

2018 Chief Medical Officers Roundtable: Advances in Patient Care for Women

From breast cancer to maternity care to other medical conditions, new technologies and techniques are being used to care for women and their families.



COMPILED BY MILES Z. EPSTEIN
EDITOR, COMMERCE

MARCH IS WOMEN'S HISTORY Month, and women are shaping the future of healthcare, as they make approximately 80 percent of healthcare decisions. Hospitals and physicians are pursuing state-of-the-art medical care for breast cancer, maternity care and other conditions that affect so many women.

This year's Chief Medical Officers Roundtable, which explores the latest advances in patient care for women, features AtlantiCare, a Member of Geisinger; Atlantic Health System; CentraState Medical Center; Englewood Hospital and Medical Center; Hackensack Meridian Health; Holy Name Medical Center; Rutgers Cancer Institute of New Jersey; RWJBarnabas Health; Trinitas Comprehensive Cancer Center; and Valley-Mount Sinai Comprehensive Cancer Care.



**AtlantiCare,
A Member of Geisinger**
By Marilouise Venditti,
M.D., VP and Chief
Medical Officer

Advances in breast cancer screening and management include enhanced imaging techniques, refined surgical techniques, targeted therapy, immunotherapy and new radiation treatment. Through high dose rate brachytherapy, we shorten the length of time breast cancer patients, who qualify, get radia-

tion therapy from six-and-a-half weeks and more than 30 treatments, to five, twice-a-day treatment days, saving time while sparing healthy tissue and organs. Another example is that we place a biodegradable cage within the breast tumor bed at the time of resection for patients who qualify. This more clearly defines the portion of the tumor we've removed. We better target radiation and decrease radiation exposure to healthy tissue and organs. The body absorbs the biodegradable material. As the industry learns more about the pathophysiology of breast cancer, it will develop more targeted treatments with fewer side effects. A critical part of breast cancer care is our precision medicine approach of accounting for individual variability in genes, environments and lifestyles of patients. Research, including clinical trials, will continue to play a key role in how we evolve cancer care.



Atlantic Health System
By Jan Schwarz-Miller,
M.D., Chief Medical Officer
and Chief Academic Officer

Combining the most advanced technology with an array of patient support services has made Atlantic Health System a leader in breast cancer treatment. The most recent example is the TrueBeam™ Radiotherapy System. It's a large jump forward in terms of surface guided radi-

ation therapy, and it gives us the ability to provide faster, more targeted radiation treatments for all types of cancer patients. It's the very latest technology, and, in the case of left breast cancers, it also helps minimize radiation dosage to critical organs such as the heart and the lungs. Previous machines also did not consistently account for contour of the breast, which could change slightly according to the position of the patient, during treatment. With the new surface image guided radiation technique that's part of TrueBeam™, we're able to have a completely accurate setup and get more precise radiation doses to the parts of the breast being targeted. When it comes to patient care, Atlantic Health System has always been on the forefront of using new technology as part of the most advanced treatments in our field.



CentraState Medical Center
By Edward Soffen, M.D.,
Medical Director, the Karen
Olbis Radiation Oncology
Dept., Board-Certified
Radiation Oncologist

Going through breast cancer treatment is emotionally and physically difficult for women. It's also a major disruption to a woman's everyday life. In the case of radiation therapy, women have traditionally received daily treatments for at least six weeks. At the Statesir Cancer Center at CentraState Medical Center, we offer an accelerated, updat-

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ed approach to radiation therapy following lumpectomy surgery for women diagnosed with early stage breast cancers. This new approach, called hypofractionation, allows women to complete radiation therapy in nearly half the amount of time. Hypofractionation is as effective as conventional radiation protocols in preventing recurrence of breast cancer. It has also been shown to be equal in limiting potential cosmetic and other side effects of radiation. Hypofractionation delivers the same biologically equivalent dose of radiation to the breast as traditional therapy, just in fewer days, with more radiation each day. That allows us to shorten the treatment course to roughly four weeks of daily treatments. Hypofractionation is appropriate for women who have lymph node-negative breast cancer—early stage cancers that have not spread beyond the breast; have had lumpectomy surgery, with or without chemotherapy; and do not have other medical conditions that may put them at higher risk for side effects from a higher radiation dose.



Englewood Hospital and Medical Center

By Michael T. Harris, M.D., Senior VP, Chief Medical Officer

Cancer affects every patient differently, so it's crucial that we take an individualized approach to each patient we treat. Starting with screening and diagnosis, we read results in real time, with same-day physician consult, which minimizes anxiety and reduces callbacks for diagnostic mammograms. We've also begun using new targeted therapies in place of chemotherapies. These include drugs that overcome hormone resistance, and drugs that induce, enhance or suppress an immune response. As a result, there are more pharmacologic options for cancer treatment and prevention, with fewer side effects. Another improvement in cancer treatment involves a radiation therapy technique called deep-inspiration breath hold (DIBH), which maximizes the benefit of radiation therapy, and lessens the

risks of whole-breast radiation therapy. As a patient takes a deep breath, a system of digital projectors and cameras detects skin contours, determining proper orientation and inspiration before each treatment dose, minimizing the heart and lung exposure within the treatment area. In addition, current surgical innovations have improved to preserve muscle, limit pain, reduce recovery time, and provide more favorable aesthetic outcomes. These innovative approaches allow patients with breast cancer to experience a higher quality of cancer care, which ultimately leads to better health outcomes.



Holy Name Medical Center

By Adam Jarrett, M.D., M.S., Executive Vice President and Chief Medical Officer

As one of only five hospitals in New Jersey and New York to receive the prestigious "5-star rating" from the Centers for Medicare & Medicaid Services for quality, Holy Name Medical Center makes the patient experience a priority at our Patricia Lynch Cancer Center (PLCC). Holy Name provides the full spectrum of state-of-the-art breast cancer care in order to achieve the best possible outcomes and quality of life for our patients. PLCC's



multidisciplinary breast cancer team specializes in providing culturally sensitive, cutting-edge cancer care, while always making certain we know every patient by his/her first name. Our Breast Center offers the leading edge in screening and diagnostic technologies within a warm and inviting environment. Patients seen in our Breast Center have access to world-class medical oncologists and breast surgeons, who navigate the vari-

ous needs of breast cancer patients. Holy Name recently expanded breast surgical services with the addition of a second fellowship-trained breast surgeon. Both breast surgeons are skilled in advanced oncoplastic breast surgery. They collaborate closely with plastic/reconstructive surgeons to provide patients with excellent medical and aesthetic results. PLCC also offers a range of clinical trials for patients with breast cancer who are interested in expanding the frontiers of cancer care.



Jersey Shore University Medical Center, Hackensack Meridian Health

By Verda Hicks, M.D., FACS, FACOG, Chief, Gynecologic Oncology, Medical Director,

Gynecologic Oncology, Hackensack Meridian Health Cancer Care in Monmouth, Ocean and Middlesex Counties

The use of genomic testing for targeted therapy of tumors is a tremendous advancement in the treatment of breast cancer, as well as many other cancers such as cervical and ovarian. This type of "precision medicine" uses information about a person's genes and proteins to prevent, diagnose and treat their disease. As a scientific field that has progressed a great deal in the past decade, this knowledge opens a whole new area of therapies that were previously unavailable in the fight against cancer. Today, we are able to utilize targeted therapies—which are drugs or other substances—that block the growth and spread of cancer. They allow physicians to use a particular therapy that affects the target (cancer) in a way that interferes with specific molecules that are involved in the growth, progression and spread of cancer. Many different targeted therapies have been approved for use in cancer treatment, and more continue to be developed by physicians and researchers who are committed to finding cures and helping patients live longer. In fact, at Jersey Shore University Medical Center, we are actively involved in clinical trials that are in development, such as a new trial for ovarian cancer.

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Offering these advanced treatment options and being involved in exciting clinical research is part of the medical center's commitment to provide exceptional cancer care, close to home.



Rutgers Cancer Institute of New Jersey

By Deborah Toppmeyer, M.D., Chief Medical Officer, Professor of Medicine at Rutgers Robert Wood Johnson Medical School

For the past decade, Rutgers Cancer Institute of New Jersey has been using robotic surgery as a standard of care to treat gynecologic malignancies. Because robotic surgery utilizes smaller incisions, patients often go home the same day, and their overall recovery and return to normal activities is quicker. We perform robotic techniques at our flagship facility, Robert Wood Johnson University Hospital in New Brunswick, an



RWJBarnabas Health facility. We are using robotic surgery in conjunction with an infrared camera for sentinel lymph node detection, and we're performing single-site robotic surgery, which uses only one incision through the belly button. As New Jersey's only National Cancer Institute-designated Comprehensive Cancer Center, Rutgers Cancer Institute remains on the cutting edge in developing and offering the latest anti-cancer therapeutics in the treatment of breast cancer and other malignancies. Along with immunotherapy and personalized treatments resulting from genomic analysis, Rutgers Cancer Institute is teaming up with the Big Ten Cancer Research Consortium in offering an innovative clinical trial opportunity for patients with triple-negative breast

cancer, which is one of the most challenging forms of breast cancer to treat.



RWJBarnabas Health

By John F. Bonamo, M.D., MS, FACOG, FACPE, EVP, Chief Medical and Quality Officer

Our system is taking an active role in educating our communities about the importance of healthy pregnancies to ensure positive outcomes for moms and babies. On the clinical side, in 2015, we established the RWJBarnabas Health OB Collaborative to assist healthcare providers by instituting evidence-based protocols to address the rising concerns of maternal health. The collaborative brings together the top minds in obstetrics care across the system and takes a multidisciplinary team approach by actively engaging physicians, nurses and support service leadership. Together we are focused on improving the quality and safety of healthcare services delivered to women throughout their pregnancies, deliveries and their post-partum period, and to ensuring that every woman has a voice when it comes to her maternal care. The RWJBarnabas Health's OB Collaborative meets regularly to identify best practices, review and implement evidence-based protocols, address challenges, and evaluate and implement ways to improve maternal care.



Trinitas Comprehensive Cancer Center

By Barry Levinson, M.D., Medical Director

If you know anyone who is overweight and has been diagnosed with stage two or three breast cancer, a new study being undertaken at Trinitas Regional Medical Center could provide important answers about weight loss and how it relates to the disease. Trinitas is participating in a potentially groundbreaking study that looks at the impact of weight loss on breast cancer recurrence. The Breast Cancer Weight Loss (BWEL) study is sponsored by the National Cancer Institute and

the Alliance for Clinical Trials in Oncology. The study admits overweight and obese women who are diagnosed with early-stage breast cancer to test if weight loss can help prevent their disease from returning. The BWEL Study offers both preventative and curative medicine to our breast cancer survivors seeking physical fitness and wellness. It presents a unique way of looking at the relationship between weight and cancer, as there have been no studies examining the effect of weight loss and the risk of breast cancer recurrence. If you have been diagnosed with stage two or three breast cancer within the last 12 months or have completed surgery and chemotherapy and are interested in participating in the Trinitas Weight Loss Study, please contact us at (908) 994 8728.



Valley-Mount Sinai Comprehensive Cancer Care

By Ephraim Casper, M.D., Chief Medical Officer

At Valley-Mount Sinai Comprehensive Cancer Care, women with cancer are cared for by disease-specialized physicians who are focused on developing and implementing emerging technologies. For example, IORT (intraoperative radiation therapy) is a breakthrough breast cancer treatment in which an entire course of radiation therapy is delivered in the operating room at the time of a lumpectomy. For many women, this can eliminate weeks of post-surgery radiation, adding convenience, reducing cost, and improving quality of life. Radioactive seed localization allows the surgeon to pinpoint breast tumors, so that the precise area of concern is identified and removed. Advances in drug therapy, unimaginable a few years ago, are making dramatic differences that really matter to women with breast or gynecologic cancer. Analysis of the genes that drive each individual tumor allow personalized treatment. Selective use of new classes of drugs, CDK (cyclin-dependent kinase) 4/6 inhibitors, PARP inhibitors and immunotherapy, improves outcomes and reduces side effects. We are

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passionate about advancing therapy to help our patients live healthier lives, and offer unique clinical trials and novel treatment modalities. These innovations are offered at the Luckow Pavilion in Paramus, where comprehensive care for women with cancer is available under one roof.



Hackensack University Medical Center, John Theurer Cancer Center, Hackensack Meridian Health

By Deena Mary Atieh, M.D., Breast & Gyn Medical Oncologist

The use of clinical genomic testing has revolutionized treatment paradigms and standards for patients diagnosed with early stage breast cancer. Tests such as the Oncotype DX, MammaPrint, etc. have become part of the standard of care and have allowed us to better tailor and personalize therapy so that patients receive the most appropriate treatment modalities. These tests look beyond the anatomy (i.e. size, grade or how the cells look under the microscope) of a cancer and provide information on the



behavior or biology of a tumor. For example, we can identify patients for which chemotherapy will have little to no benefit and hence be avoided--leading to less short- and long-term side effects for patients. Alternatively, we can provide patients with additional information as to the degree of benefit that chemotherapy can provide, and

therefore allow patients to make the most well-informed decisions possible about their cancer care. The use of these tests has been fully validated in lymph node negative breast cancer for the last number of years and is likely to be expanded into lymph node positive disease as well. Reflective of this, the staging of breast cancer now incorporates these predictive and prognostic "scores."

ACCOUNTING



BDO USA, LLP

By Matt Riviello, CPA, CGMA, BDO Assurance Partner, NJ Practice Leader, Life Sciences Industry Group

BDO Partner Kevin Pianko assisted a life science client in Central New Jersey. The company was experiencing growth for top-line revenue and income from operations at 10 percent to 15 percent annually for the past 10 years; however, current revenue growth stalled. Management struggled to develop ways to return to the previous growth rates. Our partner met with the management team to listen to its concerns and make recommendations. To create an environment of creativity and idea sharing, Kevin recommended that management create a board of advisors comprised of individuals from outside of the company's industry. He then referred potential advisors from his professional network and presented them to management. One individual was from the technology sector, one from sell-side M&A advisory and another was an independent consultant specializing in corporate strategy development, licensing and negotiations. Kevin has participated in two advisory meetings to date and has seen firsthand the creative juices flowing, resulting in the generation of new ideas. Management is excited to work with these individuals, and is already in the process of implementing strategies developed from its new advisory board that will allow the client to return to, if not exceed, previous revenue growth rates.



Citrin Cooperman

By Kenneth I. Metsky, CPA, Partner

A dental practitioner was struggling with a decline in employee morale, largely due to the annual raises having stopped several years ago. The staff felt they were being taken advantage of, which ultimately resulted in employees scaling back their work output. On one hand, patients were still happy with the excellent dental care they continued to receive, but the staff's negative mindset began to permeate the office culture, and affect overall operational efficiency. The client asked us to help them find a solution that can be agreeable to all parties. After reviewing the client's financial data, we determined that, although the office was busy, it was not nearly as profitable as it once was. One reason was that the fee structure remained static for nearly five years. The first thing we did was realign the fee structure, with more competitive rates. We also helped to set "monthly and quarterly revenue collection goals" whereby each quarter, upon reaching these specific goals, the team members would share in the profits. Patients did not resist the changes in the fee structure, and cash flow was much improved. Our client's staff is now earning more, and staff morale is once again at healthy levels.



CohnReznick LLP

By Ravi Raghunathan, CPA, Partner, Life Sciences Industry Leader

In late 2016, one of our public clients was in discussions with a large company to potentially acquire one of its U.S. subsidiaries. As the auditors, we were consulted early in the process and closely communicated with the client and the investment banker. During these discussions, the need for future financings and a comfort letter to the underwriters became apparent. The auditing firm for the U.S. subsidiary would not provide the underwriters comfort on the financings and the trans-

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action numbers. The client then asked if we could assist. Completing the financing to continue forward was crucial, so issuing a comfort letter after the audit was key. Timing was tight, but we collected our resources and audited 2016 within the timeline requested. This successful transaction highlights the need for CPA firms to add client value by thinking forward and providing insight beyond the routine due diligence, audit and tax services.



Grassi Healthcare Advisors, LLC

By Alicia Shickle, AHFI, CHC, CPCO, CPC, CPMA, CPPM, CRC, Leader, Physician Practice Advisory Team

The experts at GHA successfully assisted one of our large New Jersey physician practice groups to implement an effective documentation and coding compliance program. This component of their overall compliance program con-

tinues to assist the practice with achieving revenue cycle integrity by mitigating risk of billing for, or receiving, improper payments from the health plans. It also assures that the practice is collecting appropriately for the services they provide. We conducted an initial benchmark review and established a follow-up audit protocol based on provider outcomes. We provided one-on-one provider feedback as well as interactive group trainings. Routine auditing and monitoring is a key component of any effective compliance program. This helps the practice to identify and correct issues early. Providers who do not take



this process seriously run the risk of being an outlier, receiving improper payments, audits, being placed on pre-payment review, large overpayment demands, and potential hefty fines and penalties.



Klatzkin & Company LLP
By Stephen N. Klein, CPA, Partner

Many healthcare professionals are not trained in how to operate their practice like a business, as they are too busy running the practice to determine what items in the financial statements are most important. One of our firm's multidisciplinary medical practice group clients had monthly financial statements with several pages of departmental revenues and expenses. I prepared a report that they could read quickly and easily understand, to help them monitor their practice operations. The monthly report consisted of three spreadsheets, which provided a break-

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down of revenue, total operating expenses and the amount available for the owners' salary and benefits. These are the Key Performance Indicators (KPI) of the practice. The KPI report consists of monthly and year-to-date total revenues and expenses, as well as changes compared to the same period in the prior year in both dollars and percentages. One of the most important performance indicators to monitor is the total of operating expenses as a percentage of revenue. After reviewing the monthly KPI report with the managing member of the practice, we periodically



discuss trends and areas that the practice needs to focus on and improve.



Nisivoccia LLP

By Deirdre Hartmann, CPA, Partner, Firm Healthcare Advisory Services Group Leader

A healthcare client discovered a problem—their electronic health record (EHR) system was not transferring billing and collection data for the services rendered by their physician assistants to their practice management system. In many instances, physician assistants perform the service, but are reimbursed under the physician's reimbursement rate, which is referred to as "incident to billing." Since the EHR and practice management systems were two separate vendors, identifying the source of the breakdown was difficult. Our client asked us to help them solve the problem. With the help of our IT staff and the client's coding team, we were able

to rectify the problem by successfully mapping the billing information from the EHR system to the practice management system. This helped our client track collections for the physician assistants seeing the patient, even if it was reimbursed at the physician's rate. The time spent by the client tracking collections in a manual process was eliminated and has been automated going forward.



Sax LLP

By Susan A. Reed, CPA, CFP, Healthcare Practice Leader

We work with a healthcare group that has seen rapid expansion throughout New Jersey as a result of smaller groups merging with their practice. A main reason why a smaller practice desires to merge stems from the need to eliminate their back-office responsibilities. Administrative functions like negotiating contracts, medical supply purchasing, billing and

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collections are extremely time consuming. Physicians of smaller practices are already inundated with their workload, and do not have the capacity and/or cannot afford to efficiently tackle these administrative tasks. We illuminated this business line opportunity for our client and proposed managing the back-office operations on behalf of smaller practices for an additional revenue source for those practices reluctant to merge. To help streamline the process, we assisted our client in moving their entire back-

office operations into a Management Services Organization (MSO), which serves as a separate business for our client. As the MSO grows, so does the enterprise value of our client's business. This has proven mutually beneficial for larger practices who have the work-capacity and see additional revenue, while alleviating the tedious administrative responsibilities that bog down smaller practices.



WithumSmith+Brown, PC

By Taryn Bostjancic, CPA,
Partner, Practice Leader,
Life Sciences

When a business owner cannot get accurate and timely financial performance information on their company, managing it can be challenging, especially in the life sciences space which changes rapidly. A relatively young specialty pharma company was growing quicker than it ever expected. The company was generating profits

and its owners needed to consider the impact of the financial performance on their individual tax returns. Although the company engaged with a respected accounting firm, getting solid and timely year-end results remained a challenge. Deadlines were missed, the audit dragged on and tax returns were filed without the numbers being finalized. These were all distractions from current operations and managing growth. The company decided it was time to make a change and engaged with Withum. Upon evaluation of the impact of the prior audits results, tax returns were completed and filed properly, and the current year audit was finalized. Additionally, we identified areas where the company could use digital solutions to help manage operations, which are currently being evaluated by management. Life science companies in growth stage need special attention and solutions beyond the basics, so securing a trusted advisor can be critical in the success of the company.

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Scott J. Mariani, JD, Partner
Practice Leader, Healthcare Services Group



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BANKING



Bank of America Merrill Lynch
By Lisa Donoghue, Senior VP, Global Commercial Banking

Our client, a premier, multi-specialty New Jersey-based medical group, partnered with a top-ranked national cancer center to provide fully integrated, multidisciplinary cancer care for patients in northern New Jersey and the tri-state area. As a result, there was a need to expand its oncology operations into a new state-of-the-art facility in North Jersey. The new, 130,000-square-foot facility (in the final stages of completion) will provide the latest advances in cancer care, including medical oncology, infusion, diagnostic imaging and radiation oncology. To ensure our client could finish construction and install equipment to begin operating later this year, Bank of America Merrill Lynch tapped into its expertise in the

healthcare sector by structuring medium-term capital. While working closely with our client, we coordinated the efforts to put the financing in place. The new facility will expand jobs to help support both the local economy and the health of the community.



Valley National Bank
By Tom Iadanza, Senior EVP and Chief Lending Officer

Valley National Bank assisted a longtime healthcare client who provides CT scanning, open MRI, mammography, diagnostic radiology, bone density testing and women's imaging. The client's practice has multiple owners who required buy-in financing and Valley provided permanent mortgage financing for two of their six locations, a working capital line of credit and a letter of credit. After that, we met with the owners to discuss how we could help them grow. We discussed their needs and were able to pro-

vide financing that helped them acquire updated imaging equipment in keeping with their policy of providing the latest in technological imaging equipment to their patients. Our flexible financing solutions allowed our client to finance two MRI machines, a CT scanner and an X-ray machine, along with installation and build-out costs.

HIGHER EDUCATION



Berkeley College, School of Health Studies
By Dr. Eva Skuka, Dean

The Berkeley College School of Health Studies provides outstanding career-focused education in some of today's most in-demand healthcare professions, including clinical specializations, and healthcare administration and management. In addition to degree programs in Health Sciences, students can choose from a variety of entry level or mid-

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career pathways that include Medical Assistant; Medical Insurance, Billing, and Coding; Practical Nurse; LPN to B.S.N. in Nursing; and Surgical Technology programs. Also, The Larry L. Luing School of Business® at Berkeley College offers degree programs in Health Services Administration, and Health Services Management. The School of Graduate Studies offers an MBA in Management for those who want to further their careers, and many students who are already working in the field choose this as a next step for their advancement.



**Fairleigh Dickinson University,
School of Pharmacy and
Health Sciences**

*By Dr. Michael J. Avaltroni,
Dean*

Fairleigh Dickinson University offers an extensive array of programs in the health sciences at its New Jersey campuses. The School of Pharmacy and Health Sciences provides a number of degrees at the master's and doctoral levels within the health sciences. These include Master of Health Science degrees in health informatics, regulatory sciences and clinical research administration, as well as a track for students seeking careers in medical, dental, veterinary or pharmacy, known as our Gateway to Professional Studies (GPS) program. At the doctoral level, the School offers the Doctor of Pharmacy degree, training students for widely varied careers within the field of pharmacy. Within the Henry Becton School of Nursing, students can pursue master's and doctoral level

degrees in Nursing Practice, as well as master's degrees in Medical Technology.



Montclair State University

*By Dr. Susan A. Cole,
President*

Montclair State University sponsors research and offers degree programs at the bachelor's, master's and doctoral levels in a full range of life science and healthcare fields, including biology, molecular biology, chemistry, biochemistry, pharmaceutical life sciences, marine biology and coastal science, sustainability science, nursing, public health, general psychology, cognitive science, clinical psychology, family science and human development, speech pathology, audiology, communication sciences and disorders, counseling, music therapy, autism and early childhood mental health, nutrition and food science, exercise science, athletic training and gerontology. Our newest additions

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in these fields include research and programs focused on the applications of big data to the health sciences, the exciting Center for Environmental and Life Sciences and the new School of Nursing, which is designed specifically to meet the radically changing demands of the 21st century healthcare environment with innovative programs and state-of-the-art facilities that include nursing skills laboratories and high-fidelity simulation rooms.



New Jersey Institute of Technology

By Dr. Fadi Deek, Provost and Executive Vice President for Academic Affairs

NJIT has positioned itself to be a leader in life sciences and healthcare research, education and industry collaboration. In 2017 alone, NJIT opened a fully renovated Central King Building that is now a hub for study in the bio-

logical sciences, as well as a new Life Sciences and Engineering Center that is home to more than 24,000 square feet of space dedicated to the trans-disciplinary research that has become the standard for science, medicine and healthcare. This facility enables collaboration across different fields of study and throughout our bachelor's, master's, Ph.D. and certificate programs, which NJIT offers in highly sought-after and competitive fields. Biological sciences and engineering, chemistry, pharmaceutical sciences, environmental sciences,



healthcare systems management and other degrees and certifications at NJIT are among the many programs available to prospective students.



NJCU

By Dr. Christina B. McSherry, RN, CNE, Associate Dean for the College of Professional Studies

New Jersey City University (NJCU) offers a variety of educational opportunities for students and returning professionals, including programs in public health education, teacher certification in health education and certification in school nursing. Graduates with a bachelor's degree in health science go on to work in healthcare, nonprofit and public-sector jobs working as counselors, public health advocates, researchers, administrators and educators. NJCU nursing offers several diplomas, such as a second-degree, accelerated bachelors in nursing (BSN) that can be completed

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**COMING SOON:
THE CONNIE DWYER
BREAST CENTER AT TRINITAS**

We're looking forward to the creation of the Connie Dwyer Breast Center at Trinitas, which will provide new and improved services for women in the greater Elizabeth area. A \$3.2 million investment in our Women's Imaging Center will result in a truly remarkable breast center that will care for every woman.



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in one year. Healthcare facilities of all types, industry, school nursing, pharmaceutical sales, home health, hospice care, case management and long-term care are just a few of the professional opportunities in which graduates of the accelerated BSN are succeeding. NJCU also offers practicing nurses the opportunity to further their careers through obtaining a BSN (RN to BSN) or a master's

degree in nursing with a concentration in nursing education, which enables nurses to work in the educational arena training other nurses in a variety of settings.



Ramapo College of New Jersey, School of Theoretical and Applied Sciences

By Dr. Kathleen M. Burke, RN, Assistant Dean of Nursing, Professor of Nursing, Adler Center for Nursing Excellence

Nursing, Adler Center for Nursing Excellence

In addition to programs in biology, clinical lab sciences, chiropractic care, dentistry, optometry, physician assistant, physical therapy, health sciences and medical imaging science, Ramapo College has three highly acclaimed and expanding nursing programs. Our healthcare programs all enjoy state-of-the-art labs that enhance the education of our students and provide hands-on instruction. For example, the Adler

Center for Nursing Excellence features simulation rooms where students learn to address emergencies involving their computer-simulated patients. The nursing faculty recreate healthcare scenarios that play out each day in hospitals and the community, making each patient encounter unique. In addition, Ramapo College appreciates that students pursuing the health sciences have acute interests and, to this end, our programs are thoughtfully developed and delivered to satisfy the range of academic and professional goals our students bring with them. For example, our Nursing Program alone has three distinct offerings: the Generic Nursing (BSN) Program for individuals who are preparing to become a nurse; the RN to BSN track for nurses with their RN license returning to school for the BSN degree; and the Master of Science in Nursing (MSN) Programs for BSN-prepared nurses advancing in their careers through Nursing Education, Nursing Administration or Family Nurse Practitioner.



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Ramapo College graduate students work closely with faculty and collaborate with their classmates.

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Thomas Edison State University

By Dr. William Seaton, Vice President and Provost

Our workforce-focused healthcare and life sciences related programs offer degree completion options centered on the unique needs of busy adults. Whether you are an RN returning to school, a lab technician advancing your career in clinical trials management or aspiring to a leadership role in healthcare policy and management, Thomas Edison State University enables you to select an academic path that best fits your goals and learning style. The University's W. Cary Edwards School of Nursing, School of Applied Science and Technology, School of Business and Management, and the John S. Watson School of Public Service and Continuing studies offer certificate, undergraduate and graduate programs in nursing, nurse management, healthcare management, health information management, applied health sciences and public health and policy. Our programs are flexible, industry-focused, regionally accredited and allow students to achieve their educational goals in a modality and timeframe that's right for them.



William Paterson University

By Dr. Venkat Sharma, Dean, College of Science and Health

We offer bachelor's and master's degrees in biology, biotechnology and exercise science, and bachelor's degrees in public health and health studies. In nursing, we offer bachelor's and master's degrees in nursing, post-master's certification as an adult/gerontology or family nurse practitioner, and the doctor of nursing practice, the highest level clinical degree in nursing. Our master's degree in communication disorders and sciences prepares students for careers as speech-language pathologists in schools, medical settings and private practice. Graduates meet the academic and clinical education standards required for the Certificate of Clinical Competence in Speech-Language

Pathology and New Jersey licensing/certification requirements. Students gain clinical experience in our campus Speech and Hearing Clinic, providing diagnostic and treatment services to the community. Our doctorate in clinical psychology prepares students for clinical practice and research positions. Our School of Continuing and Professional Education offers numerous non-credit nationally recognized industry-specific healthcare certifications, as well as courses that are approved for continuing education for speech pathologists and nurses. All our programs are supported by state-of-the-art laboratories and clinical spaces.

LAW



Gibbons P.C.

By Christine A. Stearns, Esq., Administrative Director, Trenton Office, and a Director, Government Affairs Dept.

Gibbons was brought in to assist a healthcare system at a time when its acquisition of another healthcare system was stuck in the New Jersey regulatory process required by CHAPA. There were myriad legal issues to be navigated, including significant corporate governance, attorney-work-product and attorney-client privilege issues. An

efficient resolution of these issues was critical to keeping the transaction on the clients' desired timeline and timeframe. The deal ultimately closed on time, after Gibbons provided critical intelligence for moving the case through to judicial approval in a matter of days after filing.



Harwood Lloyd, LLC

By David Meinhard, Esq.

Our client asked her employer whether her husband, who was turning 65 and was covered by her employee insurance, would continue to receive her employer-sponsored health insurance once he was 65 and eligible for Medicare. She was told by her employer's benefits representative that it was not necessary to purchase Medicare Part B health care coverage, so he didn't enroll in it. Subsequently, after a long illness and her husband's passing, her employer began denying payment for thousands of dollars of healthcare services, with her employer changing what it previously advised her regarding insurance. They indicated her husband should have had Medicare Part B coverage as his primary health insurance. Meanwhile, the client was regularly receiving substantial bills for the denied claims. I interviewed my client to understand the facts, then researched her employ-



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er's Summary of Benefits, and the coordination of benefits rules of Medicare. I then crafted arguments which were presented to her employer regarding why the employer was responsible to cover her husband's insurance costs. Based on these arguments, the employer recognized its obligations to cover his care, and they resumed paying the healthcare bills.



NPZ Law Group, P.C.
By David H. Nachman, Esq.,
U.S. Managing Attorney

NPZ Law Group, P.C., an immigration and nationality law firm, assisted a foreign-born physician/research scientist/scholar with an application for a National Interest Waiver (NIW). The NIW is a petition for an employment-based or self-petitioning immigrant visa which, if approved, is the first step toward the green card. Approval of an NIW petition requires a high standard of evidence to establish that the applicant's admission to permanent residency would be in the "national interest" of the United States. Our client's field of expertise is in the study and treatment of depression, a prevalent mental health issue which is a leading cause of disability in the United States, according to data from government and health agencies under the U.S. Department of Health and Human Services. NPZ was able to petition successfully on behalf of our client, who is currently working for a renowned medical facility in New York City and is also a Permanent Resident of the United States.



Wilentz, Goldman & Spitzer, P.A.
By Michael F. Schaff, Esq.,
Chair, Corporate and
Healthcare Depts.

A physician client wanted to expand its medical practice to include telemedicine, based on market research data indicating rapid growth in this industry. Telemedicine implementation policies vary from state to state, depending on each individual state's Medical Practice Act. Telemedicine providers may need

to be licensed in both their location, as well as the state where the healthcare services take place. Since both provider and patient were in New Jersey, my team applied our knowledge of the New Jersey Telemedicine Law (adopted July 27, 2017), and assisted the client in navigating through the complex provisions of the law—including

implementation, compliance and registration requirements. We also guided the client through a comprehensive analysis of strengths and underlying opportunities in telemedicine, as well as future telemedicine trends carrying potential challenges such as full-service medical drones with telemedicine capabilities. ■



DENTAL HEALTH

Seal Out Tooth Decay

Studies by the National Institute of Dental and Craniofacial Research combined with other efforts led to the development of dental sealants—thin, plastic coatings painted on the chewing surfaces of the back teeth. This research showed that sealants are both safe and effective.

"Studies have shown that dental sealants are proven to reduce the incidence of cavities in children by as much as 70 percent," according to Delta Dental. "Research also shows that sealants not only protect healthy teeth, but can also stop decay in the beginning stages, preventing its progression."

Sealants are painted on as a liquid and quickly harden to form a shield over the tooth. The most important reason for getting sealants is to avoid tooth decay. Fluoride in toothpaste and in drinking water protects the smooth surfaces of teeth, but back teeth need extra protection.

Sealants cover the chewing surfaces of the back teeth and keep out germs and food. Having sealants put on teeth before they decay will also save time and money in the long run by avoiding the fillings, crowns or caps used to fix decayed teeth.

Children should get sealants on their permanent molars as soon as the teeth come in—before decay attacks the teeth. The first permanent molars (six-year molars) come in between the ages of five and seven. The second permanent molars (12-year molars) come in when a child is between 11 and 14 years old.

Other teeth with pits and grooves also might need to be sealed. For example, teenagers and young adults who are prone to decay may also need sealants. In addition, your dentist might recommend sealants on baby teeth, especially if your child's baby teeth have deep pits and grooves. Baby teeth save space for permanent teeth, so it's important to keep them healthy so they don't fall out early.

Sealants can last up to 10 years, but they need to be checked at regular dental check-ups to make sure they are not chipped or worn away. The dentist or dental hygienist can repair sealants by adding more sealant material. ■

Source: NIH Publication No. 17-489, August 2017