

MAY 16-18, 2018

Resilience through innovation

# Staying Power

A COMMUNITY HEALTH INSTITUTE



*This conference was developed with funding support from the members of the  
**Massachusetts League of Community Health  
Centers along with the following co-sponsors:***

***Bureau of Primary Health Care  
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Thank you for your participation and the contribution of our presenters and vendors.

Massachusetts League  
of Community Health Centers

40 Court Street  
10th Floor  
Boston, MA 02108

**Community health centers** continue to be front and center in initiatives that expand and improve care for Massachusetts residents. Whether it is leading the provider transition to Patient-Centered Medical Home practice, participating in Massachusetts' launch of Accountable Care Organizations, or stepping up to address the opiate crisis, health centers find new approaches for serving their communities in impactful ways.

This innovation is at the center of our model and driven by a diverse and skilled workforce, flexible enough to meet the needs of patients and bold enough to forge a path forward for other providers. But there are challenges associated with this ongoing transformation, including uncertainty around federal funding and the status of the ACA, as well as recent changes to state health policy that are affecting health centers' operating and bottom line margins.

This year's Community Health Institute will underscore both the audacity of health centers and their mindfulness in ensuring that margin and mission align. We will have an opportunity to check in with policymakers on the challenges of and potential remedies for sustaining our work through state transformation efforts -- and beyond. Health center leaders will offer hope and lessons learned through the launch of telehealth initiatives and by leveraging the power of data. As always, health center clinicians will share their work to develop new approaches for improving patient health and as a result, provider satisfaction. We also will learn how to forge stronger partnerships to better address the Social Determinants of Health and build more vibrant and diverse workplaces. Finally, we will consider how our network's longtime, expert advocacy can further our innovation and ultimately increase the health and well-being of our communities.

**We look forward to a thoughtful and robust conference.**

## REGISTRATION

### Wednesday

7:45 am – 8:45 am

### Thursday

7:30 am – 8:30 am

### Friday

7:15 am – 8:15 am

## HOTEL AMENITIES

**Business Center** The business center is located near the League registration desk. There are computers and a printer available for hotel guests.

**WiFi** Free WiFi is offered throughout the hotel including guest rooms, meeting space and lobby.

### Fitness Center & Pool

Hours of operation are 7:00 am – 10:00 pm

## Registration & Amenities

## Thanking our Sponsors

Wednesday Reception

**Partners HealthCare**

Morning Coffee Break

**Quest Diagnostic**

Thursday Ice Cream Break

**Azara Healthcare**

Charging Station

**Neighborhood Health Plan**

Quiet Conversation Corner

**NextGen Healthcare**

Luncheon Buffet

**Commonwealth Purchasing Group, LLC**

Registration Bag Insert Sponsor

**Boston Medical Center HealthNet Plan**

Registration Bag Insert Sponsor

**CareMessage**

7:30 AM - 8:30 AM

**BALLROOM 1**

**Medical Directors' Breakfast Meeting**

**Harry Heiman, MD, MPH**, Clinical Associate Professor,  
*Division of Health Management & Policy, School of Public Health, Georgia State University*

7:45 AM - 8:45 AM

**BALLROOM FOYER**

**Registration**

**NAUSET I & II**

**Continental Breakfast**

8:45 AM - 9:45 AM

**NAUSET III, IV & V**

**Welcome, Introductions & General Session**

**James W. Hunt, Jr., PhD**, President & CEO,  
*Massachusetts League of Community Health Centers*

**The Future Challenges for Health Centers:  
How they can continue to work collaboratively  
with the Baker Administration**

**Marylou Sudders**, Secretary, *Massachusetts Executive Office of Health & Human Services*

9:45 AM - 10:00 AM

**NAUSET I & II**

**Networking Break**

10:00 AM - 10:50 AM

**NAUSET III, IV & V**

**General Session**

**Reaching Out With Technology:  
Building Telehealth Capabilities for Health Centers**

Telehealth is gaining traction as an innovative means for increasing patient access to both primary and specialty healthcare services. This session will focus on how Finger Lakes Health Center in New York has used this technology to increase access and improve health outcomes for patients, all the while controlling costs. Panelists from Massachusetts will also discuss their successes, lessons learned and plans for sustaining grant-funded Telehealth projects, including Teledermatology and Telepsychiatry.

**Mary Zelazny**, CEO, *Finger Lakes Community Health, NY*

**Emily Phillips**, Telehealth Program Manager,  
*Community Health Center of Cape Cod*

**Carla Bettano**, Program Development Director — Consultant,  
*Edward M. Kennedy Community Health Center*

11:00 AM - 11:50 AM

**CONCURRENT SESSIONS**

**NAUSET IV & V**

**MassHealth Payment & Care Delivery Innovation**

This session will describe the goals and structure of the new Medicaid ACO program and outline how the state and federal government are using Delivery System Reform Incentive Payment (DSRIP) funds for care transformation through three primary initiatives: Statewide Investments, Community Partners, and Community Based Flexible Supports.

**Joe Peppe, MD**, Medical Director for Payment & Care Delivery Innovation at MassHealth, *UMass/CWM & MassHealth*

**Randi Berkowitz, MD**, Medical Director for Accountable Communities of Health at Mass Medicaid Program,  
*UMass/CWM & MassHealth*

**NAUSET III**

**Improving Community Health through Informatics & Patient-Engagement**

Improving clinical quality outcomes requires both patient engagement and effective teamwork. By deploying community-based quality navigators and facilitating patient engagement through an EMR portal, seven Boston HealthNet health centers were able to improve patient clinical quality measures for hypertension control, cancer screening, and portal adoption. This session will describe the experience and share best practices, tools, and data that can lead to measurable improvements when clinical teams include quality navigators.

**William Adams, MD**, Informatics Director, *Boston HealthNet*

**Charles Williams, MD**, Medical Director, *Boston HealthNet*

12:00 PM - 12:50 PM

**OCEAN VIEW**

**Networking Luncheon for all attendees**

**Medical Directors' Luncheon Meeting  
BALLROOM**

**Access 2.0: Value Based Budgeting & Clinician Schedules**

1:00 PM - 1:30 PM

**NAUSET I & II**

**Poster Session & Dessert**

**1:45 PM - 2:30 PM**  
**NAUSET III, IV & V**

**General Session**

**Moving Upstream to Address  
Social Determinants of Health**

What really matters for advancing health and health equity? In this keynote address, Dr. Heiman will discuss how community health centers can strategically address barriers to health and life opportunities in the communities where their patients live, grow, work, and play.

**Harry Heiman, MD, MPH**, Clinical Associate Professor,  
*Division of Health Management & Policy, School of Public Health, Georgia State University*

**2:45 PM - 3:30 PM**  
**CONCURRENT SESSIONS**

**NAUSET IV & V**

**Use of Technology to Facilitate Transitions in Care**

Patients move across different care systems: from hospitals to behavioral health programs or to community health centers. Without knowledge of these transitions, it can be challenging to support patients and ensure that they have appropriate follow up. Working with a trusted intermediary to channel the data of care transitions from multiple settings, Community Care Cooperative (C3) has been able to translate the data streams into actionable information. This presentation will outline what data we use and how it transforms the care of our patients.

**Sue Kaufman**, Chief of Practice Transformation & Quality,  
*Community Care Cooperative (C3)*

**Julita Mir, MD**, CMO, *Community Care Cooperative (C3)*

**Micky Tripathi, PhD, MMP**, President & CEO,  
*Mass eHealth Collaborative*

**NAUSET II**

**Moving the Dial: Health Centers Responding to the  
Opioid Overdose Crisis**

Two community health centers discuss how they have transformed and improved their Medication Assisted Treatment and substance use disorder programs through external partnerships and by increasing access to treatment in their communities.

**Jessie Gaeta, MD**, CMO, *Boston Health Care for the Homeless Program*

**Yvonne Nickerson, MSW LICSW**, Addiction Services  
Program Manager, *Community Health Center of Cape Cod*

**Melanie Priestly**, Director of Specialty Care and Women's  
Health, *Lowell Community Health Center*

**Shaun Farragher, MD**, Clinical Lead, Office-Based Addiction  
Treatment, *Lowell Community Health Center*

**3:30 PM - 3:45 PM**  
**NAUSET I & II**  
**Networking Break**

**3:50 PM - 4:30 PM**  
**CONCURRENT SESSIONS**

**NAUSET III**

**Risk Stratification Algorithm to Identify Moderate &  
High Risk Community Health Patients for Case  
Management Intervention & Educational Support**

Identifying a patient's risk score provides a focus for improving complex or chronic disease outcomes. It also helps to identify patients who would benefit from the case management and educational interventions provided by a Care Management RN. We will discuss the development of our risk algorithm with Azara DRVS, how we use that algorithm to identify patients for our Complex Care Management program, and how we work with the patient in the Complex Care Management program to develop a care plan.

**Michelle Bruno, BSN, RN**, Manager, Managed Care  
*South Boston Community Health Center*

**Janette Keddy, BSN, RN**, Director of Performance  
Improvement, *South Boston Community Health Center*

**3:50 PM - 5:00 PM**  
**NAUSET IV & V**

**Retaining & Strengthening the Primary  
Care Workforce**

Recipients of the 2017 Community Health Center Special Project Grants, supported by Partners HealthCare, will share their experiences, best practices and impacts – both clinical and professional — of their innovative projects.

**PRESENTATIONS**

**Mind & Body Wellness Clinic for Obesity Treatment**  
**Gvantsa Didebulidze, MD**,  
*Brockton Neighborhood Health Center*

**Access to Hepatitis C Testing, Treatment &  
a Cure at the Community Health Center**  
**Brent Fryling, MD**, *Lynn Community Health Center*

**Acupuncture Mini-Fellowship**  
**Jiani Guo, DO**, *Charles River Community Health Center*

**Paying Attention to Our Children: ADHD as a Model  
for Collaborative Care in a Pediatric Medical Home**  
**Dana Rubin, MD, MSW**, *DotHouse Health*

### Integrated Behavioral Health Care Management for High-Risk Adults

Michael Tang, MD, *The Dimock Center*

#### POSTER SESSIONS

### A Multidisciplinary Pediatric Weight Management & Wellness Program

Charles Bell, MD & Rob Shiner, MD,  
*Manet Community Health Center*

### Developing a Foster Care Clinic in a Health Center Setting

Lucy Garbus, NP, *Holyoke Health Center*

### Senior Health & Wellness Program

Abed Ghandour, MD, *Family Health Center of Worcester*

### Creating an Electronic Medical Record-Based Consultation Tool for Political Violence Survivors

Rob Marlin, MD, *Cambridge Health Alliance*

### Well Child, Well Mom Pilot Project

Sneha Rao, RN, PNP, *South End Community Health Center*

### Global Medicine Fellowship

Geren Stone, MD, *Boston Health Care for the  
Homeless Program*

5:00 PM - 6:00 PM

OCEAN VIEW

Networking Reception

Sponsored by Partners HealthCare

7:30 AM – 8:30 AM

BALLROOM

Registration & Continental Breakfast

8:30 AM – 9:45 AM

BALLROOM

Welcome, Introductions & General Session

Sue Joss, CEO, *Brockton Neighborhood Health Center and  
Chair, Massachusetts League of Community Health Centers*

### Turn Your Workplace into a WOWplace: 5 Rules for Leading Your CHC to Success

The mindsets and concepts of great leadership have been known, analyzed and taught forever! In fact, we all know what to do; the difficulty comes in finding ways to do it consistently. In this engaging and entertaining program, Sandy shares stories, examples and insights that help leaders identify what their people won't — and can't — tell them about what they may be inadvertently doing to inhibit employee engagement and contribution. She will share The WOWplace® Rules, a successful formula for not only creating cultural consistency, but for allowing everyone to respond respectfully and compassionately when human mishaps occur so everyone can get back to the business of caring for your patients.

Sandy Geroux, *WOWplace International, LLC*

10:00 AM – 10:30 AM

NAUSET CENTER

Exhibit Fair

10:30 AM – 11:45 AM

BALLROOM

General Session

### Creating a Culture of Diversity & Inclusion at All Levels of Management within Your Organization

This session will address how to create strategies for workforce and pipeline development, establish internal mentoring opportunities, and stimulate *out of the box* recruiting approaches. It will also feature three health center CEOs who will discuss what they have done to create a culture of diversity and inclusion within their own organizations.

Keynote Speaker

Kamal Jethwani, Senior Director, *Partners Connected Health  
Innovation Team*

Tania Barber, President & CEO, *Caring Health Center*

**Manny Lopes**, President & CEO, *East Boston Neighborhood Health Center*

**Guale Valdez**, President & CEO, *Mattapan Community Health Center*

**12:00 PM – 2:00 PM**

**NAUSET CENTER**

**Luncheon in the Exhibit Fair Area**

**2:15 PM – 3:00 PM**

**CONCURRENT SESSIONS**

**BALLROOM I**

**Project ECHO: Moving Knowledge, Not People**

This presentation will describe how Project ECHO can assist clinical staff in staying abreast of current best practices and deliver care based on the best available evidence – particularly in an environment that asks us to be better stewards of health care resources. This learning approach should be considered by health centers that are aligning themselves with IHI's quadruple aim: better health outcomes, lower costs, improved patient experience, and improved clinician experience. Project ECHO helps elevate primary care by promoting the philosophy that care is best delivered locally by clinicians who are culturally competent and know their communities' needs.

**Judy Hsu, DO**, *Barre Family Health Center, UMass Department of Family Medicine & Community Health, Assistant Professor, UMass Medical School*

**BALLROOM II & III**

**A Health Center Breach: Lessons Learned**

In 2017, healthcare led all other industry sectors for the number of breach occurrences. We operate in an environment of *when*, not *if* a breach will occur. During the session we will present a real-life case study of a recent breach at a health center and discuss the challenges in determining the cause and source of the breach, actions taken to respond, and lessons learned. Strategies for mitigating risk by developing and testing a plan for breach prevention, readiness, response, and regulatory compliance will be reviewed. Attendees will be provided a list of resources for action and assistance.

**John Cupples**, Principal, *Cupples Associates Consulting, LLC*

**Lisa Ewing**, CIO, *Lynn Community Health Center*

**Alicia Peters-Torrey**, Consulting Partner, *Cupples Associates Consulting, LLC*

**3:00 PM – 3:15 PM**

**BALLROOM**

**Ice Cream Break**

**3:15 PM – 4:30 PM**

**CONCURRENT SESSIONS**

**BALLROOM I**

**The CHP Story Creating Access through Successful Mergers and Acquisitions**

Come hear about CHP-Community Health Programs' ten-year effort to expand health care access in the Berkshires through a series of mergers and acquisitions involving regional primary care practices. The Center's CEO and CFO will lay out their strategy for assessing risk, ensuring sustainability, and managing key factors on a successful path to growth. They also will discuss the importance of addressing employee and community resistance to change and the process for developing the right infrastructure and shared vision across the organization.

**Amelia (Lia) Spiliotes**, CEO, *Community Health Programs, Inc.*

**Jennifer Wilkinson**, COO, *Community Health Programs, Inc.*

**BALLROOM II & III**

**MassHealth ACO Community Partners: On-the-Ground Implementation Panel Presentation & Discussion**

An implementation-focused session on the MassHealth ACO Community Partners (CP) initiative. MassHealth will provide updates and presenters will discuss practical CP planning and execution. There will be an opportunity for discussion and audience engagement.

**Vic DiGravio**, President & CEO, *Association for Behavioral Healthcare*

**Emily Eagle**, Deputy Director of Community Partner Programs, *Stanley Street Treatment & Resources (SSTAR)*

**Sophie Jones**, Director of Community Partners & Social Services Integration, *MassHealth*

**Zandra Kelley, MD**, Medical Director, *Greater Lawrence Family Health Center & Medical Director, My Care Family ACO*

**MODERATOR:**

**Jennifer Kincaid**, Community Partners Account Manager, *MassHealth*

7:15 AM – 8:15 AM  
BALLROOM

**Registration & Continental Breakfast  
Roundtable Discussions, COO Meeting**

8:30 AM – 9:15 AM

**General Session**

**From Agenda to Action: Health Centers'  
Policy Priorities & Using Grassroots Advocacy to  
Achieve Them**

This 2-part session features advocacy leaders from health centers presenting on-the-ground perspectives of how to mobilize boards, staff and communities around issues that matter. Armed with the right strategies, attendees will hear from League staff on the health center agenda in the state for the coming year.

**Courtney Pelley**, Chief of Staff, *Edward M. Kennedy  
Community Health Center*

**Michelle Pontbriand**, Development Director,  
*Brockton Neighborhood Health Center*

**League Government Affairs & Public Policy Staff**

9:15 AM – 10:30 AM

**Funding, Compliance, ROI, Oh My!**

This session will cover the latest federal program and policy updates from our partners at the Health Resources and Services Administration's Bureau of Primary Health Care and the National Association of Community Health Centers.

**Jeffrey Beard**, Regional Administrator, *Region I,  
Boston HRSA Office*

**Ernia Hughes**, Director, *HRSA, Bureau of Primary Health  
Care, Office of Northern Health Services, Rockville, MD*

**Jennifer Taylor**, Acting Director of Federal Affairs, *National  
Association of Community Health Centers*

10:30 AM - 10:45 AM

**Break**

10:45 AM – 11:15 AM

**MA Department of Public Health Update:  
Remarks by the Commissioner**

Health centers and the Department of Public Health are critical partners in improving the health of the Commonwealth's residents and responding to evolving public health challenges. Commissioner Monica Bharel will address progress on the state's opioid crisis, recent flu outbreaks, and efforts to strengthen our model data partnerships with the Department of Public Health.

**Monica Bharel, MD, MPH**, Commissioner, *Massachusetts  
Department of Public Health*

11:15 AM – 12:30 PM

**Keepin' It Compliant in Changing Times**

Jacki Leifer, Senior Partner at Feldesman Tucker Leifer Fidell, LLP will cover a variety of *hot topics* including: implications of recent 330 statutory changes, risk prevention, compliance, health center payment challenges, and key considerations for health centers and ACOs.

**Jacqueline Leifer**, Senior Partner,  
*Feldesman Tucker Leifer Fidell, LLP*

12:30 PM

**NAUSET CENTER**

**Boxed Luncheon — stay and eat or grab and go!**

**Notes**

**Notes**