

ZUFALL
HEALTH

COMMUNITY
HEALTH
CENTERS



Annual Report

2021



COVER: Pharmacist Pablo Fragoso, RPh, measures a patient's blood pressure (BP). High BP or hypertension increases one's risk of heart attack and stroke. Zufall providers use a dashboard and a pre-visit planning tool to identify, schedule, monitor, educate, and follow up with patients with hypertension.



Mission and Vision

The mission of Zufall Health is to provide access to quality, affordable, and culturally competent health care to people and communities who experience barriers to care.

The Zufall Health Foundation, in turn, exists to support Zufall Health's mission through fund-raising, cultivating relationships, and advocating for resources.

Zufall Health's vision is to create equal opportunity for good health.

Director of Human Resources Les Chan Lowe (fifth from left), President & CEO Eva Turbiner (eighth from right), and Board member Bill Shuler (far right) take an ice cream break with Dover staff on a summer day. During an emotionally turbulent year, Zufall leadership was mindful of employee mental health. Virtual support groups convened monthly during lunch hours, and all staff participated in a nine-week Stress First Aid course to mitigate stress and burnout.

Leadership

BOARD OF DIRECTORS, ZUFALL HEALTH

Michael O'Donnell, J.D.
Chairperson

Donald Costanzo
Vice Chair

Linda Seeley
Secretary

Andrea Rios, MBA
Treasurer

Raul Aguirre

Maria "Amanda" Angarita

John Krueger

Michael McCloe

Irma McKenna, R.N.

Barry Rabner, MPA

Bill Shuler

Robert Zufall, M.D.
Founder

STAFF LEADERSHIP

Eva Turbiner, M.A.
President and
Chief Executive Officer

Peter M. Bebel, MBA
Chief Financial Officer

Frances L. Palm, MPA
Chief Operating Officer

Rina Ramirez, M.D.
Chief Medical Officer

Sam Wakim, DMD, MPH
Chief Dental Officer

Brian Whang, MBA
Chief Information Officer

BOARD OF DIRECTORS, ZUFALL HEALTH FOUNDATION

Bill Shuler
President

Eva Turbiner, M.A.
Secretary

Peter Bebel, MBA
Treasurer

Jeanne Horsey, MSN

Barry Rabner, MPA

Peter Wolfson, J.D.

STAFF LEADERSHIP

Shade Cronan, M.A.
Foundation Director

Welcome to Zufall Health



Eva Turbiner
President and Chief
Executive Officer



Michael O'Donnell
Chairperson, Board of
Directors

Thank you for making 2021 a pivotal year in Zufall Health's history! As one of New Jersey's largest Federally Qualified Health Centers, Zufall led the response to the COVID-19 pandemic for vulnerable residents of seven counties. The public health emergency may have challenged our delivery of high-quality medical, dental, and behavioral care to vulnerable populations, but our services remained accessible and affordable to all with innovation, flexibility, and support from partners like you.

COVID disproportionately impacts racial and ethnic minority groups and low-income communities. Most Zufall patients identify as Latinx/Hispanic or Black, are best served in a language other than English, and have incomes at or below 200 percent of the federal poverty level. To mitigate unequal access, Zufall provided COVID testing and vaccines at parks, schools, churches, farms, homeless shelters, public housing developments, and other community spaces.

We also hosted bilingual vaccine discussion panels to counter misinformation, and Spanish-speaking bereavement groups for those who lost loved ones to the virus. Zufall's telehealth capabilities allowed us to quickly shift to safer virtual visits during the first difficult year of the pandemic and subsequent surges. In fact, 34 percent of the 175,000-plus patient visits last year were telehealth visits.

Zufall addressed gaps in health equity for the underserved through innovative programs.

Zufall addressed gaps in health equity for the underserved through innovative programs. Our "Peds in the Park" program offered accessible pop-up clinics to combat a recent decrease in childhood immunizations. "Zufall Eats," a mobile food truck, provided fresh produce and nutritious meals to children and families. Also, Zufall and the Department of Veterans Affairs partnered on the VETSmile program to connect veterans without dental insurance to our oral health services.

Despite the challenging times, service quality hasn't waned. In 2021, the Health Resources & Services Administration recognized Zufall as a "Gold" awardee, placing us in the top 10 percent of health centers for best overall clinical performance. Also, for the fifth consecutive year, the American Heart Association and American Medical Associations honored Zufall with a "Gold+" recognition for hypertension control.

We greatly expanded our reach in 2021 serving 41,497 patients, the highest number in our history. We also opened our ninth clinical location, and first in Middlesex County, on the campus of Penn Medicine Princeton Medical Center in Plainsboro. Preparations for a new site at Hillcrest Elementary School in Franklin Township are nearly complete. We have broken ground on a new center in West Orange as well.

Zufall Health emerged from 2021 more resilient than ever! We look forward to continuing to partner with you to provide the highest quality, affordable health care and improve the quality of life among underserved populations in New Jersey in 2022 and beyond.

By the Numbers

PATIENTS BY PAYOR

53% uninsured
32% Medicaid, CHIP, or other public insurance
9% private insurance
6% Medicare



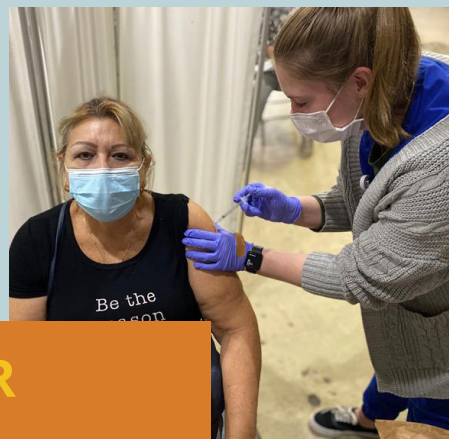
AGES

24% age 0–17 years
67% age 19–64 years
9% age 65 and older



RACE

2% Asian
6% Black/African American
71% White
4% more than one race
1% other
16% unreported or declined to report



INCOME

88% at or below 200% of the Federal Poverty Level

VISITS & PATIENTS SERVED

41,497 patients served
175,856 encounters
103,395 (59%) medical visits
33,042 (19%) dental visits
9,746 (6%) behavioral health visits
29,673 (16%) other visits



SPECIAL POPULATIONS

3,606 people experiencing homelessness
1,456 public housing residents
525 farm workers

66% best served in a language other than English



GENDER

37% male
58% female
5% other/choose not to disclose

ETHNICITY

74% Hispanic/Latinx
26% non Hispanic/Latinx



Thank You to Our Philanthropic Supporters

Zufall Health is extremely grateful to everyone who supported access to high-quality, affordable health care in underserved communities this year. Without your kindness and generosity, we would not have been able to provide care at the level and scale that was needed in 2021.

Zufall Health’s 30+1 Anniversary Gala in October honored humanitarian aid organization Direct Relief for its commitment to our innovative care models during the pandemic. Direct Relief President and CEO Thomas Tighe commended our work, remarking that community health centers, specifically Zufall, provide “the best case for private philanthropy today” in the U.S.

We are pleased to recognize the following institutions for their partnership.

We also extend a heartfelt thank you to our individual donors. Your contributions, big and small, make a healthy difference for our patients.

- Aetna

BD

Benco Dental

Big G Charitable Foundation

City of Newark

Clara Maass Medical Center

CohnReznick

Collaboration 337

Community Foundation of New Jersey

Daiichi Sankyo

Delta Dental

Delta Dental Foundation

Direct Relief

Duane Morris

Ethicon

F.M. Kirby Foundation

Family Planning League of New Jersey

Fannie E. Rippel Foundation

Federal Communications Commission

Fulton Bank

Gladys Brooks Foundation

Healthcare Foundation of New Jersey

HealthCare Institute of New Jersey

Henry O. Baker Insurance Group

Henry Schein

Horizon Blue Cross Blue Shield of New Jersey
- Impact 100 Garden State

Insurance Administrators of America

John A. and Margaret Post Foundation

John Bickford Foundation

Labcorp

Luma Health

Merrill Lynch

Middlesex County

Morris County Community Development Block Grant

Morris County Department of Human Services

NJ Department of Banking and Insurance

NJ Department of Children and Families

NJ Department of Health

NJ Department of Justice

NJ Department of Volunteerism

NJ Health Initiatives

NJ Pandemic Relief Fund

NJ Primary Care Association

Partners for Health

Penn Medicine Princeton Health

Pfizer Foundation

Riker Danzig

Robert Wood Johnson Foundation

Elizabeth B. and Arthur E. Roswell Foundation
- Rutgers Cancer Institute of NJ

Saint Barnabas Medical Center/RWJBarnabas Health

Saint Clare’s Health

Somerset County

Somerset County Community Development Block Grants

Somerset Hills Community Health Foundation

Sussex County

Trusted Wealth Financial

United Healthcare

U.S. Department of Agriculture

U.S. Department of Health and Human Services - Health Resources and Services Administration

Valley Bank

Wegmans

Whiting-Turner

Highlights in Good Health



Comprehensive COVID Response Saves Lives

The communities that Zufall Health serves, made up primarily of racial and ethnic minority groups and low-income families, have been disproportionately harmed by COVID-19. Members of these populations are more likely to work in-person jobs, use public transportation, experience food and medicine insecurity, live in crowded or congregate housing, and have underlying medical conditions. As such, our patients have been especially prone to COVID infection and serious illness as well as pandemic-driven economic hardship.

We responded to these inequities with highly accessible, large-scale testing and vaccinations. In 2021, we administered 20,140 tests and 32,897 vaccines at both our clinical locations and at off-site community spaces. COVID-positive patients received follow-up care via telemedicine for their convenience and to reduce transmission of the virus. In addition, Zufall providers hosted educational events with community members to address vaccine questions and misinformation. The National Association of Community Health Centers and Morehouse School of Medicine validated our efforts, reporting that communities with federally qualified health centers had 200 fewer cases of COVID infection and nine fewer deaths per 100,000 people than areas without a local health center.



Data-Driven, Collaborative Approaches to Control for Chronic Disease

Despite the challenges of the COVID pandemic, Zufall Health achieved excellent metrics again this year for the management of chronic disease.

- 73 percent of patients with hypertension had controlled blood pressure, a result of a self-monitored blood pressure program and supportive education from providers. Provider teams meet regularly to present and review hypertension data and discuss best practices.
- 72 percent of diabetic patients ages 18 to 75 kept the condition under control. Clinical pharmacists and primary care clinicians collaborate in a team-based approach to diabetes education and care.
- 78 percent of patients at high risk for cardiovascular disease are taking statin therapies for prevention and treatment. Point-of-care testing for cholesterol is available at all Zufall locations.

TOP RIGHT: Pharmacist Julie Valdes, PharmD, checks a diabetes patient's blood sugar using a glucometer. Effective blood sugar management can reduce the risk of eye disease, kidney disease, and nerve disease in patients with diabetes by 40 percent, according to the CDC.

TOP LEFT: Hundreds elevated their protection against COVID at Zufall Health's "Boost NJ Day" clinic on December 15, 2021. This New Jersey Department of Health initiative to increase booster shot uptake marked the one-year anniversary of the state's first COVID vaccinations.



Kids Catch Up on Care at Family-Friendly Event Series

Through a new pop-up clinical event series called "Peds in the Park," we brought our mobile medical van to parks, schools, and other accessible community locations to conduct pediatric vaccinations and assessments. The program was created in response to dramatic drop in the number of children receiving their routine immunizations due to the pandemic.

Peds in the Park patients received vaccines for HPV, TDap, Hepatitis, and Flu in addition to general physical assessments. The assessments helped providers flag health issues that had gone unaddressed during the pandemic, including those related to dental care, nutrition, and chronic disease. Peds in the Park attendees also enjoyed health resources from Zufall's Supplemental Nutrition Assistance Program Education (SNAP-Ed) and HIV Services programs and from our community partners. Funding for Peds in the Park came from Direct Relief and the Pfizer Foundation to support innovative approaches to infectious disease education, screening, testing, treatment, and care.

One of Zufall's youngest patients receives an immunization from Maribel Ali, RN, at a Peds in the Park event in a Morristown community center.



Military Vets Gain Greater Access to Dental Care

Only about eight percent of the veterans who are enrolled in the Department of Veterans Affairs (VA) health care system qualify for dental benefits. Through a new initiative called VETSmile, we are collaborating with the VA's Center for Care and Payment Innovation to provide low-income veterans with high-quality dental services at Zufall Health. VETSmile participants can access preventative and emergency dental care, oral disease treatment, dental restoration, endodontics, and periodontics.

Expanding access to underserved veterans has long been a priority for Zufall. Before the pandemic, our dental van made regularly scheduled visits to the VA's Community Based Outpatient Clinic (CBOC) in Morristown to provide free screenings and discounts on follow-up treatment for veterans without VA dental benefits. Also prior to the pandemic, we hosted Smiles for Our Heroes, an annual weekend-long event that provided free dental care to about 200 veterans.

Dental health is integral to overall health and quality of life. Here, a military veteran has his teeth examined at one of our sites where we provide access to affordable dental care.

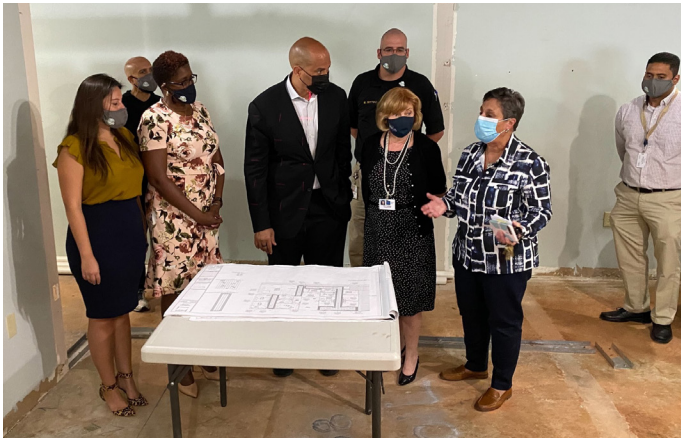


Mobile Truck Provides Nutritious Meals to Children and Families

Zufall’s SNAP-Ed team conducts educational outreach to promote healthy eating, which can help lower the risk of chronic disease. In late 2020, Zufall SNAP-Ed established Zufall Eats, a mobile food truck to distribute meals and nutritious produce to children and families in need. The concept emerged after finding that 90 percent of the 3,000-plus Dover school children eligible for free summer meals were not participating in the program.

In 2021, Zufall Eats’ first full year of operation, the program collected, rescued, and donated 18,344 pounds of food and provided 17,358 school meals. Zufall Eats reaches children and families at pop-up markets, vaccination events, public housing, and community sites, and through the Fruit and Vegetable Prescription Program (FVRx). Funding to purchase the Zufall Eats truck was generously provided by Impact 100 Garden State.

The reliable presence of our brightly colored Zufall Eats van improved food security for families like this in Dover. A nutritious diet supports healthy development in children, decreasing risk of disease, behavioral issues, and hospitalization.



Facilities Enhancements Expand Capacity

In May 2021, Zufall expanded to Middlesex County with the opening of our ninth clinical site. Located in a spacious suite on the Penn Medicine Princeton Health campus in Plainsboro, the health center has 21 exam rooms and offers adult medicine, pediatrics, obstetrics and gynecology, and behavioral health. Dental services will be added in the near future. In neighboring Somerset County, renovations were begun for the opening of a new site at Richard Hall Community Mental Health Center in Bridgewater.

Enhancements were also made to our existing facilities. Most importantly, we significantly upgraded our telemedicine infrastructure. We purchased tablets and telemedicine carts — mobile workstations with state-of-the-art cameras, headphones, and monitors — to safely increase clinical capacity. Other improvements include the installation of a backup generator for vaccine refrigerators and IT servers at our headquarters in Dover and the procurement of a new, secure garage space for our mobile medical van.

Senator Cory Booker (D-NJ) and Zufall President and CEO Eva Turbiner review plans for the integration of medical and behavioral care at the Richard Hall Community Mental Health Center in Bridgewater. They are accompanied, from left, by Somerset County Commissioner Deputy Director Sara Sooy, Commissioner Director Shanel Robinson, and Richard Hall Executive Director Nicci Spinazzola.

Financial Statements

For the year ended December 31, 2021

CONSOLIDATED STATEMENT OF FINANCIAL POSITION*		2021
ASSETS		
Cash and cash equivalents	\$	10,579,167
Cash whose use is restricted		5,250,058
Investments		3,459,067
Accounts receivable, net of contractual allowances		3,095,670
Grants, contracts, and contributions receivable		1,019,309
Property and equipment, net		13,303,052
Notes receivable		1,010,480
Prepaid expenses and other current assets		361,141
TOTAL ASSETS	\$	38,077,944
LIABILITIES		
Accounts payable and accrued expenses	\$	1,731,681
Notes payable		5,840,303
TOTAL LIABILITIES	\$	7,571,984
NET ASSETS		
Without donor restrictions	\$	30,405,960
With donor restrictions		100,000
TOTAL NET ASSETS	\$	30,505,960
TOTAL LIABILITIES AND NET ASSETS	\$	38,077,944
CONSOLIDATED STATEMENT OF ACTIVITIES*		
REVENUES		
Net patient service revenues	\$	19,274,796
Other revenue		3,832,375
Contributions including donated goods		19,365,617
TOTAL REVENUES		42,472,788
OPERATING EXPENSES		
Program services	\$	30,836,914
Other operating expenses		7,222,456
TOTAL OPERATING EXPENSES	\$	38,059,370
Changes in net assets	\$	7,518,571
Net assets, beginning of year		22,987,389
NET ASSETS, END OF YEAR	\$	30,505,960

*Excerpted from the 2021 audited financial statements.

Looking Ahead to 2022



Construction is underway at 49 Mount Pleasant Ave, the future home of Zuffall-West Orange. The impressive new structure will more than double the site's current capacity.

We remain truly grateful for all of our supporters, and we hope that you can see the impact of your generosity in this annual report. We look forward to building new relationships in 2022 and deepening those that are already integral to implementing Zuffall's mission.

The last two years have pushed and pulled our staff and patients in every direction and forced us to pivot and be creative as we tried to find solutions to emerging problems. We are hopeful as we look ahead to 2022 and beyond and we know that Zuffall Health will continue to be innovative in our approach to new challenges and opportunities as we have for the last 32 years.

Zuffall Health has three main fundraising priorities for 2022.

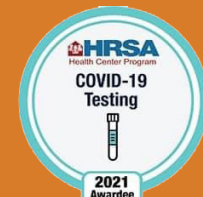
- First is our new West Orange building. This 16,500 square foot, three-story building will be a much-needed resource for high quality, affordable health care for the residents of West Orange and surrounding communities in Essex County.
- Second, Zuffall has partnered with the Richard Hall Community Mental Health Center to provide primary medical and dental services within their facility to address the issue of improving access to care for people with mental health issues. This center will prioritize the Richard Hall patients and their families but will also be open to the public.
- Third is a new pharmacy service for Zuffall patients to improve access to affordable medications and reduce barriers to filling prescriptions. Dispensaries will be located in Dover, Morristown, and West Orange and pharmacy delivery service will be available in some additional locations.



Our founder Robert Zuffall, M.D., (center) celebrates "30+1" years of Zuffall Health with Chief Medical Officer Rina Ramirez, M.D., and Assistant Medical Director/Family Physician Douglas S. Bishop, M.D.

"I never imagined the small volunteer medical center that I started with my late wife, Kay, in 1990 would grow into the multi-site federally qualified health center it is today."

Robert Zuffall, M.D.



OUR LOCATIONS

18 West Blackwell St
Dover, NJ 07801

17 South Warren St
Dover, NJ 07801
(Dental Only)

361 Route 31, Bldg C, Suite 701
Flemington, NJ 08822
(Dental Only)

117 Seber Rd, Unit 5
Hackettstown, NJ 07840

4 Atno Ave
Morristown, NJ 07960

85 Washington St
Morristown, NJ 07960

238 Spring St, Suite A
Newton, NJ 07860

1 Plainsboro Rd
Plainsboro, NJ 08536

71 4th St
Somerville, NJ 08876

95 Northfield Ave, Suite 2
West Orange, NJ 07052



MOBILE CLINICAL UNITS

1 Medical Van
1 Dental Van

zufallhealth.org

