



## **The Delaware Health Care Commission (DHCC) Meeting**

June 1, 2023

9:00 a.m. - 11:00 a.m.

### **Meeting Attendance and Minutes**

**Commission Members Present In-Person:** Theodore Becker, Dr. Nancy Fan (St. Francis), Dr. Aileen Fink (surrogate for Dr. Stephanie Traynor (DSCYF), Cabinet Secretary Rick Geisenberger (DOF), Richard Heffron, Cabinet Secretary Molly Magarik, and Nick Moriello (Highmark Delaware)

**Commission Members Attending by Phone:** Dr. Roger Harrison (Nemours), Melissa Jones, and Insurance Commissioner Trinidad Navarro (DOI)

**Commission Members Absent:** Dr. Jan Lee (DHIN) and Dr. Stephanie Traynor (DSCYF)

**Meeting Facilitator:** Dr. Nancy Fan (Chair)

**Health Care Commission Staff:** Elisabeth Massa (Executive Director), Susan Walters (Public Health Treatment Program Administrator), Colleen Cunningham (Social Service Senior Administrator), and Tynietta R. Congo-Wright (Administrative Specialist III)

**Anchor Location:** The Chapel, Herman M. Holloway Sr. Health and Social Services Campus  
1901 N. DuPont Highway, New Castle, DE 19720

### **CALL TO ORDER**

After confirming a quorum, Dr. Fan called the meeting to order at approximately 9:04 a.m. Dr. Fan asked public attendees to formally identify themselves by placing their name and affiliation in the chat box and those attending in-person to sign the sign-in sheet in the Chapel. She welcomed the guest speakers participating in today's Workforce forum.

Dr. Fan opened the meeting by highlighting the month of June is celebrated as Pride Month and Gun Violence Awareness Month. Both are important issues when talking about equity and inclusion and an overall public health crisis.

## **BOARD BUSINESS**

### **ACTION ITEM: Approve May 4, 2023, meeting minutes**

The Commissioners reviewed the May 4, 2023, meeting minutes. No objections were made, and minutes were unanimously approved. The minutes are available on the [DHCC Website](#).

### **ACTION ITEM: Approve State Loan Repayment Award**

The board reviewed a proposed State Loan Repayment Program (SLRP) award. Dr. Fan shared this is an award for the federal student loan repayment program, which is different from the state-sponsored Health Care Provider Loan Repayment Program. Dr. Fan asked if there were any questions. Hearing none, Dr. Fan took a motion to approve. Nick Moriello made a motion to approve, and Ted Becker seconded the motion. No objections were made, and the commissioners unanimously approved the award. A slide was also shared that showed de-identified information about the current seven SLRP awardees under contract with the State.

Dr. Fan requested to change the agenda and move up the Westside Family Health Care update that was at the end of the agenda.

## **UPDATES**

### **Westside Family Health Care**

Dr. Fan took a moment to acknowledge Lolita Lopez, who is stepping down as after many years of service in her role as CEO and President at Westside Family Health Care. Lolita has been a collaborator with the work of the Health Care Commission as well as working with the State to provide health care access for everyone. Lolita took a few moments to share a few parting words and reflected on her 33 years with Westside and working with the Commission. Lolita announced her replacement is the current Vice President at Westside, Chris Frazier. Chris shared it was a real honor to step in as President for Westside Health and is looking forward to working with the Commission.

Commissioners Navarro added it has been a pleasure working with Lolita the past several years and how much she will be missed.

## POLICY DEVELOPMENT

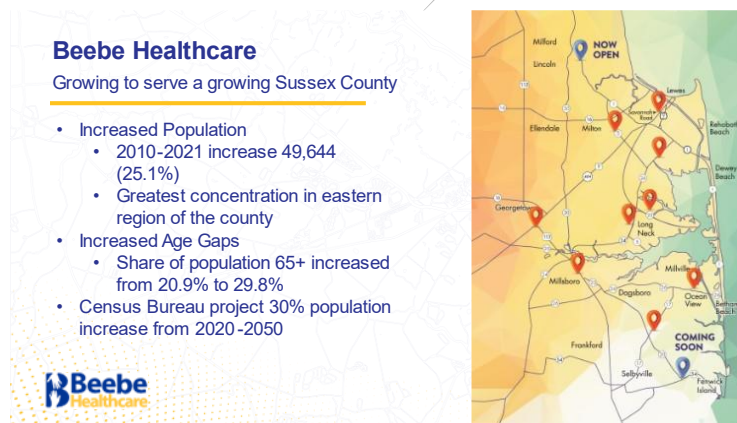
### **Delaware Health Systems Workforce Forum**

Dr. Fan opened the segment and shared today's feature presentation is a mini-Workforce Forum. DHCC Commissioner Ted Becker brought forward to Dr. Fan what Beebe is doing across their community to address the health care workforce crisis. This led to the DHCC inviting all health care systems to present on their workforce challenges as well as graduate medical education if applicable. Nemours and Bayhealth were unable to present today.

### ***Beebe Healthcare***

Dr. David Tam, President & CEO of Beebe Healthcare shared his background and presented data on health care in Sussex County and how Beebe is positioned to address the workforce challenges to meet the demands of healthcare. Dr. Tam discussed partnerships in Pennsylvania, Philadelphia, and Baltimore to provide tertiary primary care as it related to community level care which is the most economically efficient way to deliver healthcare. Beebe Healthcare opened a second specialty surgical hospital with the approval of the Health Resources Board with physicians and surgeons coming from Dover and Wilmington.

Dr. Tam shared in the past two and a half years, Beebe has created over 220 providers, physicians, and practitioners along with 30 to 40 coming in the next couple of months, which is needed given the increase in population throughout Sussex County.



Dr. Tam shared background on Beebe Healthcare's Family Medicine Residency Program. This program will support the mission of Beebe Healthcare by cultivating competent, culturally diverse primary care providers. Dr. Tam posed the question of how to meet the growing healthcare needs in Sussex County. Some ideas were to:

- Increase residency education opportunities
- Grow nursing programs
- Develop a Delaware Medical School in Sussex County

- Increase Interdisciplinary Education Campus for other Allied Health Professionals and technologists
- Collaborative relationships with Healthcare Systems, Academic Institutions, and High School programs
- Partner with Delaware Business Community for strategic workforce development

Dr. Tam asked if there were any questions. Dr. Fan asked that all questions be held to the end of the presentations and to put questions in the chat. Dr. Tam’s presentation is available on the [DHCC website](#).

**From the Webex Chat Box:**

from nick conte to everyone:  
that was excellent, thanks for sharing your perspective

**ChristianaCare**

Dr. Brian Levine, Designated Institutional Official (DIO) & Associate Chief Academic Officer, of Christiana Care shared his background and presented data on workforce development. Dr. Levine shared some key priorities and challenges:

- Attracting trainees and having them stay long term
- Lack of competitive programs and recruitment strategies in place
- Expanding/starting new residencies/fellowships
- Planning and resource utilization
- And more....

Next, Dr. Levine shared ChristianaCare’s Pathway to Support the Delaware Healthcare Workforce.



His presentation also highlighted pre-clinical opportunities and student programs at ChristianaCare. Dr. Levine shared Allied Health, Physician Assistant and Advanced Practice Clinician retention numbers for the past two years. Some efforts were successful while others were not. There is an average of two to five students that remain after their residency. Dr. Levine ended his presentation sharing information about ChristianaCare's Graduate Medical Education and the Branch Campus partnerships with the DIMER schools – Sidney Kimmel Medical College and the Philadelphia College of Osteopathic Medicine.

Dr. Levine's presentation is available on the [DHCC website](#).

### ***St. Francis***

Dr. David Hack, Chairman of the Department of Family Medicine with St. Francis, presented an update on the workforce and graduate medical education activities at St. Francis. The St. Francis Family Medicine Residency Training was established in 1979 and there has been nearly 250 graduates. St. Francis offers a urban campus and full scope family medicine program. 4 out of 5 faculty members are active OBs, 5 out of 5 faculty members are active hospital medicine, and 5 out of 5 faculty active ambulatory office. St. Francis currently has 10 female and 6 male residents.

Dr. Hack highlighted provider challenges at St. Francis, for example the recruitment and retention of younger academic faculty, nursing and medical assistant retention, and the recruitment and retention of outpatient physicians.

Dr. Hack shared a summary about the 2023 St. Francis match. Approximately 1,600 applications were received for 6 positions. 103 invited to interview. 68 ranked and all ranked applicants matched somewhere. Typically, St. Francis can retain 1-2 residents every year.

Dr. Hack's presentation is available on the [DHCC website](#).

### ***TidalHealth***

Dr. Simona Eng, Designated Institutional Official (DIO) and Chairperson of the Graduate Medical Education Committee from Tidal Health shared a little about herself. She has been with TidalHealth for about 22 years and came there right out of residency. She described workforce challenges creating a strain on health care systems. TidalHealth has a hospital in Salisbury, Maryland and Seaford, Delaware.

Dr. Eng shared a few national statistics – 47% of physicians are 55 and older according to the Association of American Medical College's 2019 Report on Residents. More than half of the individuals who completed their residency training from 2009-2018 are practicing in the state where they did their residency training. Next, Dr. Eng went provided data on the population growth trends in the TidalHealth service areas. TidalHealth service area is expected to grow by 4.7% (national avg is 3.9%)

Dr. Eng went over the history and process of starting the Graduate Medical Education (GME) Programs at TidalHealth. To start, TidalHealth held town hall meetings, conducted surveys, sought board support, senior administration support and hall talks. TidalHealth's Internal Medicine Residency Program started in 2021, and the General Surgery Residency Program started in 2022. TidalHealth is looking to have future GME programs such as Anesthesia, Family Medicine, Cardiovascular, gastroenterology, pulmonary and critical care. TidalHealth has partnered with Rowan and PCOM to have a core clinical campus. This is new for TidalHealth, so the class sizes right now are light, and they are hoping to partner with more schools.

Dr. Eng's presentation is available on the [DHCC website](#).

Dr. Fan thanked the presenters and opened the meeting for questions and comments. She first asked the DHCC Health Workforce Subcommittee co-chairs, Secretary Geisenberger and Dr. Kathy Matt, to lead.

Secretary Geisenberger commented the mission of the Health Care Commission is to support policies that will provide high-quality, affordable, and accessible healthcare. With that in mind, the DHCC Health Workforce Subcommittee was developed. The priority has been data and trying to understand what the current workforce challenges are. Most of those questions have been answered in these presentations today.

Dr. Matt thanked everyone for their excellent presentations that will help the Subcommittee. She added how do we approach the challenges the health care systems are describing and pull everything together statewide and how to coordinate and integrate with the academic institutions in the State. One of the messages she heard, if you are taking students through the pipeline, they wind up coming back to Delaware because they have established roots. She commented creating opportunities for students to stay after residency is important. Dr. Matt asked as the GME programs grow, what impact does that have on the preceptorships and clinical rotations for other health professionals taking on those challenges collectively statewide? The Subcommittee and Commission we need to figure out what resources are needed and how to not duplicate what is already being done, but rather partner on those resources. These are things what need to be taken on in the Subcommittee work.

Secretary Magarik added that we do not forget long term care facilities as well as geriatricians and people who do memory care who can provide services to help people get care and home health care.

Dr. Fan asked each speaker to address some of the questions presented today.

Dr. Tam commented as CEO of a health system, it is important when thinking about the healthcare workforce that it is not just about the doctors, it's about nursing, it's about dental, pharmacy and every other aspect of care as well. With that, Beebe Healthcare has regular

medical education and undergraduate education in Sussex County that could benefit in terms of those programs. Dr. Tam suggested another change that could be made is changing the immigration status that we can then leverage and bring in more positions.

Dr. Eng commented in their underserved area, the J1 cap really hurts (they are allowed three). In terms of how to attract physicians to come to Delaware, there must be something the government can do to support the student loan repayment program especially in the rural areas.

Dr. Hack commented it would be helpful if the State could bring forward a tax credit for preceptors.

Dr. Levine shared one of the problems they see at ChristianaCare is that they cannot take any more students. They are looking at a faculty redesign.

Nick Moriello added with respect to tax credits, preceptors, and other ideas, his request is for those ideas to be brought forth to the Commission and Workforce Subcommittee for consideration to put forth for policy change. He commended the efforts of the health systems to date.

Ted Becker thanked the presenters for a wonderful presentation and commended them for their efforts. He added how can the Commission help collaborate and how can the Commission help address the shortage of educators?

Dr. Fan noted Cheryl Heiks had a long comment in the chat and asked if she had any specific questions or anything she wanted to share. Ms. Heiks replied she wanted to thank Secretary Magarik for mentioning long term care and thank the speakers for their presentations today. From Ms. Heik's angle, people may need long term care or home health care and there is only a small group of available workers.

**From the Webex Chat Box:**

from Simona Eng to everyone:

Maryland Dept of Health offers an Income Tax Credit for preceptors. It would be great if Delaware had something similar.

from CHeiks to everyone:

Long Term Care Facility staffing has been the hardest hit healthcare industry since the pandemic when it comes to loss of employees. Even with much higher wages - the industry has not recovered. Without an investment in workforce development, it will continue to struggle to admit new residents. By statute, LTC facilities need to know the appropriately staff will be there to care for that resident. The lack of a robust and trained LTC workforce, not only holds admissions from hospitals, but has a negative impact on the current workforce - as they have to

work multiple shifts to overcome shortages. An overuse of staffing agencies - though necessary to fill holes in coverage - doesn't provide consistency in care for residents. Bottom-line residents are those most impacted. Delaware's demographics are working against healthcare workforce development. Over time our state has brought in many older individuals to retire here - that will need additional care.

## **UPDATES**

### **DHCC Health Workforce Subcommittee**

Secretary Geisenberger provided a brief update on the recent Subcommittee activities. The Subcommittee met on May 10 and reviewed the Delaware Health Force data. The Subcommittee would like to collaborate with the private sector and review licensing requirements. The Subcommittee is planning to meet again July 12, September 13, and November 8. Secretary Geisenberger's update is available on the [DHCC website](#).

### **Primary Care Reform Collaborative (PCRC)**

Dr. Fan provided a brief update on the Primary Care Reform Collaborative (PCRC) activities. The Payment and Attribution and Care Coordination workgroups met for a combined meeting on May 22 to discuss the Standard Quality Investment (SQI) and Continual Quality Investment (CQI) calculations for the draft primary care payment delivery model. At the meeting, the PCRC vendor, Health Management Associates (HMA), presented an overview of the calculations and draft recommendations. HMA also presented Alternative Payment Model state comparisons. The PCRC is planning to meet on June 5. Dr. Fan's PCRC update is available on the [DHCC website](#).

## **PUBLIC COMMENT**

Dr. Fan asked if there was any public comment. Secretary Magarik thanked Lolita Lopez for her service and wonderful achievements.

Maggie Norris-Bent, with Westside Family Healthcare, shared a public comment related to workforce and Westside opioid training. She also commented about oral health access and creative solutions to bring more clinicians to Delaware. With recent legislation sponsored by Senator McBride, the federally qualified health care centers have been able to bring in 8 dentists. Ms. Norris-Bent also added Westside is hosting a gala in June honoring Lolita Lopez.

### **From the Webex Chat Box:**

from Eschalla Clarke to everyone:

Thank you Dr. Tam for a very informative presentation and thoughtfully recommending development initiatives. I would like to see more progress around an in-state medical school.



from Aileen Fink, DPBHS, She/Her/Hers to everyone:

Thank you everyone. I need to leave to attend another meeting. Take care!

from Brian Levine to everyone:

I have a hard stop to another meeting - thank you all and look forward to further discussion!

from Megan Williams to everyone:

Agreed - thank you Dr. Tam!

from CHEiks to everyone:

DHCFA - the Long Term Care Association looks forward to partnering with DHA, and any other crucial stakeholders on healthcare workforce retention/recruitment efforts.

### **ADJOURN**

The meeting adjourned at 11:04 AM

### **UPCOMING MEETING**

The next DHCC meeting is scheduled for Thursday, July 7, 2023, 9:00 a.m. – 11:00 a.m. The anchor location for the meeting:

The Chapel  
Department of Health and Social Services  
Herman Holloway Campus  
1901 N. DuPont Highway, New Castle, DE 19720

### **Public Meeting Attendees June 1, 2023**

Alia Bonner EL	
Brian Olson	La Red Health Center
Cheryl Heiks	DE Health Care Facilities Association
Chris Frazier	Westside Health Care
Christopher Otto	Delaware Nurses Association
Cristine Vogel	DOI
Daniel Walker	DHSS
Delaney McGonegal	Mid-Atlantic Association of Community Health Centers
Eschalla Clarke	DHSS
Jeff Schott	DOI
Jen Ketterman	Tidal Health
Jose Tieso	Gainwell Technologies

Joseph Kim	Tidal Health
Judith Butler	League of Women Voters
Karen Pickard	Beebe Healthcare
Kristin Dwyer	Nemours
Linda Micai-Manning	Tidal Health
Lolita Lopez	Westside Family Healthcare
Lori Ann Rhoads	Medical Society of Delaware
Maggie Norris-Bent	Westside Family Healthcare
Megan Williams	DHA
Nicole Freedman	Morris James LLP
Nick Conte	DHSS
Olivia McVeigh	Highmark BCBS
Pamela Price	Highmark
Pattie Wright	Highmark Health Options
Paula Roy	Roy Associates
Sarah Stowens	ChristianaCare
Sherry Nykiel	DMMA
Tim Gibbs	MPH Academy
Tyler Blanchard	Aledade
Victoria Brennan	Office of Controller General
Wayne Smith	Smith Capitol Advisors