

ROWAN UNIVERSITY/RUTGERS-CAMDEN BOARD OF GOVERNORS

February 10, 2015
12:00 p.m.
Waterfront Technology Center
200 Federal Street
Camden, NJ 08103

AGENDA

EXECUTIVE SESSION

(11:00 a.m. to 12:00 p.m. as authorized by Resolution #2014.08.04)

PUBLIC SESSION – 12:00 p.m.

CALL TO ORDER

STATEMENT OF COMPLIANCE WITH THE OPEN PUBLIC MEETINGS ACT

ROLL CALL

PLEDGE OF ALLEGIANCE

APPROVAL OF MEETING MINUTES

CEO REPORT

PUBLIC COMMENT ON AGENDA ITEMS

MATTERS PRESENTED BY THE CHAIRMAN

- 2015.02.01** Resolution authorizing a Medical Legal Partnership program by Rutgers University – Camden.
- 2015.02.02** Resolution approving a Doctorate of Occupational Therapy Degree Program to be initiated by Rowan University pursuant to the Higher Education Restructuring Act.
- 2015.02.03** Resolution authorizing the establishment of benefits for Board employees consistent with State law.
- 2015.02.04** Resolution authorizing the appointment of Ms. Michele Robinson as Board Secretary.
- 2015.02.05** Resolution authorizing the Chief Executive Officer to work with the Camden Coalition of Health Care Providers to have the Board sponsor a segment of the Population Health Seminar to be held in Camden in March, 2015.

COMMENTS BY BOARD MEMBERS

PUBLIC COMMENT ON NON-AGENDA ITEMS

CLOSING COMMENTS

ADJOURNMENT

ROWAN UNIVERSITY/RUTGERS-CAMDEN BOARD OF GOVERNORS

RESOLUTION

Authorizing Initial Funding for the Medical Legal Partnership Program No. 2015.02.01

WHEREAS, the Rowan University/Rutgers-Camden Board of Governors (hereinafter “Board”), has been constituted under the “New Jersey Medical and Health Sciences Education Restructuring Act,” (hereinafter “Restructuring Act”), P.L.2012, c.45, s.34; and

WHEREAS, the Board is an instrumentality of the State of New Jersey; and

WHEREAS, the Restructuring Act gives the Board the authority to advance economic development, community engagement and education programs; and

WHEREAS, the relationship among law, medicine, and health has long been clear to those providing legal and medical services; and

WHEREAS, creating partnerships between legal and medical providers that integrate legal services into the healthcare setting is an idea that institutions began pursuing aggressively in the past few decades; and

WHEREAS, the concept of a Medical Legal Partnership (MLP) model has become very popular and its benefits for patients/clients are proven; and

WHEREAS, dozens of law schools around the country have partnered with local medical providers to create MLPs that provide free legal services to low-income individuals;

WHEREAS, there is an existing need for legal and medical services in Camden and the role of Cooper Medical School at Rowan University (CMSRU), Camden Coalition of Healthcare Providers (Camden Coalition), and Rutgers Law (R-Law) as anchor institutions in the community, all of which provide hundreds of hours of free or low cost services to Camden residents, can join forces to provide even better care to the people of the City; and

WHEREAS, Rutgers University – Camden has submitted a proposal to the Board to fund the initial phase of the MLP with future funding phases to be secured by the University through foundation and governmental grants.

NOW, THEREFORE, BE IT RESOLVED that the Board authorizes the funding of the initial phase of Rutgers University – Camden’s MLP program in an amount not to exceed \$25,000; and

BE IT FINALLY RESOLVED, that this Resolution shall take effect immediately.

**Rowan University/Rutgers-Camden Board of Governors
February 10, 2015
Attachment: Medical Legal Partnership Program Concept**



Medical Legal Partnership of Camden

Rutgers School of Law–Camden, Cooper Medical School at Rowan University, Camden Coalition of Healthcare Providers

Introduction

The relationship among law, medicine, and health has long been clear to those providing legal and medical services. However, creating partnerships between legal and medical providers that integrate legal services into the healthcare setting is an idea that institutions began pursuing aggressively only in the past few decades. Even with its relatively late start, the medical legal partnership (MLP) model has become very popular and its benefits for patients/clients are proven. Currently, dozens of law schools around the country have partnered with local medical providers to create MLPs that provide free legal services to low-income individuals. Given the existing need for legal and medical services in Camden and the role of Cooper Medical School at Rowan University (CMSRU), Camden Coalition of Healthcare Providers (Camden Coalition), and Rutgers Law (R-Law) as anchor institutions in the community, all of which provide hundreds of hours of free or low cost services to Camden residents, joining our efforts to provide even better care to the people of Camden is well worth pursuing.

We seek \$50,000 from the Rowan University - Rutgers Camden Board of Governors so that we can hire a consulting attorney to help us plan and develop appropriate steps in the initial phase of starting the MLP. Due to the complex nature of this type of partnership, a consulting attorney with MLP related experience is necessary so that we can structure a feasible plan and timetable for creating a well-functioning MLP within a relatively short period of time.

The Benefits of the Proposed Partnership

Rutgers Law, CMSRU, and Camden Coalition are perfectly positioned to create a robust MLP in Camden and the time is ripe for such a clinic.

First, Camden, the city, is in dire need of increased access to free healthcare and legal services for its citizens, a substantial portion of whom (over 42%) are low-income, and many of whom have inadequate access to these services. Health indicators in Camden are grim with significant rates of asthma, obesity, diabetes, high blood pressure and other life-threatening or life-compromising diseases. Despite the institutional efforts of the institutions, this is a community with many needs yet to be met and a team-based approach offers better outcomes for patients/clients.

Second, CMSRU, Camden Coalition, and R-Law have already begun forging a close working relationship and the institutions share a commitment to the people of Camden and to the role that universities and non-profits can and should play in serving their local communities. Each year through its clinical and pro bono programs, students and faculty at R-Law provide hundreds of hours of free legal services to citizens of Camden. Camden Coalition and CMSRU similarly contribute significant time and resources addressing health needs of the community. Even so, the needs of Camden remain acute. R-Law cannot accommodate more clients without an expansion of its clinical program and by creating a MLP its work will be even more fruitful.

CMSRU began providing healthcare to Camden residents through its student run medical clinic soon after the school enrolled its first class of students. The clinic has already forged relationships with pharmacy students and will soon branch out to accommodate social work and nursing students from Rutgers who will bring added benefit to the patient population. Adding access to legal representation for patients in need is a logical next step.

The Camden Coalition has been helping to coordinate healthcare and reduce healthcare costs for Camden residents for over 10 years. Missing from their otherwise comprehensive work with patients around a range of healthcare related issues is the ability to address patients' legal concerns which often can impede a patient's ability to become healthier.

Third, Rutgers, as a whole, is increasingly focused on health sciences and medicine and this project supports that mission.

Fourth, an MLP fits well with the state legislature's push for closer interaction between Rutgers and Rowan as evidenced by the creation of a joint board specifically focused on health sciences collaborations.

Fifth, at a time when law schools are increasingly being asked to create more experience-based learning for students, expanding R-Law's clinical offerings is both a wonderful opportunity for students and will enhance the reputation of the law school's strengths in this kind of learning. That the law school at Newark has already created an MLP only adds to the appeal of being able to offer such programming to students on the Camden campus as well. Medical schools are also increasingly focused on inter-professional education and this project will offer expanded efforts for the schools to engage students in innovative and cutting-edge work.

Sixth, as the rollout of the Affordable Care Act allows increasing numbers of low-income Americans to have access to medical care, creating one-stop settings where health affecting legal needs can be addressed in a timely fashion will become even more crucial and beneficial.

Preliminary Concept

The ultimate goal is to create an MLP functioning at the Cooper Medical School site and working with the Care Management Program run by the Camden Coalition. This work will involve students from CMSRU, Rutgers Law, Rutgers School of Nursing–Camden, and Rutgers School of Social Work. Through the MLP, patients will receive primary healthcare and have access to supervised student-lawyers who can assess legal needs; determine what legal services are required and whether they are within the purview of the clinic; and agree to representation or refer clients to provide other services if necessary.

Planning Stages

Creating a clinic of this kind is a multi-year project that will require a significant commitment of resources from the involved institutions with the potential for enormous pay off for the schools, the students, and, most of all, the people of Camden who will benefit from this new resource.

Phase I: Spring 2014- Fall 2014

- Hire part-time consulting attorney with experience working with MLPs
- Plan for supervision of students in information gathering/research stage (information gathering/research will take place in spring 2015)

- Draft memorandum of understanding with CMSRU
- In conjunction with the Senator Walter Rand Institute for Public Affairs at Rutgers University–Camden, lay groundwork for conducting preliminary research on population needs (includes getting IRB approval and drafting study instrument)
- Discuss preliminary plans with faculty at involved schools (R-Law, CMSRU, Rutgers-Nursing, Rutgers-Social Work) and representatives from Camden Coalition.
- Create oversight and planning committee consisting of faculty of all involved schools
- Create MLP advisory committee comprised of interested community members
- Prepare funding proposal and seek funds for planning stages of clinic's creation
- Solicit students to participate in initial research project in spring 2015
- Invite interested students from R-Law to submit fellowship applications for post-graduate fellowships to begin in fall 2015

Phase II: Winter 2015-Summer 2015

- Conduct needs assessment research at clinic site and disseminate findings to faculty advisory committee
- Make decision about scope of legal work
- Identify referral resources for clients who cannot be served by the clinic
- Write funding proposals for clinic start-up years and secure initial funding
- Write job description for full-time supervising attorney
- Create multidisciplinary course to be taught in conjunction with clinic starting in spring 2016 and get course approval from faculty
- Conduct community education sessions at CMSRU clinic and with Camden Coalition providers to familiarize students and patients with the MLP model
- Partner with the National Center for Medical Legal Partnerships for ongoing support with creating clinic
- Conduct search for full-time clinic director/supervising attorney (candidates must have significant legal and fundraising experience)
- Sign Memorandum of Understanding between Rutgers Law, CMSRU, and Camden Coalition

Phase III: Fall 2015- Spring 2016

- Draft research project(s) for first year of clinic
- Get IRB approval for research project associated with first year of clinic
- Recruit students for spring 2016 launch of clinic
- Fundraise for clinic and seek permanent line for cost of supervising attorney
- Recruit R-Law students for fellowship applications (for fellowship starting in fall 2016)

Phase IV: Summer 2016-Spring 2017

- Hire second supervising attorney for clinic and engage fellowship attorneys
- Publish research from first year of clinic
- Recruit second year of clinic participants
- Re-assess effectiveness of course and revamp if necessary
- Fundraise for clinic
- Evaluate success of model and make changes as necessary



LEGAL NEEDS ASSESSMENT FOR MEDICAL CLINIC PATIENTS

The Senator Walter Rand Institute for Public Affairs (WRI) at Rutgers University–Camden addresses public policy issues impacting Southern New Jersey through applied research, community engagement, and organizational development. It utilizes data driven processes to conduct policy analysis, program evaluation and capacity building. The expertise of staff at WRI comprises the fields of Public Administration, Health and Human Services, Criminal Justice, and Community Development.

The Project

It is postulated that the patients utilizing the Cooper Ambulatory Care Clinic have legal needs that if addressed would enhance the physical wellbeing and medical compliance of those patients. It is therefore proposed to provide access to an array of legal services at the medical clinic. To do this most effectively it is imperative that a legal needs assessment be conducted gleaning information from both the staff and patients at the clinic.

The Process

Key Person Interviews — the purpose of the Key Person Interviews is to uncover the potential legal service categories needed by the patients served by the clinic staff. A Researcher from WRI will conduct the interviews with administrative staff from each discipline represented at the clinic; they will be asked to identify perceived legal issues d with their patients by category. It is envisioned that the categories may include some configuration of the following issues:

- Consumer:* bankruptcy; debt/collections; contracts/warranties; utilities;
- Education:* disability rights; discipline/expulsion; enrollment; financial aid;
- Employment:* wages; wrongful termination; criminal record expungement; taxes;
- Family:* divorce; domestic abuse; custody/visitation/paternity; child support;
- Government Benefits:* Social Security; disability; unemployment; TANF; food stamps;
- Health:* Medicaid; Medicare; private insurance; nursing homes;
- Housing:* landlord/tenant; foreclosure/loans; public housing; real estate;
- Immigration:* citizenship; deportation; work permits; student visa;
- Individual Rights:* discrimination; disability rights; mental health; human trafficking;
- Juvenile:* guardianship; neglect/abuse; emancipation; truant/delinquent;
- Personal/Wills:* wills/estates; living wills; licenses; permits; insurance;
- Veterans/Military:* veteran benefits; employment; health care access;
- Other*

The Key Person Interviews will then be used to construct the patient survey.

Patient Survey — the purpose of the survey is to provide a more explicit profile of the legal needs of the medical clinic's patients which will portray both the type and the magnitude of each legal needs category. To the extent possible, the patient population will also be profiled relative to their respective category of legal problems.

WRI will use Qualtrics, an online, computer-based program to administer the survey. The clients will have the option to complete the survey on the computer by him/herself or if the client would prefer, a research associate will be available to assist with survey completion. The research associate will assist in reading the survey and/or providing technical assistance. Completion of the survey by clients is voluntary and confidential. As the Clinic operates three hours each day, three days a week WRI would have the capacity to conduct upwards from 8 surveys each clinic evening. The unidentified factor is the number of unduplicated patients who will actually show each clinic evening. A good sample would be comprised of a minimum of 100 unduplicated patients, and more than that would make the sample more robust. It would be our intent to complete surveying within four weeks but understand that it could take upwards to six weeks depending upon the number of repeat patients attending the clinic.

After WRI secures at least 100 completed surveys, we will analyze the survey results. We will provide descriptives (summaries about the patient sample and the legal needs identified), as well as the results of a bivariate analyses which examines the relationships between the patient sample and legal needs.

Focus Groups with Medical Clinic Staff — the purpose of the focus group is to affirm the findings from the surveys and then to explore how and when to best legal services and the patient.

It is envisioned that an interdisciplinary team of clinic staff will be convened for a focus group discussion. The findings from the patient survey will be shared in aggregate. The discussion will then move to determine at what point each legal issue category evidences itself in the patient care process. This information will be used to compile recommendations as to when and how to incorporate the legal services into the overall patient care process.

Data Security

WRI recognizes that the confidentiality of the Cooper Ambulatory Care Clinic patients' information is paramount. Rutgers University has stringent guidelines when research is conducted involving human subjects. Therefore, the Walter Rand Institute will obtain IRB (Institutional Review Board) approval from the University prior to commencing this research. When WRI conducts interviews, surveys or focus groups, an approved consent form from the Rutgers University Office of Sponsored Research must be signed by each participant, as stipulated by IRB. The data WRI collects and the signed consent forms will be saved and stored on a secure

Rutgers network connection. Hard copies of the data will be stored in secure filing cabinets, with a key available to only the principal investigator and project assistants. Further, after four years, the data will be destroyed.

Communication of Findings and Recommendations

Upon conclusion of our analyses, WRI will provide oral and written reports of findings and recommendations.

Timeline

| <i>Month</i> | <i>Tasks to be completed</i> |
|------------------|---|
| <i>month 1-2</i> | <ul style="list-style-type: none"> • Secure IRB approval for data collection instruments (A decision will need to be made as to the use of the research conducted and whether it will be published. If project is exempt from IRB, approval can be gained in one month; if it is not, more time will be required.) • Develop the interview guide • Conduct key person interviews |
| <i>month 2-3</i> | <ul style="list-style-type: none"> • Construct patient survey • Program into Qualtrics • Administer the pilot-test surveys • Make modifications to the survey |
| <i>month 3-4</i> | <ul style="list-style-type: none"> • Conduct all surveys of clients at the clinic (at least 100) |
| <i>month 4-5</i> | <ul style="list-style-type: none"> • Compute preliminary findings • Administer the focus group |
| <i>month 5-6</i> | <ul style="list-style-type: none"> • Finalize the report and present findings |

ROWAN UNIVERSITY/RUTGERS-CAMDEN BOARD OF GOVERNORS

RESOLUTION

Approving a Doctorate of Occupational Therapy Degree Program No. 2015.02.02

WHEREAS, the Rowan University/Rutgers-Camden Board of Governors (hereinafter “Board”), has been constituted under New Jersey Medical and Health Sciences Education Restructuring Act (hereinafter “Restructuring Act”), P.L.2012, c.45, s.34; and

WHEREAS, the Board is an instrumentality of the State of New Jersey; and

WHEREAS, the Board’s mission is to facilitate the development of curricula and programs at Rowan University and Rutgers University – Camden in the area of health sciences and build partnerships between these two institutions and other educational entities; and

WHEREAS, according to the Bureau of Labor Statistics, the education and medical sectors support 86,000 jobs in the Camden metropolitan area and outperform other sectors with the exception of transportation, utilities and trade; and

WHEREAS, the employment demand forecast over the next decade falls squarely in the health space; and

WHEREAS, the employment rate in New Jersey’s Occupational Therapy sector is projected to grow by 16.4% by 2018; and

WHEREAS, Rowan University has expressed an interest in offering a Doctorate in Occupational Therapy (DROT) degree in Camden at the proposed Joint Health Sciences Center to educate and train students to meet the employment demand; and

WHEREAS, the Board has the statutory authority under the Restructuring Act to approve new degrees in the field of health sciences to be offered by Rowan University or Rutgers University – Camden; and

WHEREAS, The Board believes that Rowan University’s DROT program creates an opportunity to begin a collaborative effort between institutions; and

WHEREAS, the Board believes that students pursuing two and four year degrees offered by Camden County College and the Rutgers School of Health Related Professions in Occupational Therapy can transition to a DROT degree to be offered by Rowan University

NOW, THEREFORE, BE IT RESOLVED that the Board is approving Rowan University's efforts to start a DROT program in Camden at the Joint health Sciences Center; and

BE IT FINALLY RESOLVED that this Resolution will take effect immediately.

Rowan University/Rutgers-Camden Board of Governors

February 10, 2015

Attachment: Letter from Dr. Ali Houshmand

**ROWAN UNIVERSITY/RUTGERS-CAMDEN
BOARD OF GOVERNORS**

**RESOLUTION
Benefits
No. 2015.02.03**

WHEREAS, the Rowan University/Rutgers-Camden Board of Governors (hereinafter “Board”), has been constituted under the “New Jersey Medical and Health Sciences Education Restructuring Act,” P.L.2012, c.45, s.34; and

WHEREAS, the Board is an instrumentality of the State of New Jersey; and

WHEREAS, the Board’s full-time employees are scheduled to receive benefits after 60 days of employment; and

WHEREAS, the Finance and Executive Committees evaluated and selected the life insurance benefit proposal provided by the Board’s insurance agent – M & C Insurance Agency; and

WHEREAS, the Board will offer the selected life insurance plan to its full time employees on a temporary basis until such time the Board is eligible to participate in the state health benefits plan; and

WHEREAS, on August 12, 2014, the Board approved the FY 2015 Operating Budget which contained an expenditure line-item for employee fringe benefits at a level mandated by the state.

NOW, THEREFORE, BE IT RESOLVED that the Board ratifies the Finance and Executive Committee’s selection of Genworth Life Insurance to provide the Board’s employees term life insurance policy; and

BE IT FURTHER RESOLVED that the employer and employee contributions towards these benefits shall comport with state law based on the 2014 benefits schedule; and

BE IT FURTHER RESOLVED that this Resolution will take effect immediately.

**Rowan University/Rutgers- Camden Board of Governors
February 10, 2015**

ROWAN UNIVERSITY/RUTGERS-CAMDEN BOARD OF GOVERNORS

RESOLUTION Appointment of Board Secretary No. 2015.02.04

WHEREAS, the Rowan University/Rutgers-Camden Board of Governors (hereinafter “Board”), has been constituted under New Jersey Medical and Health Sciences Education Restructuring Act (hereinafter “Restructuring Act”), P.L.2012, c.45, s.34; and

WHEREAS, the Board is an instrumentality of the State of New Jersey; and

WHEREAS, the Board during its inaugural meeting on April 7, 2014 approved bylaws to govern its operations; and

WHEREAS, the bylaws require a Board Secretary to oversee process and protocols matters pertaining to the Board meetings; and

WHEREAS, Rutgers University – Camden has offered to make a staff member of the University available to Board during its meetings to serve as the board Secretary; and

WHEREAS, the Board believes such an arrangement is fiscally prudent; and

WHEREAS, the position, applicant name and budget were discussed in the Board’s Finance and Executive Committees and recommended to the full Board for its consideration; and

NOW, THEREFORE, BE IT RESOLVED that the Board is approving the appointment of Ms. Michele L. Robinson as Board Secretary; and

BE IT FURTHER RESOLVED that the Board shall pay Rutgers University – Camden up to Ten Thousand Dollars (\$10,000) for Ms. Robinson’s services annually based on work performed; and

BE IT FINALLY RESOLVED that this Resolution will take effect immediately.

**Rowan University/Rutgers-Camden Board of Governors
February 10, 2015**

ROWAN UNIVERSITY/RUTGERS-CAMDEN BOARD OF GOVERNORS

RESOLUTION Sponsoring Population Health Seminar No. 2015.02.05

WHEREAS, the Rowan University/Rutgers-Camden Board of Governors (hereinafter “Board”), has been constituted under New Jersey Medical and Health Sciences Education Restructuring Act (hereinafter “Restructuring Act”), P.L.2012, c.45, s.34; and

WHEREAS, the Board is an instrumentality of the State of New Jersey; and

WHEREAS, the Restructuring Act gives the Board the authority to advance economic development, community engagement and education programs; and

WHEREAS, Population Health viewed holistically is the ability to focus the efforts of health care providers, educational institutions, and community based organizations to improve health outcomes of a community; and

WHEREAS, according to the Camden Coalition of Health Care Providers there is a consensus among health care professionals that social and behavioral determinants of health strongly influence health and cannot be ignored if we are to improve the health care system; and

WHEREAS, according to the U.S. Department of Health and Human Services only 10 percent of health is influenced by health care, with factors such as income, education, transportation, food insecurity, environment and personal habits such as smoking, drinking and obesity rounding out the other 90 percent; and

WHEREAS, the Camden Coalition of Health Care Providers is sponsoring a seminar on Population Health in Camden on March 26, 2015 to bring practitioners from around the country to discuss best practices, clinical models and data collection methodology; and

WHEREAS, the Board strongly believes that establishing a strong health outcome platform in Camden is necessary to grow and sustain the city and its residents; and

WHEREAS, the Board views this seminar as an opportunity to gain key insights to developing educational curricula and programs to prepare students in the field of population health to better serve the region; and

WHEREAS, co-sponsorship of the population seminar was contemplated by the Board when it adopted the FY 2015 Operating Budget on August 12, 2014.

NOW, THEREFORE, BE IT RESOLVED that the Board agrees to be a co-sponsor of Camden Coalition of Health Care Provider’s Population Health Seminar at a cost not to exceed Three Thousand Dollars (\$3000); and

BE IT FINALLY RESOLVED that this Resolution will take effect immediately.

Rowan University/Rutgers-Camden Board of Governors
February 10, 2015