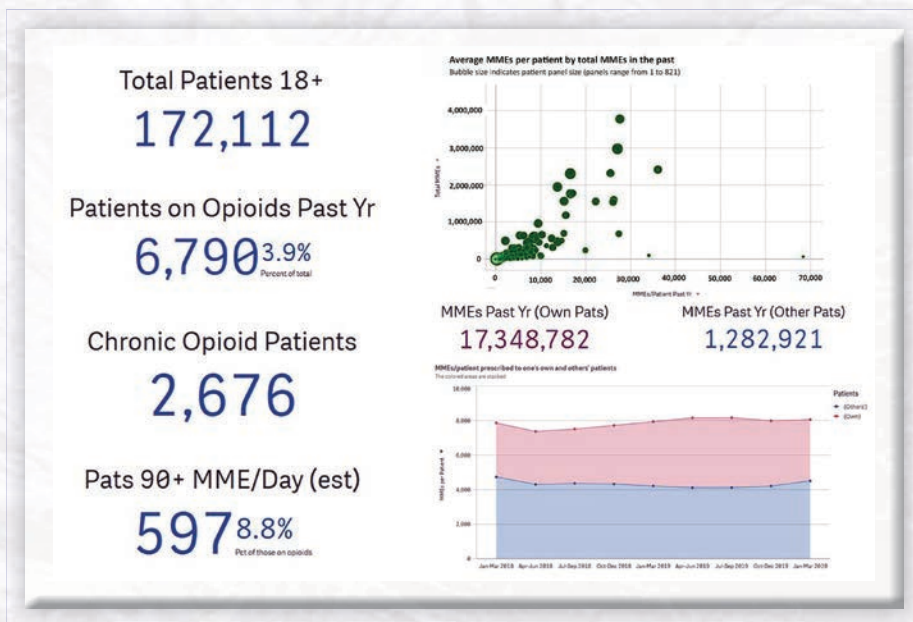


*Kate Simmons, MBA, MPH
Director, Operations*

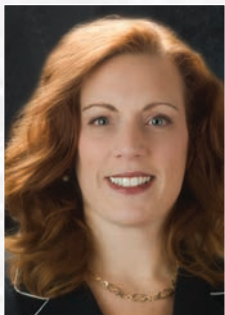
The Vermont Rural Health Alliance (VRHA) data warehouse in Qlik includes clinical data from 10 of 11 Vermont FQHCs, and Medicaid claims data from all. VRHA developed an “opioid management application” that uses clinical prescription data to provide a snapshot of the number of patients considered chronic opioid users (i.e., those who have received on average 90+ morphine milligram equivalents per day. The tool was developed at the request of an

FQHC and in consultation with several FQHC medical directors and Charles MacLean, MD, of the University of Vermont Medical Center, and it is useful for understanding prescribing trends by providers compared to peers. The VRHA data team has developed several other tools and applications, including tools to support FQHC participation in VT Department of Health Diabetes and Chronic Heart Disease initiatives, tools to support Accountable Care Organization measures, and a tool to identify patients at higher risk for severe illness under COVID-19.

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Ensuring a Dedicated Workforce



*Stephanie Pagliuca
Director, Workforce
Recruitment and
Retention*

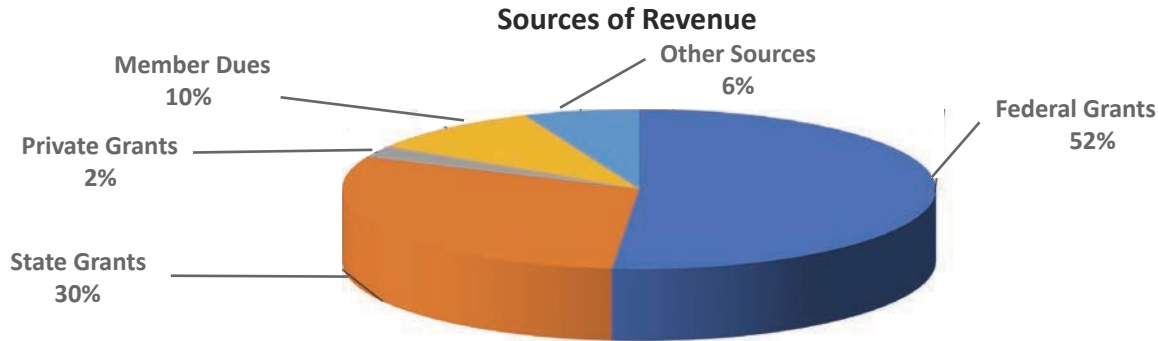
At the heart of primary care is a dedicated workforce of physicians, advanced practitioners, dentists, and mental health and substance use treatment professionals. Deemed essential providers, primary care and dental safety net practices remained open during the pandemic and found innovative ways to provide patient care safely.

Bi-State's Recruitment Center works with health care employers to promote their open positions. Many practices put recruitment on hold during the pandemic as they processed the impact of new models of care on their staffing needs. Despite the hiring slow-down, it is essential to maintain a pool of candidates for when they are ready to resume recruitment. We cast a broad net to identify primary care clinicians through virtual career fairs and new online methods well received by candidates. The pandemic led many to a greater appreciation of the value of overall health. The Recruitment Center will continue to help practices recruit new primary care clinicians throughout the region.



Bi-State aided in the recruitment of 31 new health care providers to New Hampshire and Vermont between June 30, 2019 - July 1, 2020.

FYE June 30, 2020 Financial Report



Consolidated Statement of Activities FYE June 30, 2020

| | |
|--|------------------|
| Revenue | |
| Grant Revenue | 3,374,564 |
| Member Dues | 389,389 |
| Other Revenue | 236,107 |
| Total Revenue | 4,000,060 |
| Expenses | |
| Salaries and Related Expense | 2,669,271 |
| Other Operating Expense | 1,235,379 |
| Depreciation Expense | 27,857 |
| Total Expenses | 3,932,507 |
| Operating Income | 7,553 |
| Other revenue and gains/(loses) | 1,905 |
| Increase/(Decrease) in Net Assets | 69,458 |

Consolidated Statement of Financial Position FYE June 30, 2020

| | |
|---|------------------|
| Assets | |
| Cash and Equivalents | 2,249,721 |
| Prepaid Expenses | 5,920 |
| Accounts and Grants Receivable | 630,413 |
| Total Current Assets | 2,926,054 |
| Investments | 455,329 |
| Fixed Assets (net) | 271,156 |
| Deferred Compensation | 204,841 |
| Total Assets | 3,857,380 |
| Liabilities and Net Assets | |
| Accounts Payable and Accrued Expenses | 177,783 |
| Accrued Salaries and Related Expense | 202,836 |
| Deferred Revenue | 38,256 |
| Payroll Protection Program loan | 476,000 |
| Deferred Compensation | 204,841 |
| Total Current Liabilities | 1,099,716 |
| Long-Term Debt | - |
| Unrestricted Net Assets | 2,757,664 |
| Total Liabilities and Net Assets | 3,857,380 |



Bi-State Primary Care Association 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
 Beverly Kowarik, Executive Assistant to the President/CEO
 Tess Stack Kuenning, CNS, MS, RN - President and CEO
 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

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 control over financial reporting and tests of its compliance with certain provision of laws, regulations, contract, grant agreements, and other matters.

Suzanne Palmer - Administrative Assistant, Data Coordinator
 Michele Petersen, MBA, SHRM-CP - Workforce Development and Recruitment Coordinator
 Lori H. Real, MHA - Exec. Vice President, Finance and Business Development
 Sarah Robinson - Executive Assistant to the President/CEO
 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

Thank You to our Funders and Sponsors

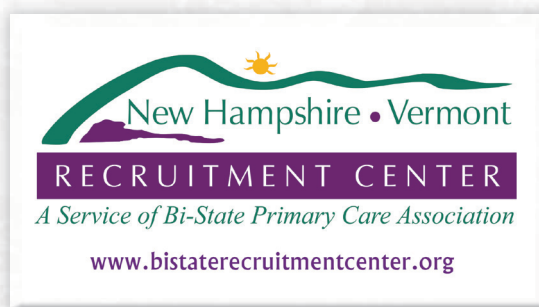
Funders

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

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NH Children's Health Foundation
NH Healthy Families
NH Hospital Association
Nixon Peabody LLP
Northeast Delta Dental
Northern Counties Health Care
Pivot Creative Management
United Healthcare
Well Sense Health Plan



Bi-State Primary Care Association

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