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# March is Women's History Month!

Let's celebrate the power of a healthy smile and the powerful contributions women made and continue to make to our society and world.

Learn more about how to keep your smile healthy, strong, and powerful this month and all year long.

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# Honoring the Achievements of Women Business Leaders

By Anthony Russo  
President, CIANJ

It is hard to believe that at one point in our history, women were not allowed to vote. It is a thought that, in today's world, seems unfathomable—but it was a reality. When one thinks of the great women leaders we have had throughout history, it is so appropriate that we take a moment to recognize the significance and the role they continue to play in the success of our businesses.

CIANJ is fortunate to have as members many women who, through their hard work and dedication, have made a difference to so many companies and firms. We highlight a few in this issue, but the takeaway for all of us is we are all

better off because of the qualities and strengths that these women bring to the table.

Did you know that our very own Lieutenant Governor, Sheila Oliver, was the first woman Speaker of our Assembly? In our 300-year history, that is a remarkable milestone and

achievement—and did you know that New Jersey's first two Lieutenant Governors were women? Preceding Sheila Oliver was Kim Guadagno, New Jersey's first-ever Lieutenant Governor. We all need to honor the achievements of these great women. ♡



Women leaders meet at the American Dream to discuss the future of NJ Business.

Clear Tunnels



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*Lieutenant Governor*  
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# CONGRATULATIONS

Hackensack Meridian *Health* would like to congratulate

**Audrey Murphy** for being recognized in  
***Commerce Magazine's*** Women in Leadership issue.



**Audrey Murphy**

Executive Vice President,  
Chief Legal Officer  
Hackensack Meridian *Health*

Ms. Murphy truly exemplifies a level of leadership that fully embodies Hackensack Meridian *Health's* mission to transform health care and serve as a leader of positive change.

# Women Leaders on the Rise, Living the American Dream

New Jersey is fortunate to have these 15 accomplished women as decision-makers.

By Diane C. Walsh  
Contributing Editor

2021 is proving to be an exceptional year for women: Kamala Harris became the first female Vice President of the United States; Janet Yellen was named the first female U.S. Treasury Secretary; and women now hold 142 or 26.5 percent of the 535 seats in the U.S. Congress.

Across the globe, women control about 17 percent of the seats on corporate boards and their numbers are expected to grow as many countries encourage gender equity.

The Commerce and Industry Association of New Jersey (CIANJ) is celebrating women leaders as part of its tribute to Women's History Month. CIANJ asked successful women in politics and various industry sectors to join them at the American Dream entertainment complex in the Meadowlands for networking with appropriate COVID-19 safety protocols and for photos.

Each woman was asked to answer two questions from CIANJ: "How did you succeed in your career choice—given any challenges or roadblocks you faced as a woman? And what advice would you give young women who want to be a success in their career?" Here is what they said.

able. Another key attribute is demonstrating integrity—and that means doing the right thing when no one is looking. Be someone that others can learn from and want to follow.



## NON-PROFIT



**Helen Archontou,**  
CEO,  
YWCA of Northern New Jersey

Diversity in boards is the gateway to diversity in nonprofit leadership. Key in navigating that for me has been creating trusted relationships and strong partnerships.

*"One of my mantras in life is the zen saying, 'Leap and the net will appear.'"*

I witnessed the value of this during a graduate school internship where I helped develop a countywide coalition. Divergent groups came together because there was a strategy employed and leaders who expertly facilitated the out-

come. That experience shaped how I approach all initiatives. Consistent and trusting relationships with staff, partners or donors allow for a comfort to have difficult discussions and an openness to change.

Never be fearful and always be comfortable stretching. One of my mantras in life is the zen saying, "Leap and the net will appear." My first executive position was with Literacy Volunteers of America. I was only 25 at the time and their board took a chance on me, which was unique. It was a stretch for me, but I was successful because I asked for help and was secure enough to create a strong team.



## MANUFACTURING



**Marcia Frieze,**  
CEO,  
Case Medical

I was in school during the '60s involved in social change and found the sciences interesting but not a strong point for me.

Little did I know that I would develop products, hold several patents and truly enjoy making things. I excelled in behavioral sciences and in analytic thought. I got into business originally

*Continued On Page 10*



## ACCOUNTING



**Kathleen Alexander,**  
CPA, MST, CFE, Partner,  
Sax LLP

I began at Sax LLP in 1988 and worked up the corporate ladder to partner less than 10 years later. It was sometimes challenging being the only woman in the room in a male-driven industry. However, I also feel like that helped catapult me in my career by working hard and standing out. As new tax laws emerged, I went back to school to get my master's in taxation. My willingness, dedication and drive to be better every day set me apart and solidified my success. In advising young women, my secret to success is relationships. I suggest living life and taking names along the way. Join boards, associations, networking groups, etc. Build your network today, it will help you in the future. Seek out mentors. Take on challenging projects, too. It will make you stronger and more knowledgeable.



Women executives enjoy an opportunity to network and take a tour of American Dream hosted by CIANJ and American Dream executives.



# Congratulations

## CELEBRATING WOMEN LEADERS

**Sally Glick**  
Principal of the Firm  
Chief Growth Strategist



*“My advice to any woman who wants to have a meaningful career is to be fully “present.” This means being wholeheartedly engaged, sincerely interested, and committed to finding ways to be your best while helping others be their best. I deeply appreciate being recognized by CLANJ as a woman leader. I am proud to be involved with an organization that has consistently had such a powerful and positive impact on the business community.”*



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# Cover Story

Continued From Page 8

by supporting my husband's entrepreneurial pursuits. As a manufacturer I am often challenged by competitors who will misinform, even sabotage. I take a different approach by developing only innovative, sustainable, quality products, with significant benefits for our customers in healthcare and our community. To be successful you must work for it. Be persistent. Get an education. Understand what you do well, and where gaps exist in your knowledge. Follow your dreams while understanding that your interests may change over time. I found that while calculus and physics were not my strong points, research and development, problem-solving and creativity could be applied to a career in manufacturing. This is my 29th year as a manufacturer, CEO and primary owner of a medical device company. Who would have known?



## MARKETING



**Sally Glick,**  
Principal &  
Chief Growth Strategist,  
SobelCo

As both a non-CPA and a woman in a traditionally male-dominated profession, I have had to find unique ways to contribute to the firm's success. I did this by differentiating my marketing approach in order to build strong and meaningful relationships in the community that would help build our brand. I believe that my passion for people has been the greatest advantage in my career—more important to my success than any specific marketing or business development technical skills. Today's business environment is more flexible than ever before, creating great opportunities for women who are interested in pursuing careers across all sectors. That said,



Women are making their mark in industries previously considered male-dominated.

my advice to a young woman who wants to have a successful career is to be fully “present.” For me, this means being wholeheartedly engaged, sincerely interested, resourceful and passionately committed to the role—finding ways to assume a range of responsibilities and demonstrate leadership by doing your best while helping others be their best.



## HIGHER EDUCATION



**Sue Henderson, Ph.D.,**  
President,  
New Jersey City University

When I graduated from Georgia State University, I intended to be a high school math teacher. Those were the options during that time. Opportunities were limited. I observed this lack of opportunity as I entered college. Women were not encouraged to go into

*“Being a woman was never a disadvantage but an opportunity to showcase the contribution women offer the STEM world.”*

engineering, medicine or law. I did not allow this to discourage me. Little did I know that years later I would be leading an institution of higher education and be among a robust group of other female presidents. Today, opportunities are far greater as are the responsibilities as these fields have grown exponentially for women. In fact, today many medical schools

and law schools have more women than men attending. In my life, I have had remarkable mentors along the way, and family and friends who supported me in my career. My advice is to find strong mentors and always pursue your dreams.



## UTILITIES



**Nadine Leslie,**  
CEO,  
SUEZ North America

I spent most of my career working for utilities—a business traditionally dominated by men. Being a woman was never a disadvantage but an opportunity to showcase the contribution women offer the STEM world. My father taught me early on the beauty of science, and I had some great mentors that saw in me the desire to learn and lead. I am very thankful to them. Roadblocks and obstacles are part of any career, so understand your worth, and know when to look elsewhere if the opportunities are not in line with your ambition. Choose a career with a purpose that fulfills you. Be clear about the level of effort and sometimes sacrifice you are willing to make to fulfill your career dreams. Take your career seriously and be proactive, prepared and take constructive feedback as a great opportunity to improve your skills. Be ready to take on new responsibilities and career risks and you will learn so much about your resilience and your talent.



## LAW



**Jemi Gouliau Lucey,**  
Partner, Employment Law  
and Litigation Departments,  
Co-Chair, Higher Education  
Practice Group,  
Greenbaum, Rowe,  
Smith & Davis LLP

As President of the New Jersey Women Lawyers Association, I believe I succeeded in the practice of law by overcoming certain misconceptions as to what it takes to become a trial lawyer. Some believe women lack the bandwidth and commitment necessary to succeed as a trial attorney because of their “other” obligations, but this ignorant assumption is wrong. I love being “on my feet” engaged in oral advocacy and the satisfaction that comes with hard work paying off. I thrive on any opportunity to zealously advocate for my clients, while remaining mindful of when to concede or compromise. Young women pursuing the practice of law should not be afraid to be ambitious—to press forward in their legal

Continued On Page 12



# WOMEN

*are changing the game*

*In this historic year, I am humbled to be honored among a group of women leaders who have changed our state, and their companies and organizations for the better. May we continue to be role models showing what true leadership looks like for all people. When women have equal access to positions of power, everyone wins.*

## **Sue Henderson**

*President of New Jersey City University*

**Kathleen Alexander**, Partner, Sax LLP

**Helen Archontou**, CEO, YWCA Northern New Jersey

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**Sheila Oliver**, Lieutenant Governor of New Jersey

**Lucy Sorrentini**, Founder & CEO, Impact Consulting LLC

**Dina Opici**, President, Opici Family Distribution

**Josephine Savastano**, Chief Lending Officer for New York and  
New Jersey, Valley Bank

**Kim Vierheilig**, Vice President, AECOM

**Michele Zolezi**, Sales Account Supervisor, Pure Soil

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## Cover Story

Continued From Page 10

careers with creativity and conviction. So often women in the practice of law feel they must be more reserved because of a fear they will be perceived as overly aggressive by both men and women. But ambition cultivated through hard work, collaboration and professionalism will garner success.



### RETAIL



**Nicole Mozeliak,**  
Chief Operating Officer,  
American Dream

A combination of hard work and perseverance have helped me to succeed in my career. I have worked in a variety of industries, including those that are more traditionally male-dominated, like automotive and fitness. Along the way, I have been fortunate that I have always had strong mentors at an executive leadership level to guide my career and help me to avoid hitting any glass ceilings that may have otherwise stood in my way. Be a keen observer of your environment; in every situation and position, there is much that can be learned from others around you. Early on in your role, seek quick wins that gain momentum for your team. This ensures collective success and demonstrates leadership amongst your peers. Don't think about the next job or title, but rather endeavor to be the best at the role that you are in today. Lastly, don't be afraid to take big, calculated risks at work if you believe it will impact the greater good—you won't be disappointed.



### HEALTHCARE



**Audrey Murphy,**  
Executive Vice President,  
Chief Legal Officer,  
Hackensack Meridian Health

I have been fortunate to have a dual career—first as a nurse and now as a lawyer. My background provides a unique foundation and perspective as I engage in strategic operations with the benefit of firsthand experience in patient care. I have also been fortunate to have wonderful mentors, including Bob Garrett, CEO of Hackensack Meridian Health. Bob is a terrific listener who, over the years, has assisted me in setting my career

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***“Breaking down barriers and kicking down doors is the only way to change the culture.”***

---

goals. I suggest identifying leaders as potential mentors, engaging with those willing to advise and guide you who can provide expertise and knowledge specific to your career goals. A mentor will encourage you to develop your own path, while assisting you in avoiding potential pitfalls they might have encountered. I participate in our mentorship program at Hackensack Meridian Health. This kind of commitment and personal connection can be rewarding and fulfilling for mentors and mentees.



### GOVERNMENT



**The Honorable Sheila Oliver,**  
Lieutenant Governor,  
State of New Jersey

I never had the ambition to be Speaker of the New Jersey Assembly or Lt. Governor, but I always knew that I wanted to be in a position where I could change policies and provide resources to underserved people. Having grown up in Newark during the civil rights era, I've always paid attention to social injustices, especially the inequalities in our criminal justice system and access to affordable housing and education. That's where my interest in public service stems from.

I didn't realize the significance of me being a black woman in office until I was sworn into the role of Speaker. Being a first is a challenge in itself—it was a male bastion in the state legislature in 2010. I became aware of how many times I was the only black person and the only woman in the room.

Racism is still alive in all corners of our state and during my tenure as Speaker I encountered subliminal racism. Serving in that role helped me break through the stereotypes and perceptions about who black women really are. Breaking down barriers and kicking down doors is the only way to change the culture.

To young women navigating a career, my advice is to become civically engaged. I encourage you to join community organizations and local party chapters. Make it your business to network and meet leaders in your community who can help open new doors. Don't be afraid to step out of your element and feel confident in doing outreach on your own to gain new opportunities.

*Continued On Page 14*



A more diverse female representation in government will continue to shape the future of the U.S.



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Accounting  
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## Cover Story

*Continued From Page 12*

To succeed, be the best at your craft, whatever your craft may be, and let your work and expertise speak for itself. Hard work and the willingness to go over and beyond the call to duty without having to be asked will also get you where you want to be.

I am a black woman politician cut from the cloth of Shirley Chisholm and live by her adage, "If they don't give you a seat at the table, bring a folding chair." Her tenacity drives many of the decisions I make in my career and life. There are issues that would never have been addressed in the legislature if my voice hadn't been in the room. Be bold and persistent.

We now have an African American and South Asian woman as our Vice President. As a woman in this country, know that you are capable of becoming anything you set your sights on.



Interpersonal relationships with colleagues are important in successful career-building.



### WINERIES



**Dina Opici,**  
*President,*  
Opici Family Distributing

I am the fourth generation in my family's wine and spirits distribution/import business, which is historically a male-dominated industry. However, my entry into the business was such that it never occurred to me that this should be an obstacle to my success. Throughout my childhood, I witnessed my grandparents working together, traveling together, and enjoying life together as they managed our family's business. They were a team, and my grandfather never considered not including my grandmother in a meeting, a business trip or industry function. For this reason, it seemed natural to me to enter this business with the same level of confidence that my grandmother had in her abilities to be part of the conversation, to have a seat at the table and to contribute to our family's success. To not be afraid to fail—that is the best way to learn how to get it right. And don't forget to listen, because we don't learn by talking.



### BANKING



**Josephine Savastano,**  
*Chief Lending Officer,*  
Valley Bank

My major in college was accounting and I had all intentions of joining a large accounting firm. That is until I interned at a large CPA firm. While it was a terrific opportunity, I absolutely hated the job. It proved to be excellent training, but deciding not to enter the field led me to banking, which I love. If you have strong feelings about what seems like the right fit and what does not, listen to your instincts. My advice comes from a good friend who helped me when I was struggling to connect with new management at my employer at that time. Her advice was to be myself and let people see my personality more. I had always thought that I needed to be more reserved and "corporate" in the office. I realized it was blocking me from really connecting with people, especially those that I didn't know that well. Her advice enabled me to relax a bit and almost immediately had an easier time connecting and establishing relationships. In hindsight, I realize it was all about trusting myself.

*Continued On Page 16*



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## Cover Story

Continued From Page 14



### CONSULTING



**Lucy Sorrentini,**  
*Founder and CEO,*  
Impact Consulting LLC

My career success in large part is due to my upbringing. I grew up the youngest daughter of parents who immigrated from Puerto Rico in the 1960s. My father died when I was only eight months old and my mom instantly became a widow at the age of 33, with 7 children to raise and a business to run. I learned early on that challenges are just part of life and that perspective and resilience are how we rise and thrive. My advice to women choosing career success centers around five main areas. Choose something you are passionate about and give it your all. Establish a clear and compelling vision for what constitutes success in your life and career. Make sure your career plan considers your various life stages, since each stage has its own set of priorities. Identify mentors and sponsors to support you along the way. Always stay true to who you are and what you care about. As you succeed, bring others along with you.



### ARCHITECTURE



**Kim Vierheilig,**  
*Vice President,*  
*Managing Principal,*  
AECOM

Early in my career, I got involved in my professional society and other business organizations. I cannot stress enough the value of serving on boards, attending industry events and connecting with like-minded people. There has to be a mix of internal and external networking to build your own brand and become a recognized thought leader in your industry. There will be challenges, but it is this network that can help identify new opportunities, offer suggestions and guide you around the roadblocks. There's a common statement that women are over-mentored and under sponsored—I think this is true. Women need a mentor, but they also need a sponsor who can advocate for their growth. Finding that sponsor, the individual who will stand up for you within your organization is critical. I have been fortunate enough to have had many strong advocates over the course of my career.



### CONSTRUCTION



**Michele Zolezi,**  
*General Manager*  
Pure Soil/Earle Companies

Being a woman in the environmental consulting and construction industry has been challenging at times, but a very rewarding career. There were very few women in the industry when I started. So, often, I faced many challenges when I walked onto a job site. Comments such as these were not uncommon. "What are you doing here? When are the guys showing up? I actually had a contractor say to me, "but you're a woman..." Indeed I am, was my response that day. Even after years of professional experience I have been told that women do not belong in this industry. My advice for aspiring young women professionals? There are several things that are out of your control, but two things you can control: effort and perseverance. Your effort, hard work and determination will set you apart from the others. Your ability to persevere, no matter what obstacles you may encounter, will lead to career success. When you get knocked down, get back up again. If someone tells you that you can't do something, find a way to get it done. 🚧

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# Women's Health Roundtable: Cancer Treatment/Diagnosis

Advances in understanding the biology and genetics of cancer have led to new and improved therapies.

Compiled by Miles Z. Epstein  
Editor, COMMERCE

**A**dvances in diagnosing and treating cancers in women are particularly worthy of discussion during Women's History Month. In the following roundtable, experts from New Jersey's top hospitals highlight new technologies, pharmaceuticals and treatments that are improving the diagnosis and treatment of this disease—and saving lives.



#### Atlantic Health System

By Daniel Tobias, M.D.,  
Medical Director,  
Gynecologic Oncology;  
Local Principal Investigator,  
CA-125 Study

A landmark study that uses a simple blood test for the CA-125 protein is seeking an answer to screening and early detection for ovarian cancer. Ovarian cancer accounts for more deaths than any other gynecologic cancer. If caught early, ovarian cancer has a 90 percent, five-year survival rate, but most ovarian cancer is detected too late, at stages 3 or 4, with a 75 percent chance of recurrence after treatment. The CA-125 blood test is currently only used

in women who have had ovarian cancer or who already show symptoms. A high CA-125 marker may indicate the need for further testing, however, by that time it is often already late-stage cancer. This Ovarian Cancer Screening Study involves an annual blood test in study participants to monitor CA-125 scores over time. The study will determine if a slow rise in the CA-125 protein over time is an early indication for ovarian cancer. Atlantic Health System has been enrolling women since 2011 and is the only location in the New Jersey-New York area to participate in the national study. Participants must be post-menopausal and between the ages of 50 and 74. To learn more or join the CA-125 study, please call (973) 971-6491.



#### CentraState Healthcare System

By Charlesie Celestine, M.D.,  
Women's Health Specialists  
of CentraState

The most common cancers in women overall are breast, lung and colon cancer. However, female cancers of cervical, uterine and ovarian origin are also common. Thankfully, dramatic improvements in screening methods, early diagnosis and break-

throughs in treatment have increased women's survival rates. Targeted drug treatments that hamper cancer cell development as well as customized treatments based on a patient's genetic cell structure are promising advancements in the diagnosis and treatment of women's cancers. As an advocate for health education, it's encouraging that more women are realizing that positive lifestyle choices such as maintaining a healthy weight and avoiding tobacco use decreases their chances of developing cancer. I conduct a women's health education podcast where we endeavor to empower women to take an active role in their health and keep them updated on the promising advances in diagnosis and treatment of common cancers in women.

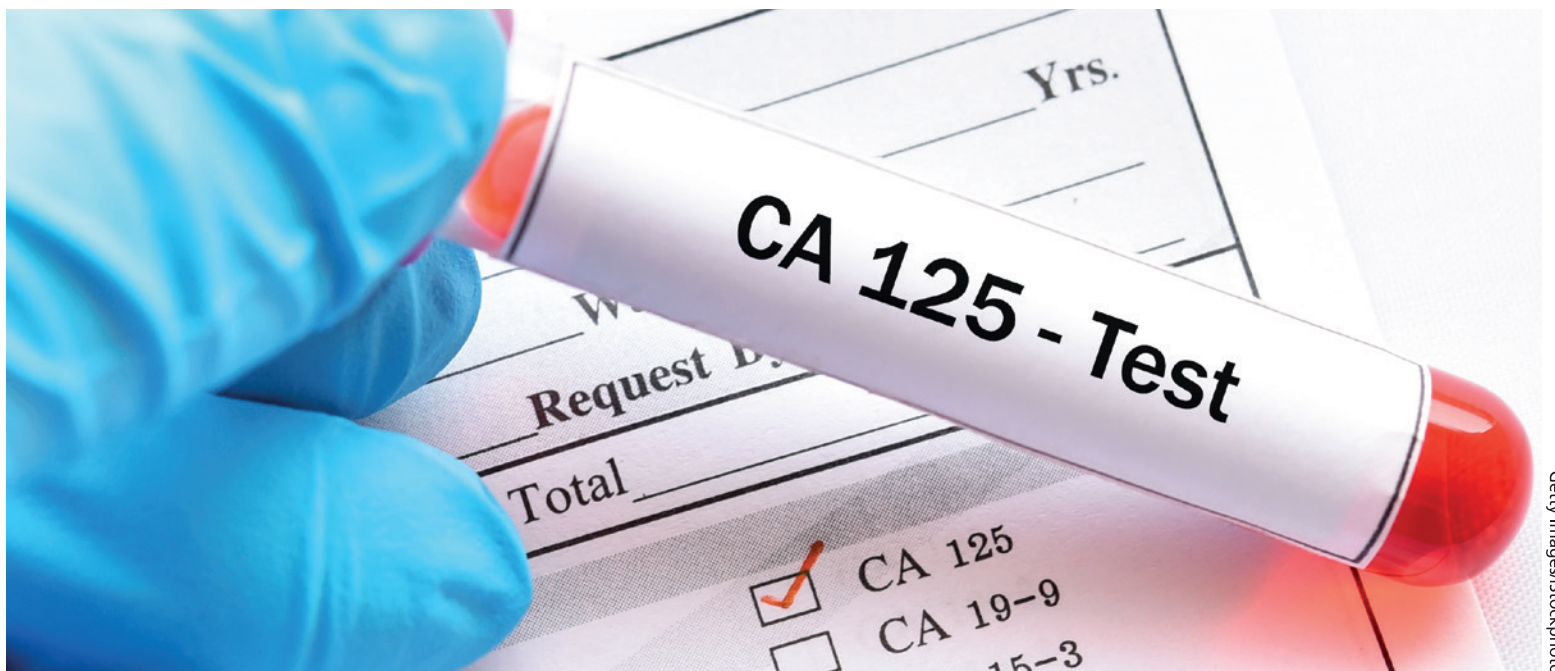


#### Englewood Health

By Nimesh P. Nagarsheth, M.D.,  
Medical Director of Gynecologic  
Oncology and Robotic Surgery

In the United States, the most common gynecologic cancer is uterine (endometrial) cancer. Worldwide, the most common gynecologic cancer is cervical cancer. New technology in surgery, along with cutting-edge innovation

*Continued On Page 20*



A landmark study that uses a simple blood test for the CA-125 protein is seeking an answer to screening and early detection for ovarian cancer.



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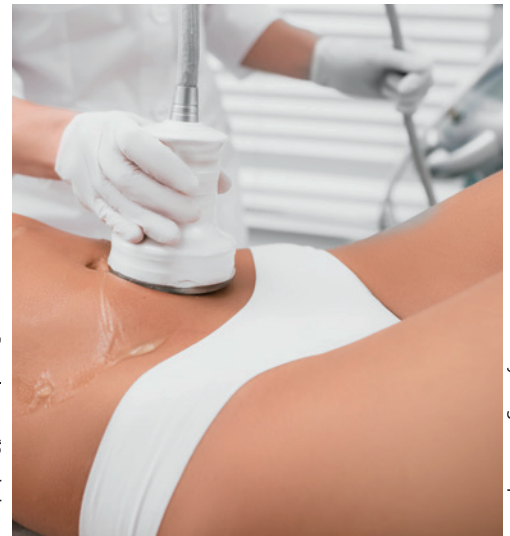
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For the best cancer outcomes, early detection is key.

*Continued From Page 18*

in immunotherapy and tumor genetics, is really helping us to treat and manage gynecologic cancers. For example, minimally invasive surgery has been found to have comparable results to open surgery in the treatment of uterine cancers, with the benefits of smaller incisions and recovery time. The Lefcourt Family Cancer Treatment and Wellness Center at Englewood Health has been at the forefront in the use of minimally invasive surgery to perform complex and delicate procedures to treat virtually all gynecologic cancers. The da Vinci Xi robot gives surgeons 3D high-definition visualization and other enhanced technical aspects for greater control and precision. The team at Englewood Health has also implemented new standards in immunotherapy for advanced ovarian cancer based on clinical trial data. These new treatment options are extremely beneficial to patients, since most ovarian cancers are diagnosed at a later stage. At Englewood Health we are achieving outstanding long-term survival and success rates for patients with advanced ovarian cancer using this approach.



**Hackensack Meridian Health**  
By Andre Goy, M.D.,  
M.S., *Chairman and Executive  
Director; Lymphoma Division Chief,  
John Theurer Cancer Center,*

Cancer screening and early detection is by far the best way to improve outcomes and cure rates in cancer. This includes breast and cervical cancer, but also lung and colorectal cancer in women—all of which have existing screenings and the following guidelines are now the standard of care. Women starting at age 40 should begin annual mammograms to detect breast cancer and cervical cancer once per year, while colonoscopy should start at age 45 to detect early colorectal cancer. Finally, lung cancer screening is feasible in a non-invasive way with Low-Dose Computerized Tomography (LDCT)

offered at Hackensack Meridian Health for lung screening for women 55 years or older who may have a long history of smoking. The longer you have been smoking, and the more cigarettes you have smoked, the greater your risk is of developing lung cancer. LDCT lung cancer screening is quick and easy with very minimal exposure to radiation and has been shown to dramatically lower the risk of death from lung cancer. Our researchers and cancer experts are fully involved in the ongoing revolution happening in cancer care. This includes personalized or precision medicine, ex-

***“The most common cancers in women are breast, lung and colon cancer. However, female cancers of cervical, uterine and ovarian origin are also common.”***

panding immunotherapy across cancer subtypes, building up robotic-assisted surgery, as well as taking advantage of data and analytics to better understand the best option for every patient.



**Holy Name Medical Center**  
By Payal Shah, M.D.,  
MBA, FACOG, *Director of  
Obstetrics and Gynecology,  
Holy Name Medical Partners*

Preventive screenings are often the most effective defense against developing cancer, especially three of the most common in women: breast, colorectal and endometrial. When cancer is detected early, before it has spread beyond its original site, the disease is usually more treatable and sometimes curable. Gynecologists are most often the first physicians that women turn to for yearly cervi-

cal cancer, HPV and breast screenings, as well as referrals for preventive mammograms and colonoscopies. Gynecologists also perform biopsies to diagnose endometrial and other cancers of the reproductive system. For breast care within a soothing environment, Holy Name's Breast Center features state-of-the-art 3D tomosynthesis mammograms and Contrast Enhanced Spectral Mammography, which replaces MRI to diagnose breast cancer. Holy Name's roster of gastroenterologists and colorectal surgeons perform colonoscopies at the medical center, where healthcare services are safe and isolated from areas for COVID patients.

The Patricia Lynch Cancer Center's gynecologic oncologists are highly skilled in performing complex surgery and chemotherapy for patients with malignant and benign gynecologic tumors. Through Holy Name's Institute for Clinical Research, patients gain access to breakthrough treatments, including novel targeted therapies that pinpoint the cancer, immunotherapy that helps a patient's own immune system fight cancer, and inhibitors that block the growth of cancer cells. All patients with cancer benefit from a personalized treatment strategy that encompasses each one's unique medical, emotional and lifestyle choices. Our Cancer Support Community provides virtual programs, support groups and activities for all patients and their loved ones.



**Jefferson Health-New Jersey**  
By Robin Wilson-Smith, D.O.,  
FACOG, FACOOG, *Medical  
Director, Gynecologic Oncology,  
Sidney Kimmel Cancer Center,  
Washington Township*

The most common gynecologic malignancy is endometrial cancer, which occurs in the lining of the uterus. Endometrial cancer will develop in approximately 2 percent of women in this country and most patients have a favorable prognosis. The occurrence peaks be-

*Continued On Page 22*





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## Healthcare

*Continued From Page 20*

tween age 60 and 70, although it can occur in younger ages. Some risk factors for endometrial cancer include obesity, the use of estrogen without progesterone, diabetes, use of tamoxifen and genetic predisposition. There is no routine screening for endometrial cancer, as it is usually found in its early stage. The most common symptom is vaginal bleeding, which is typically evaluated with an office biopsy or D&C. Surgery alone is usually curative for most women. Mini-

mally invasive surgery is the preferred approach to surgery. Fertility-sparing options for patients with low-risk disease are also available. Some women may require chemotherapy and/or radiation, depending on their final pathology. A key advance is the use of sentinel lymphatic mapping, which has become a standard option in the staging of endometrial cancer. Benefits include lower rates of complications, including cellulitis and lymphedema. Immune checkpoint inhibitors have also recently been approved in

patients with tumors with certain biomarkers and have progressed following prior treatment.



### Memorial Sloan Kettering Cancer Center

By Serena Wong, M.D.,  
Medical Site Director, MSK  
Monmouth

Breast cancer remains the most common cancer in women. Advances in our understanding of the biology and genetics of the disease have led to new and improved therapies. There are three main subtypes of breast cancer and each can be targeted by novel approaches. The addition of CDK4/6 inhibitors to estrogen-blocking agents in patients with hormone receptor-positive breast cancer improves outcomes. Patients with HER2-positive breast cancer now have access to a plethora of HER2-targeted drugs that can control their disease for years. We also know that a proportion of patients with triple-negative breast cancer derive benefit from the addition of immune-stimulating drugs. Personalized medicine refers to tailoring a patient's treatment according to specific genetic changes driving their cancer and is an active area of research. Successes in this arena include the approval of a drug for patients whose cancers carry a mutation in the PIK3CA gene, as well as the use of



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Minimally invasive surgery is the preferred approach to many cancers.

*Continued On Page 24*

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## Healthcare

*Continued From Page 22*

PARP inhibitors for patients with an inherited BRCA mutation and advanced breast cancer. However, improved survival in breast cancer is not only due to better therapies. Early detection remains key, and we advise all women to undergo screening mammography according to current guidelines.



### **RWJBarnabas Health, Rutgers Cancer Institute of New Jersey**

By Alexandre Buckley  
de Meritens, M.D.,  
*Gynecologic Oncologist*

The most common gynecologic cancer is endometrial cancer, also known as uterine cancer. Most uterine cancers (~70 percent) are diagnosed at an early stage and are curable. Women are usually diagnosed after menopause and the most common symptom is vaginal spotting/bleeding. Any amount of bleeding after menopause should be investigated by your doctor. Obesity is strongly associated with endometrial cancer. A healthy lifestyle with exercise and a balanced diet can prevent endometrial cancer. Other risk factors include diabetes, polycystic ovarian syndrome, use of estrogen and family history. Those with a strong family history of breast, ovarian or colon cancer, should discuss their risk for cancer with their primary care phy-

sician. Some genetic mutations can predispose women to uterine or ovarian cancer, but preventive measures can be taken such as surgery, hormonal therapy or colonoscopy. Other gynecologic cancers include ovarian, cervical, vulvar and vaginal cancer. The HPV vaccine and regular Pap smears can help prevent some of these cancers. At Rutgers Cancer Institute of New Jersey, we use genetic testing (HER2, PD-L1) to dictate targeted therapy and immunotherapy for high grade endometrial cancers. Rutgers Cancer Institute in partnership with RWJBarnabas Health are committed to providing prevention and state-of-the-art treatments such as surgery, chemotherapy and clinical trials.



### **Saint Peter's University Hospital**

By Dusan Perisic, M.D.,  
*FACOG, Director of Minimally  
Invasive Gynecologic Surgery*

Ovarian cancer, the second most common gynecologic malignancy after endometrial cancer, is the most common cause of gynecologic cancer death in the United States because it is commonly diagnosed at an advanced stage. One of the most recent advances in treating ovarian cancer is an individualized, yet multidisciplinary approach guided by imaging results, tumor markers, clinical factors, performance status of the patient

and surgical findings. The standard treatment for these cancers has traditionally been primary surgery followed by chemotherapy. However, recent data suggests that outcomes are equivalent and even improved when certain advanced ovarian cancer patients receive chemotherapy first. Some younger, healthier patients with low-volume disease tend to benefit from primary surgery first, followed by chemotherapy, while older women with comorbid conditions and large volume disease benefit from chemotherapy first, followed by surgery. Another exciting development is a new class of drugs called PARP that inhibitors interfere with tumor cells to repair their DNA and subsequently lead to tumor cell death. Adding PARP inhibitors to treatment protocols for advanced ovarian cancers may become the new standard of care.



### **St. Joseph's Health, St. Joseph's Wayne Medical Center**

By Stephan J. Dorkhom, D.O.,  
*Chief of Medicine,  
Hematology/Oncology*

For the best cancer outcomes, early detection is key. Many are aware that breast cancer is the most common type of cancer in women, yet the majority of cases can be treated and ultimately cured if detected early. This includes not only

*Continued On Page 26*

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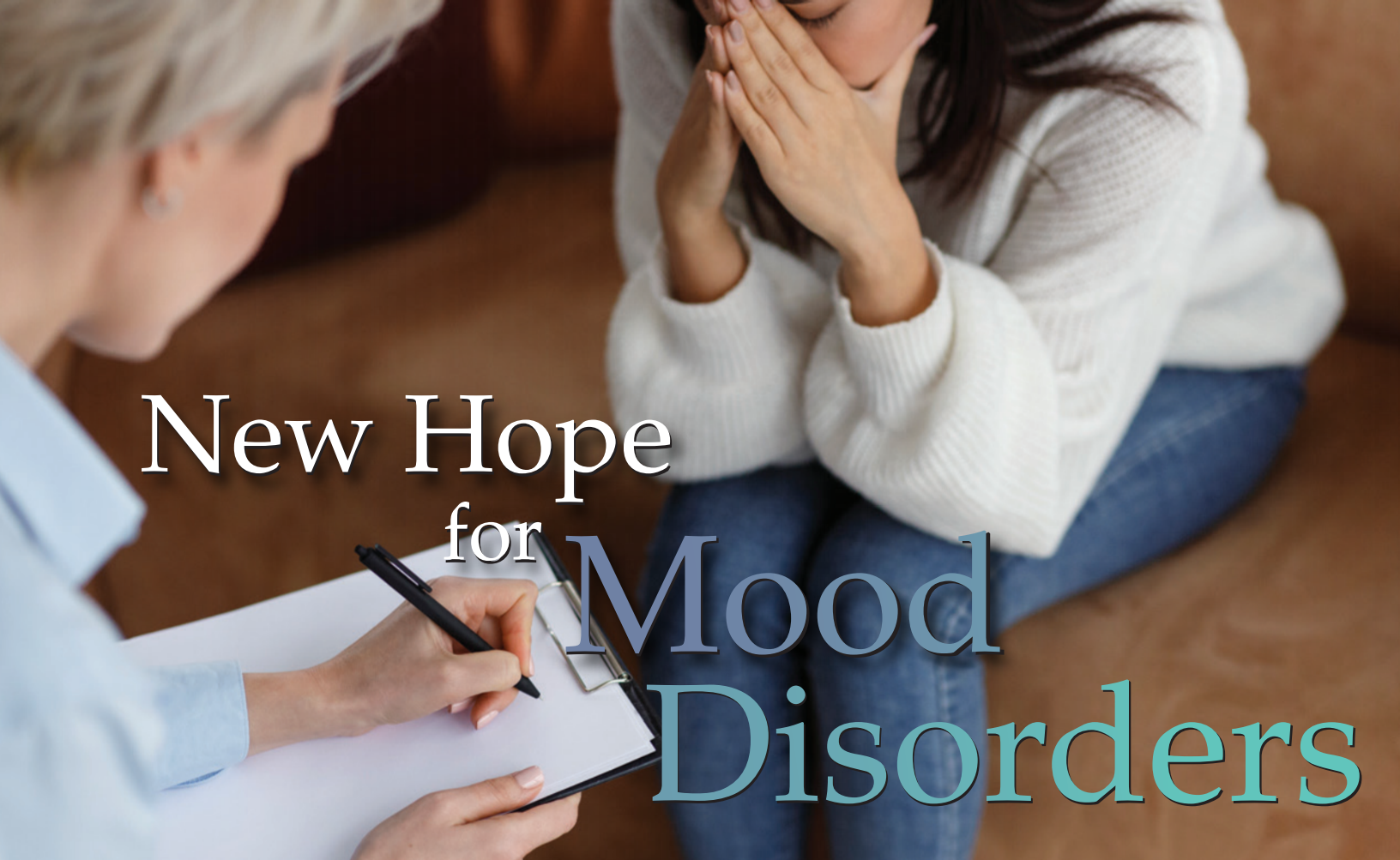
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Continued From Page 24

having annual mammograms after the age of 40, but also performing monthly self-exams to detect any changes. For all types of cancer, knowing your body and discussing any changes with your doctor is the first step toward early detection. Digital imaging has also improved significantly, allowing physicians to more easily determine which tissue is normal and which needs closer examination. For younger women who tend to have denser breasts compared to women over 40, an MRI or Ultrasound can be used if any abnormalities are detected or if there is a family history of breast cancer. In general, breast cancer is curable but requires immediate detection and treatment to prevent further spread.



**Trinitas Regional Medical Center, Trinitas Comprehensive Cancer Center**  
By Barry Levinson, M.D.,  
Medical Director

Lung cancer is the leading cause of cancer deaths in women in the United States. One of the most important positive interventions is quitting smoking cigarettes. Lung cancer can be detected early with the CAT scan of the chest in patients with a smoking history. Identifying specific molecular mutations in lung cancers allow us to utilize very elegantly devised

therapies. This has also been relevant in many other malignancies. Breast cancer is the most commonly diagnosed women's cancer, other than skin cancer. Mammograms have been extremely effective in early detection. For patients with dense breasts, ultrasound provides more information as does an MRI. BRCA gene testing in patients with a family history of breast cancer helps tailor treatments. Pap smears are extremely effective in the early detection of cervical cancer. Effective vaccines directed against the Human Papilloma Virus (HPV) can prevent the development of cervical cancer, and other cancers as well. Post-menopausal bleeding also can be indicative of a cancer of the uterus, endometrial cancer. A major recent innovation is the development of immunotherapies that utilize the power of the body's own immune system to direct it against multiple cancers.



**Valley-Mount Sinai Comprehensive Cancer Care**  
By Eleonora Teplinsky, M.D.,  
Head, Breast Medical Oncology

While many cancers are common in women, breast cancer is by far the most frequent, accounting for 30 percent of all new cancer diagnoses in women. There have been significant advances in the treatment of breast cancer in the last few years. In 2020 alone, there were three drugs

approved by the U.S. Food and Drug Administration for treatment of patients with advanced HER2-positive breast cancer—tucatinib, sacituzumab govitecan-hzyi and margetuximab-cmkb—all of which improve outcomes for this patient population. We continue to await approval for new drugs for patients with estrogen receptor-positive breast cancer and triple-negative breast cancer. It is important to recognize that each woman diagnosed with breast cancer requires a personalized and individualized approach to care. We are continuing to understand which patients need intensification of treatment, and which patients benefit from de-escalation of care as, in some cases, "less is more." In addition to novel drugs, there has been a greater focus on breast cancer survivorship and reducing both the risk of cancer diagnosis and recurrence through nutrition and exercise. 



Effective vaccines directed against the Human Papilloma Virus (HPV) can prevent the development of cervical cancer.

Getty Images/Stockphoto

## BUSINESS & LIFESTYLE

# CIANJ Launches a New Series, "Say Yes to Golf," for Women



By Wendy Tait,  
Sommelier,  
CIANJ's EVP, Business  
Development and Strategic  
Initiatives

**M**arch, the annual declared month recognizing women's contributions to society, will also see the

launch of CIANJ's new Women in Golf Lifestyle Series, "Say Yes to Golf."

A sport formerly reserved for the boys, golf is a valuable opportunity to deepen existing business relationships and create new ones. It works for all professionals—including women. As a former Wall-Street girl myself, my boss regularly espoused the importance of knowing how to golf. Never truly appreciating the value of that



skill at the time, I never learned how to play. What I did learn, however, was that the moment I told someone I could not play golf, was the moment a door closed...forever.

After many years of repeated missed opportunities, I finally took it upon myself to learn the game and it was a pivotal, life-changing decision both personally and professionally. Christina Thompson, founder and CEO of Golf4Her says: "Now, more than ever, women are using golf as a networking tool. Due to the impact COVID-19 has had on how we conduct business, people are finding that golf has become the new way to connect and build relationships outside of the office. Golf is made for this new world we are living in and if women want to succeed, they need to play golf."

The time is now regardless of gender, age, athleticism or experience to "Say Yes to Golf." To learn more about this incredible new Lifestyle Series, e-mail me at [wtaite@cianj.com](mailto:wtaite@cianj.com). 

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# COVID-19 Vaccines Report: A Look at NJ's 2021 Rollout

Six mega sites were opened throughout the state to distribute the vaccine.

By Diane C. Walsh  
Contributing Editor

New Jersey's goal to vaccinate 4.7 million people—70 percent of the eligible population against COVID-19—is aimed at creating community protection, or what is called “herd immunity,” for everyone's well-being.

State Health Commissioner Judith M. Persichilli briefed members of the Commerce and Industry Association of New Jersey (CIANJ) on the state's plan as she launched a new series of meetings with stakeholders, business groups, community leaders and influencers to build confidence in the vaccines.

Surveys show that late last year only 47 percent of people were likely to get the vaccine. In the few weeks since Moderna and Pfizer-BioNTech rolled out their vaccines under emergency federal authorization, however, the likelihood grew to 83 percent.

Already more than 660,000 people received shots, the commissioner said. Another 2 million have registered with the state for the vaccine. Unfortunately, Persichilli said the vaccines are in short supply and the actual manufacturing pipeline is not as strong as the state was told before November.

Still New Jersey is moving forward and last month opened eligibility beyond healthcare workers, first responders and elderly residents to those with chronic conditions as outlined in guidelines from the Center for Disease Control and Prevention.

Six mega sites were opened throughout the state to distribute the vaccine: Atlantic City Convention Center, Meadowlands Complex in East Rutherford, Moorestown Mall, NJ Convention & Expo Center in Edison, Rockaway Townsquare Mall and Rowan College in Sewell. Vaccines are dispensed free to the public.

Regina Foley, a senior vice president at Hackensack Meridian Health, which is partnering with the state at the Meadowlands site, said the goal is to inoculate 2,400 people per day there with the Pfizer-BioNTech vaccine. When it first opened only 3,500 shots a week were being dispensed. But Foley said it would quickly ramp up to a 12-hour operation, seven days a week.

The vaccines are unlike others, which relied on weakened or inactive virus to create immunity in the past. The mRNA vaccines developed by Moderna and Pfizer-BioNTech teach our cells how to make protein or even a piece

of protein that triggers an immune response inside our bodies. That immune response produces antibodies that can protect the body from a COVID-19 infection or reduce the severity of an infection.

Persichilli also wanted to dispel the rumors that the vaccine can cause infertility. “It's not true,” she said emphatically, urging people to discuss their concerns with their healthcare providers and avoid unsubstantiated claims.

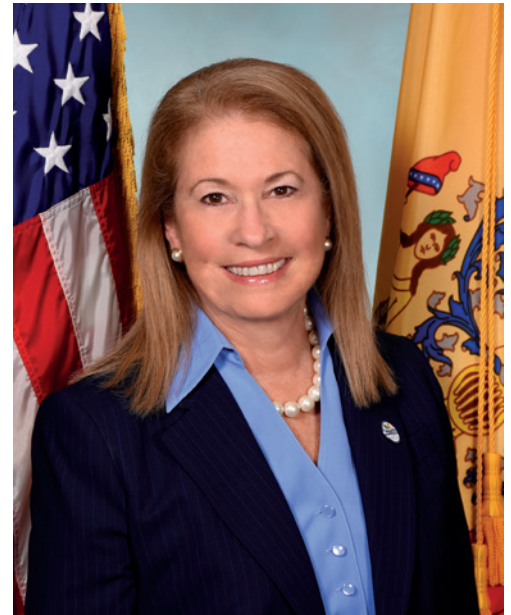
To allay any fear over the vaccine's speedy development, Lisa Coen, a senior director of vaccines and public affairs at Pfizer, noted 46,000 people took part in the clinical trials at 153 sites across the world, spanning six countries and 39

***“46,000 people took part in the clinical trials at 153 sites across the world.”***

states. Among the U.S. participants, Coen said 30 percent of them were from diverse racial and/or ethnic backgrounds and 40 percent were 56 years old or older.

During the CIANJ presentation, Dean Paranicas, CEO of the HealthCare Institute of New Jersey, said clinical trials for more vaccines and therapies are continuing. As of January, the life science industry was involved in 1,609 active clinical trials, including 545 unique therapies trials and 161 vaccine trials, involving 65 unique vaccines.

COVID-19 has had a disproportionate effect on people of color. Persichilli said young Hispanic men are 2.5 times more likely to contract the virus and African Americans are



NJ State Health Commissioner  
Judith M. Persichilli

getting sick at two times the rate of their white counterparts.

To combat the dire effects of racial and ethnic disparity, the health commissioner said New Jersey is committed to equitable access to vaccines to all who live, work or are educated in the state.

James Anelli, a partner at White and Williams LLP, moderated a legal panel during the event. It advised employers that although mandating employees to get vaccinated could be on the horizon, it cannot be considered now because of short supplies.

For more information on the vaccines go to [covid19.nj.gov](https://covid19.nj.gov).



The Meadowlands Complex is one of six mega-vaccination sites opened throughout the state.



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We thank the selfless first-responders and healthcare workers who have continued to keep us safe during the COVID-19 pandemic.

White and Williams lawyers work collaboratively to stay current on developments and counsel clients through the various legal and business issues arising out of the COVID-19 pandemic, including employment, healthcare, insurance, litigation and vaccine-related matters.

**James P. Anelli, Partner**

*Chair of the Labor and Employment Group*

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# Virus Protein Maps May Find Drugs to Combat COVID-19

Compiled by John Joseph Parker  
Contributing Editor

**P**rofessor Brian Olson, of the Department of Biology and Chemistry at County College of Morris (CCM), recently had his research on coronavirus targets published in the peer-reviewed *Journal of Computer-Aided Molecular Design* to assist with the development of drugs to combat COVID-19.

Olson, the lead author on the paper, worked with Dr. Tom Kurtzman of Lehman College to put together a team of researchers in March 2020 when he realized how extensive the COVID-19 pandemic would become. In the paper, “An Online Repository of Solvation Thermodynamic and Structural Maps of SARS-CoV-2 Targets,” the researchers provide maps of water molecules on the virus’ proteins that also are known as solvation maps. Olson explains that knowing which water molecules need to be displaced, and which do not, provides essential information to guide the development of drugs to treat COVID-19. The first step toward determining that is mapping where the water molecules are located on the proteins.

In March, Olson, who had been tracking the coronavirus on several databases, was certain COVID-19 would turn into a pandemic.

“We were seeing clusters on multiple continents and were unable to trace the sources of infection. It was clear this was going to be an immediate and international public health issue,” he says. “That compelled me to do something.”

Utilizing the computational tool GIST, developed by Kurtzman, the researchers worked from their homes during the pandemic. Prior to being published in the *Journal of Computer-Aided Molecular Design*, the research was posted by the team on Chemrxiv so it could be accessed early while the peer-review process was taking place.

Now that solvation maps of the COVID-19 virus are available, Olson and his team plan to use that information to search for new drugs. Making the information public and free also will aid others in their search for new and effective pharmaceuticals to defeat the coronavirus. According to Altmetric’s Attention Score, which measures the online attention and activity of research papers, the work conducted by the Olson team ranks in the top 25 percent. Given that ranking, based on more than 2,200 views and over 300 downloads of the paper, Olson is encouraged about the development of drugs to fight the coronavirus.

“I have never seen the international scientific community come together the way it has now

to find some answers,” says Olson. “There is international collaboration and the sharing of information that previously would not have been shared.”

Olson, who teaches forensic science at CCM, joined the college’s faculty in 2018. At CCM, he and several other professors, developed the college’s first virtual reality class to teach students forensic science skills by analyzing murder scenes. Along with his work on the coronavirus, he is researching the development of pain killers to replace opiates.

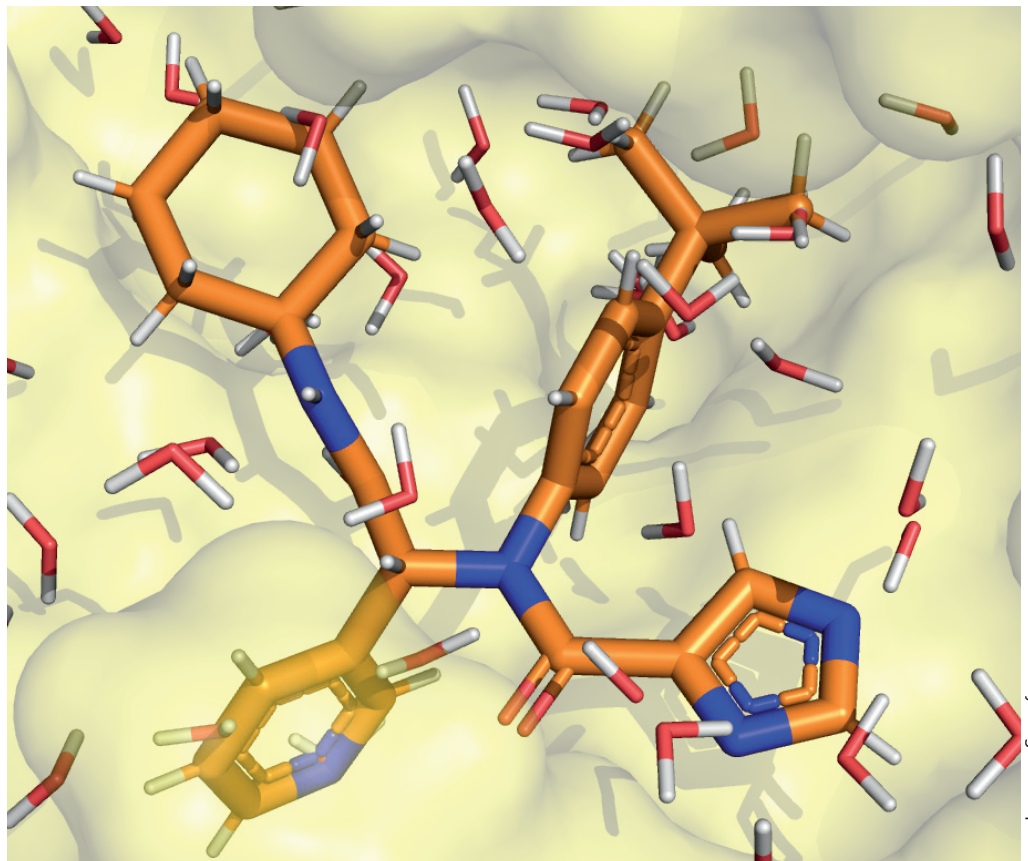
Olson earned his associate degree in science from the Borough of Manhattan Community College, his bachelor’s in biochemistry from Hunter College, his master’s in biochemistry from the City University of New York (CUNY) Graduate Center, and is working on his doctorate in biochemistry from CUNY Graduate Center.

He is a strong advocate for community colleges, and CCM in particular. “Community colleges place a high value on quality teaching,” he says. “I am so fortunate. I have fun researching tiny molecules and on top of that I get paid to



County College of Morris Professor Brian Olson

talk to students about narcotics, murders and other fascinating topics. I can’t imagine having a better job.” 📌



A map of water molecules, in red and white, on a coronavirus protein

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# NJ Positioned for a Key Role in Post-Pandemic Economy

**A sophisticated transportation system of roads, rails, seaports and airports are key advantages.**

By Diane C. Walsh  
Contributing Editor

**D**espite the harsh blows New Jersey was dealt by the COVID-19 virus, leading business academics suggest the state is well-positioned to reap economic benefits in the post-pandemic environment.

“New Jersey has an opportunity to recast itself,” explains Professor John Laski of New Jersey City University (NJCU). Laski has been analyzing data compiled by the Society of Manufacturing Engineers (SME) which predicts a resurgence of manufacturing in the United States that he believes could distinctly favor the Garden State.

The professor, whose expertise is in business administration, management and leadership, says the state’s sophisticated transportation system of roads, rails, seaports and airports will be key advantages in a manufacturing resurgence.

“The supply chain is changing. We’re not relying on China, Malaysia, Singapore and Vietnam as heavily as we were, domestically. New Jersey is positioned uniquely to provide the rest of the nation with the manufacturing, the high-paying jobs and the primary sourcing that many other states do not have the capacity to do,” Laski says.

His colleague, David Weiss, a business professor and the founder of the Institute for Dispute Resolution at NJCU, concurs wholeheartedly. Weiss, whose work focuses on developing business relationships across borders, says higher education will play a pivotal role because it will be responsible for shaping the new talent pool.

Weiss used the term “new collar jobs,” coined by IBM’s CEO, Arvind Krishna, to describe the innovative, high-tech positions such as those involving data analysis, cybersecurity and Cloud computing, which will be in demand in the post-pandemic environment. Advanced manufacturing would be another category of a new-collar job, which fits into the paradigm the two professors envision for New Jersey’s future.

There are more than 11,000 manufacturers in New Jersey, according to the New Jersey Manufacturing Extension Program, an organization committed to improving the industry’s operations. Sophisticated, high-tech manufacturing was once the “bread and butter of New Jersey,” when such iconic names as Bell Labs and Bendix maintained sprawling plants within the state, Laski notes.

Over the past 30 years, however, the manufacturing base retracted as many companies outsourced or relocated overseas as they sought to



NJCU Professor John Laski

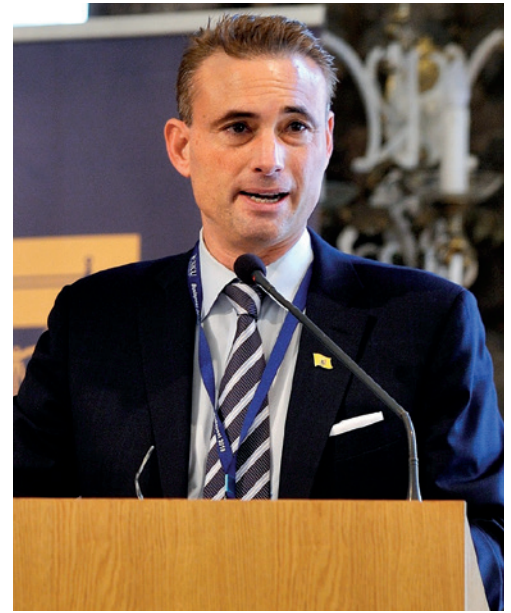
lower costs. But product shortages during the pandemic and supply chain disruptions have led to calls to reshore and return these operations to the United States.

Manufacturing could be the pathway to resilience in the state, the NJCU professors insist. Unlike the service industry or retail, manufacturing provides high-paying jobs for workers, who in turn support the economy through consumer spending and taxes.

Laski says the optimism within the industry is apparent in a recent SME survey. Two-thirds of the respondents said they were “very to somewhat optimistic” that by the end of 2020, manufacturing will recover to the productivity levels it achieved before the pandemic, according to the professor.

Another key indicator that New Jersey is on the precipice of a resurgence is the industrial space vacancy rates. The growth of online shopping produced a great demand for warehouse space, Weiss says. The latest reports show the industrial property vacancy rate has dropped statewide to a historic low of 3 percent. There is currently 7.6 million square feet of new construction underway, as well. The average rent is \$9.43 per square foot—a 5 percent increase over last year and in the premiere market along the New Jersey Turnpike the increase is more than 13 percent.

Weiss says “there is the good, the bad and the ugly of COVID-19” in New Jersey. The demand for warehouse space, the revenue it generates



NJCU Professor David Weiss

and the jobs it will bring are obvious examples of the good that can result from the pandemic. Regular viewers of Gov. Phil Murphy’s press conferences are also well aware of the tragic effects of the virus. More than 215,000 people have contracted coronavirus, leading to more than 14,000 deaths across the state. The shutdown imposed to combat the spread of the virus also caused grave economic upheaval. Businesses in most sectors suffered, resulting in 1.6 million workers being forced onto the unemployment rolls since last March.

The two NJCU professors argue the state can reverse some of the economic losses by positioning itself for action in the post-pandemic environment. Weiss stresses the state must act now. “This artificial opportunity could dissolve quickly,” Weiss cautions.

Already, New Jersey’s ports are feeling the competition from Canada. Weiss says Saint John, New Brunswick is offering shipping credits and drafting international treaties to become an alternative gateway for containerized import bound for the Northeast region. He warns that if New Jersey does not focus on strengthening its competitive advantages and logistics network “the rest of this house of cards will fall.”

Laski and Weiss say New Jersey’s success is dependent on government leadership and support from higher education and the private sector.

*Continued On Page 34*



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# Logistics

*Continued From Page 32*

In their estimation, the state's higher education leaders, such as NJCU President Sue Henderson, Ph.D. and her colleagues throughout the system would be enthusiastic supporters of initiatives that would give more opportunity to their graduates. Henderson has focused on business since she was appointed in 2012. She created the NJCU Business School and headquartered it in a state-of-the-art facility in Jersey City's financial district along the waterfront.

"We must position New Jersey to the exclusion of other states to take advantage of the corporate shifts," Laski says. He recalled that

Paterson is credited as being pivotal in the birth of the industrial revolution of the early 1800s. New Jersey could be in the history books again if it seizes the opportunity now, he said.

For the most effective strategy, the professor says the governor should form a task force to oversee the initiative. "There must be close collaboration and it's got to be from the top down," Laski says. Weiss added that corporate engagement is imperative.

Weiss is a strong advocate for building relationships. Over the past several years he worked with the Commerce and Industry Association of New Jersey to create an international business

forum within the organization to encourage and assist in foreign investment. His Institute for Dispute Resolution was designed to give New Jersey another tool to attract business and provide services.

The state must encourage "innovation and policy" to grasp the potential and opportunities of the post-pandemic arena, Weiss says. If the strategy is to succeed, he said it cannot wait on grassroots activism. All the resources of the state should be marshaled for this effort, he says.

"It's hard to envision New Jersey no longer being at the center of a post-pandemic economy," Laski says. 



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Unlike the service industry or retail, manufacturing provides high-paying jobs for workers, who in turn support the economy through consumer spending and taxes.



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# Navigating COVID-19's Impact: Advice for Healthcare Clients

The financial toll of the pandemic looms large.

Compiled by Miles Z. Epstein  
Editor, COMMERCE

**H**ow has your advice to healthcare clients changed since the COVID-19 pandemic? Can you please provide an example of guiding a healthcare client in the new normal? *COMMERCE* posed these questions to experts from New Jersey's top accounting firms, banks and law firms. Here are their insights, advice and observations.

## ACCOUNTING



### Citrin Cooperman

By Aaron Cohen,  
J.D., MPhil, Principal,  
Co-Leader, Healthcare Practice

COVID-19 has created a challenging economic environment. From the outset, we have worked closely with healthcare providers across the continuum of care to determine how to utilize the funding available most effectively from the COVID relief bills to help minimize the negative financial impact of the coronavirus pandemic. For example, we have worked with several hospital clients to develop a strategy to keep the

funds received—from the \$175 billion Provider Relief Fund stemming from the CARES Act—to the greatest extent permissible under applicable regulations and guidance. In particular, we have analyzed the organizations' 2020 financial performance in great detail, including down to the general ledger level, to ascertain the lost revenues and additional, incremental operating expenses attributable to the coronavirus pandemic and provided our clients with a spectrum of options for maintaining and reporting the use of the funds based upon the risk of different potential positions. Helping our clients to navigate such uncertain times has been deeply rewarding for our team.



### CohnReznick LLP

By Peter Epp,  
CPA, Partner, Community  
Health Centers, Practice Leader

Within the healthcare industry, our firm focuses on Federally Qualified Health Centers (FQHCs) and community mental health centers. Both have been dramatically impacted by the COVID-19 pandemic. As an example, FQHCs saw a decline in patient visits of 70 percent to 80 percent between March through June and needed to reinvent themselves. To help these providers continue services, we developed

a COVID-19 Financial Response Strategy to help them preserve cash and prepare for the new normal. Teaming with our Restructuring Practice, we implemented their approach to treating sick companies and preventing providers from getting to the point of bankruptcy. Our work included developing a weekly cash flow projection template to help these providers evaluate cash flow during the pandemic. Our team then developed expertise in PPP loans, Provider Relief Funds and other government funding and tax stimuli designed to assist providers. We worked with several FQHCs and behavioral health providers to help them make staffing decisions designed to right-size the ship during the pandemic. Finally, we focused on telehealth and numerous Medicare/Medicaid regulatory waivers. This included assisting FQHCs and behavioral health providers with their telehealth billing issues to ensure cash collections continued to fund operations, albeit at reduced levels.



### EisnerAmper LLP

By Ron Dreskin,  
Principal-in-Charge  
Health Care Services Group

Having recently served as Interim CEO of St. Christopher's Hospital for Children, I have three main areas of evolving advice: be willing to adapt technology across the organization to support providers, patients and employees; be flexible in your supply chain to solve challenges; and be creative in your approaches to serve and retain patients. Regarding technology, St. Christopher's did not offer telehealth visits pre-pandemic. We quickly researched options and implemented a new telehealth system to continue to serve patients and their families. Additionally, we purchased new technology to help our environmental services workers to keep the facility safe, specifically a high-output UV disinfection robot. Technology can assist in many areas, whether supporting patient needs, maintaining a facility, or managing a remote workforce. Secondly, PPE shortages were universal, not just for healthcare workers but also for patients and their families. We looked outside of our usual suppliers to manufacturers who had been shut down due to COVID-19 and had shifted production to manufacturing masks. Third, retaining patients is key to survival, especially when non-emergent services were postponed. At St. Christopher's, we



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CPA firms worked with their healthcare clients to utilize funding available from the CARES Act.

*Continued On Page 38*





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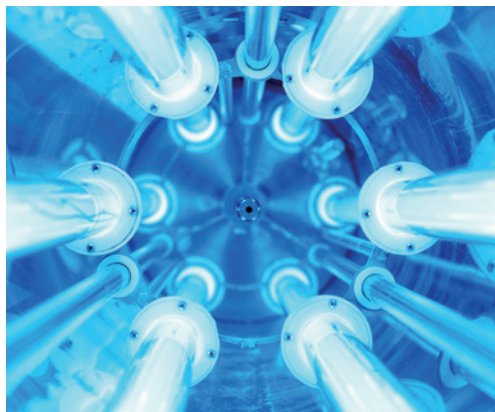
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## Accounting, Banking & Law

Continued From Page 36



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UV light is proving to be an effective disinfectant.

did that by leveraging partners to address food insecurity and serve as a food distribution conduit to the community we serve.



### Marcum LLP

By Matthew S. Bovolack,  
*Partner,  
National Healthcare Leader*

Marcum immediately expanded our service model to include a robust virtual platform, including an online Coronavirus Resource Center that we updated daily. In addition to our traditional

regulatory, compliance and advisory services, we added an intense curriculum of more than 20 webinars for providers, to help them gain an understanding of Health and Human Services funding and its proper reporting. We educated the provider community on the details of the Payroll Protection Program administered through the COVID Relief Fund, and shared our knowledge base throughout the industry to help clients, associations, and vendors stay up to date on new guidance and its impacts. In many instances, we guided clients who thought they didn't qualify for PPP funding to receiving the maximum available awards. As we move forward in the pandemic, in addition to our core role as consultants and educators we are working with numerous providers on strategic planning for the future. The face of healthcare will change after COVID-19, and those who begin to plan for these changes now will be better prepared for what comes next.



### Sax LLP

By Susan E. Reed,  
*CPA, CFP,  
Head, Healthcare Practice*

Over the last decade, healthcare groups have had to deal with sweeping legislative reforms, reductions in reimbursement and re-engineered delivery systems. Planning for change is certain-

ly part of our clients' playbook. Then came the pandemic. Of all the changes we try to plan for, the closing of a practice for six-to-eight weeks certainly wasn't on the radar. Each of our clients is unique and requires tailored advice, but overall our recent guidance to our healthcare providers has included taking advantage of Telehealth technology, re-evaluating staff to align with the size and roles needed at this current time, leveraging stimulus programs and grants for relief provided by national, state and county programs, and maximizing tax deductions through the New Jersey's Business Alternative Income Tax program. With guidance that is changing daily, we keep our clients updated on the most recent requirements. Our new normal has expanded to include helping our clients apply for and comply with the many stimulus programs and tax changes, including meeting the February 15th reporting deadline for the Provider Relief Funds.



### Wiss & Company, LLP

By Michael Castle,  
*CPA, Partner*

There are certainly new challenges affecting PPE, operations, patient volume and HR that have surfaced, but our overarching advice has not radically changed

*Continued On Page 40*

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Hospitals have tightened their cybersecurity due to the increase in telehealth caused by COVID-19.

Continued On Page 42

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during the pandemic. We focus on the key drivers of the business. Recently our attention has been on ensuring that smaller practices are diversifying resources with outsourcing and moving to the cloud rather than relying on a single person (office manager). Similarly, we have been working with clients to increase documentation of key roles and processes to ensure continuity. The key driver for our larger clients continues to be on generating operational efficiencies. The increased sterilization and compliance requirements related to COVID have impacted volume and appointment times.



### **Withum**

By Scott J. Mariani,  
J.D., Practice Leader,  
Healthcare Services

The new normal accelerated the use of technology more than ever before, especially for the healthcare industry. Withum continued to enhance and deploy the necessary cybersecurity solutions for our clients to ensure the protection of their ongoing operations. During the height of the global pandemic, a leading hospital and healthcare network based in the Northeast was in search of a vCISO (Virtual Chief Information Security Officer) to fill

a position on their information technology (IT) team. During this time, the organization was also in the beginning stages of the due diligence process as part of a potential merger with a similarly sized healthcare system. Withum's Cyber and Information Security Services Group stepped in and discovered that a potentially debilitating phishing attack was launched when the healthcare system was most vulnerable as resources were limited, tension

---

***"The new normal accelerated the use of technology more than ever before, especially for the healthcare industry."***

---

was high and patient care was of the highest priority. The team investigated further to discover the hacker's origin was in the Middle East through a third-party vendor. We responded by getting law enforcement involved, performing various assessments to target weak areas in the hospital's IT system, and deployed Withum AIR<sub>4</sub>Droids™ computer devices to deliver real-time protection to the healthcare system in the future.

## BANKING



### **Bank of America**

By James Andersen,  
SVP, Healthcare, Education  
and Not-For-Profit

One of the biggest challenges for any business is uncertainty. There was no modern-day precedent for the COVID pandemic and the challenges were amplified in the Tri-State area as we were hit the hardest by the virus early on. That said, there were some common themes from prior crises that we were able to leverage, beginning with liquidity. In any financial crisis, liquidity is of paramount importance, including a safe place for businesses to hold their existing liquidity and reliable sources of additional liquidity sufficient to get them through the worst case scenarios. In the first few months, we arranged billions of dollars of revolving lines of credit for our healthcare clients to help them build the necessary liquidity cushions. Another common theme is communication. We made sure to reach out early on to each of our clients to let them know that we were ready to support them and available 24/7. Internally, we quickly organized a process to coordinate the myriad demands on our balance sheet to make sure that we prioritized our front-

*Continued On Page 44*



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## Accounting, Banking & Law

*Continued From Page 42*

line clients most impacted by the pandemic and most in need of our assistance.



### **Investors Bank**

By James Vincenti,  
Senior Vice President,  
Market Executive of  
Healthcare Lending Group

Investors Bank is maintaining solid and supportive relationships with our clients in the healthcare and long-term care sectors as they adapt to the difficult situations caused by COVID-19. These essential, frontline facilities are progressing through the pandemic by adhering to the guidelines set by federal, state and local public health organizations to help mitigate the spread of the virus. At the same time, our clients are constantly monitoring and responding to changes due to the evolving pandemic. We have recommended that our clients work closely with their financial advisors as they access stimulus funds, grants and the increases in COVID-related expenses at their facilities. Since the onset of the pandemic, we have asked our clients operating long-term care facilities to submit a detailed questionnaire about their facility's compliance with COVID-19 requirements along with their

financing requests. This questionnaire also covers information about any advanced preparations being made to manage and respond to future potential outbreaks.



Banks have helped their clients navigate the bureaucracy of COVID-19 relief packages.



### **Lakeland Bank**

By Ron Krauskopf,  
Senior Vice President  
Head of Healthcare and  
Not-for-Profit Banking

We certainly changed our approach to serving them, but our advice to clients has not changed much during the pandemic. Because of our strong relationships with our customers, we were often able to anticipate their needs before they asked for help. We proactively reached out to the segments being impacted most and offered solutions such as deferral options, loans for emergency working capital and assistance with PPP applications. Our goal was to do whatever was possible to help keep them operating. By stepping up our level of commitment to these customers and speaking with them on a weekly basis, we gained a solid understanding of the challenges that healthcare professionals faced, particularly in the early days of the outbreak. This also provided us with a whole new level of insight to what is at stake in this industry. We always suggest clients have a strong relationship with a bank that has expertise in the healthcare industry because it makes all the difference when the unexpected happens.

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## Accounting, Banking & Law

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### TD Bank

By Dan Croft,  
Head, Healthcare Practice  
Solutions Group (HPSG)

Before COVID-19, standard healthcare loan package requirements included historical financials, applications and practice profiles. Due to COVID-19's impact, banks are now requesting additional updated, important performance data including 2020 monthly collections and profit and loss reports, comparing pre-COVID and shutdown months to the months since the practice fully reopened for normal operations. Industrywide, bankers are asking customers about the number of patients seen per day, percentage of patient appointment cancellations as compared to pre-COVID-19, how they have implemented enhanced hygiene and safety protocols and contactless operations. Healthcare lenders also have an increased focus on recent credit reports and are asking about existing lines of credit and their balances to ascertain how much the business may have needed to borrow during the pandemic, increasing debt and leverage ratios and are working with customers to confirm their U.S. Small Business Administration Economic Injury Disaster Loan and PPP loan balances, forgiveness status and plans to apply for the new round of PPP lend-

ing. Along with this additional due diligence, we continued to lend in this challenging economic environment, and new loan origination grew 35 percent in 2020, as compared to 2019, as healthcare practices continue to demonstrate their stability and resiliency during this pandemic.



### Valley Bank

By Elizabeth Butler,  
First Senior Vice President,  
Director of Healthcare Lending

My strongest advice is that historical numbers are not indicative of what the future will hold, which would not be true under normal circum-



Banks are working with customers to confirm their U.S. Small Business Administration Economic Injury Disaster Loans.

stances. Today, with elective procedures in medical facilities and visitation to the elderly being restricted in long-term care facilities, healthcare professionals need to plan for things that are beyond their control. We have worked with several operators to provide them with a line of credit for the temporary reduction in cashflow while their revenue is impacted due to restricted capacity under the COVID-19 pandemic. In some instances when a term loan is being secured, lengthening the term will provide the needed cashflow relief. Medical professionals need to be realistic that occupancy levels may not return to pre-pandemic levels for quite some time, which is why the government is providing stimulus relief. A more conservative approach is prudent at this time.



### Wells Fargo

By Wallace Saunders,  
EVP, Division Executive,  
Middle Market Banking,  
Healthcare Group

In Wells Fargo's Healthcare Practice, we are fortunate to serve clients across the full value chain of the healthcare industry, from patient-facing providers through to the MedTech and BioPharma sectors. While the COVID pandemic has impacted various subsectors in different ways, the most common

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## Accounting, Banking & Law

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theme has been the negative impact of the disruption to elective procedures and visits that occurred in 2Q20. This impacted our health-care provider clients as well as the entire supply chain of services and products supporting those elective (or deferrable) cases. As a result, many clients faced short-term liquidity needs and/or constraints due to financial covenants. To assist our clients, we brought the full range of options to bear, including using our own balance sheet capital, assistance with amendments to their credit facilities, as well as arranging access to alternative (typically more flexible) capital sources, including the Convertible and Senior Notes markets. Fortunately, the majority of our clients have experienced a “v-shaped” recovery, with volumes returning to near-normal levels



Many healthcare facilities are experiencing a “v-shaped” recovery.

in 2H20. Nevertheless, for clients who came into the crisis with elevated leverage or limited liquidity, 2020 served as a wake-up call regarding the importance and value of maintaining the sufficient liquidity and appropriate covenant flexibility on an ongoing basis.

### LAW

*“The introduction of the aggressive use of telehealth and telemedicine has been a huge benefit to patients and providers.”*



**Brach Eichler LLC**

By John D. Fanburg, Esq.,  
Managing Member and  
Healthcare Law Chair

Healthcare providers, during the current COVID-19 pandemic, must be able to pivot appropriately and professionally to provide necessary healthcare services to their patients and, at the same time, institute protocols to provide a safe

environment for their patients and valued employees. The introduction of the aggressive use of telehealth and telemedicine has been a huge benefit to patients and providers. As we see more of its use, patients will become more comfortable and adept at embracing this plan of healthcare treatment. From a business perspective, medical practices must continue to watch their overhead and at the same time invest strategically in technology to provide services to their patients. It is always important for medical practices to evaluate their business options, whether it means aligning with a healthcare system or with a larger single- or multi-specialty group. Wall Street options continue to exist and their expansion into healthcare continues. The COVID-19 pandemic has not diminished their grab for medical practices.



**Connell Foley LLP**

By William Castner, Esq.,  
Partner, Health Care Group

It is truer than ever that government is a silent partner in many healthcare businesses. So for a number of our clients, COVID-19 has meant a steady shift from basically keeping an eye on federal, state and local regulatory decision-making to now-daily and sometimes hourly monitoring of governmental actions that are

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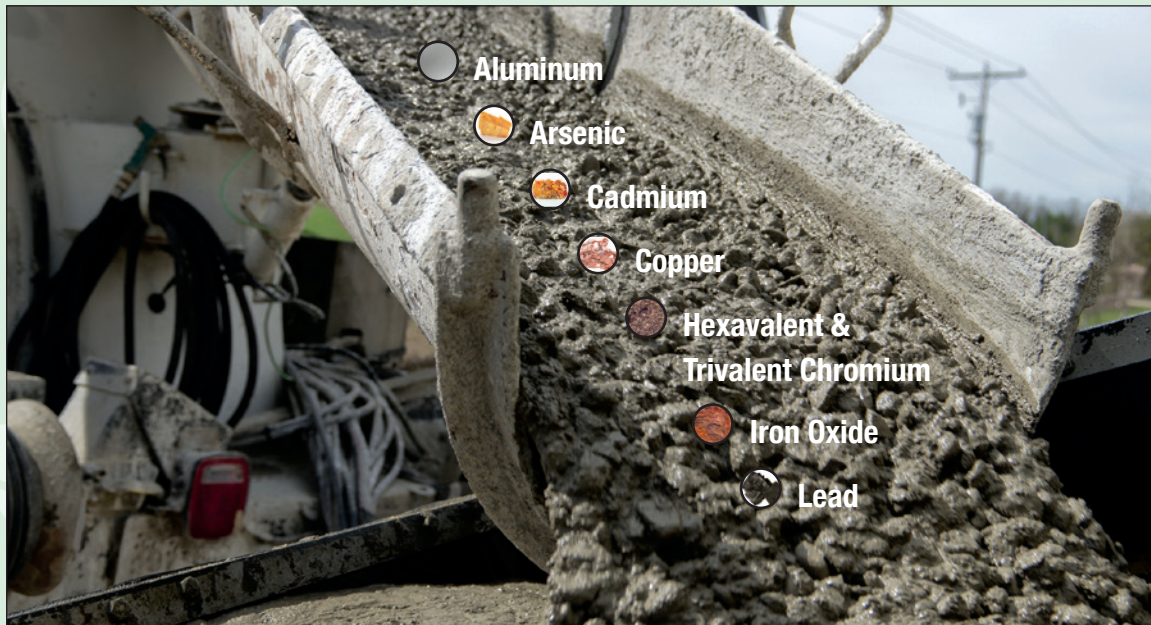
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## Accounting, Banking & Law

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having a seismic impact on operations and revenues of the healthcare industry. Clients—more so than ever—are reading governmental orders and directives themselves and then consulting with counsel on the scope, legality and magnitude of such orders. Early in the pandemic, the classification of essential employees and liability exposure were specific topics where we provided around-the-clock counseling for clients. The potential for shifting priorities under the new federal administration and how that will impact the federal government's relationship with the State and New Jersey's healthcare businesses are the most pressing issues on the minds of clients right now.



### **Gibbons P.C.**

By Christine A. Stearns, Esq.,  
*Co-Leader of the Healthcare Team.*

The COVID-19 pandemic will have a lasting impact on the delivery of healthcare. It has pushed our healthcare system nearly to the breaking point. As stay-at-home orders forced providers to limit in-person visits, healthcare systems were redesigned. Many pivoted to telemedicine to deliver care. Federal and state waivers granted flexibility and ensured payment for providers, which led to a sharp increase in

the use of telehealth by patients and providers. While telemedicine is not new, widespread acceptance and adoption of the technology had been modest before the pandemic. Although not a substitute for in-person care, the use and acceptance of telehealth and remote monitoring are expected to continue. Even as we are in the midst of the second surge, I have advised clients to assess which aspects of the emergency policies around telehealth should become permanent policies. State and federal policymakers are actively considering legislation to provide clarity on the way providers may offer and are compensated for telehealth. This area of the law will continue to evolve as the use of telehealth expands into new settings.



Businesses are working with law firms to insure they are meeting workplace safety requirements.



### **Greenbaum, Rowe, Smith & Davis LLP**

By James A. Robertson, Esq.,  
*Chair, Healthcare Department*

Healthcare clients continue to seek advice on the legal issues presented by the pandemic, including the complex guidance issued by federal, state and local authorities, as they make Herculean efforts to maintain the delicate balance between keeping their businesses running and profitable, and protecting their workforces, customers and the community at large. We've been

*Continued On Page 52*



## Medical Grants for Children

The UnitedHealthcare Children's Foundation (UHCCF) is a 501(c)(3) charity that provides medical grants, up to \$5,000, to children who have medical needs not covered, or not fully covered, by a commercial health insurance plan. Grants help families pay for medical services and equipment such as physical, occupational and speech therapy, counseling services, surgeries, prescriptions, wheelchairs, orthotics, eyeglasses and hearing aids.

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## Accounting, Banking & Law

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barraged with questions about the guidelines regarding COVID-19 testing, contact tracing of employees and reporting of positive cases to authorities. We've assisted in developing related protocols and procedures, educational materials and consent forms, and have advised on the concerted effort to reconfigure workplaces and identify reasonable employee accommodations in order to limit potential employee exposure. Still, we're not yet out of the woods. With the second

wave of cases, all eyes are on the vaccine, and we are assisting with the development of vaccination policies and protocols, answering questions about mandating or encouraging employee vaccinations and vaccination exceptions under the law. No questions are insignificant and delays in responding can have a negative impact because the stakes are so high. This pandemic has also given us a unique opportunity to bond with our clients and strengthen the relationship by solidifying the attorney's position as a trusted advisor.



During the pandemic, telehealth visits became more acceptable to patients and increased substantially.



### Harwood Lloyd LLC

By David Meinhard, Esq.,  
Counsel

Legal advice has changed relative to dealing with potential pandemic-related shortages. Many organizations, such as schools, employers, unions and sports leagues are engaging services of various healthcare providers to provide them with access to COVID-related services. Due to personnel and supply chain shortages of key people and supplies necessary to handle the demands of servicing patients, its beneficial to have terms in the provider agreements with these customers to address these potential shortages. Where appropriate, contract terms are added related to having customers of the healthcare provider recognize the potential that the provider may need to reduce or delay the availability of certain services to the extent the provider's ability to perform such services are impacted by pandemic-related supply or personnel shortages. Essentially, it is an expansion or clarification of circumstances that constitute a force majeure event. In general, force majeure language is an area receiving a lot of attention in healthcare as well as other types of contracts due to the upheaval caused by the pandemic.

*Continued On Page 54*

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# Accounting, Banking & Law

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**Norris McLaughlin, P.A.**

By Sandra Jarva Weiss, Esq.,  
Chair, Healthcare  
Practice Group.

COVID-19 has had a dramatic impact on the healthcare system, causing a re-evaluation of the way physician care is delivered. During the pandemic, in-person office visits have been postponed or changed to telehealth visits, elective

procedures have been canceled and patients, concerned about contracting COVID, have delayed or postponed their regular visits. This decrease in non-COVID care being provided has caused many physician practices to need to furlough or terminate employed physicians. A typical physician employment agreement, however, does not include "force majeure" provisions that would permit employers to furlough or terminate employed physicians without having to satisfy lengthy notice provisions (during which time salaries would continue to be paid) or to

make severance payments. Health systems that employ physicians should restructure compensation to be based primarily on wRVU amounts rather than fixed salary. While physician incentive payments are largely structured on productivity or wRVU amounts, base compensation in many health systems continues to be based on a fixed salary regardless of productivity or volume of patient services provided. Restructuring compensation to be more wRVU-dependent lessens the financial risk to the employer if future COVID spikes or a new pandemic forces another slowdown in the delivery of healthcare services.



Law firms are advising clients to seriously consider taking the vaccine if they have not already done so to prevent business interruptions and to protect their health.



**NPZ Law Group, P.C.**

By David H. Nachman, Esq.,  
U.S. Managing Attorney

One of the most important initiatives during the past year has been to develop a COVID-19 vaccination and to coordinate its successful administration across the United States and around the world. NPZ Law Group, P.C., a full-service immigration and nationality law firm, represents several highly-skilled foreign nationals who are pre-eminent medical researchers and scientists at U.S.-based research facilities. These individuals have also acted as spokespersons for COVID-19 vaccinations currently being distributed. Other healthcare

Continued On Page 56

## Customer Service: No Detail Too Small

There are many dos and don'ts when it comes to gaining the trust and loyalty of your customers and clients. With that said, consider the following:

**Small things matter.** Listen to customers when they tell you what they want. If a customer says they don't like tomatoes or onions in their salad, give it to them the way they want it.

**Maintain a positive attitude.** Your positive attitude will be contagious.

**Solicit real feedback.** Don't be afraid of a customer expressing concerns they are having. This is an opportunity to show how much you care.

**Make a meaningful connection.** The most irritating thing for a customer is when they are made to feel like a number and not a person.

**Keep it simple.** Talk in an easy to understand, jargon-free fashion that the customer won't have to work overtime to comprehend.



## STEVE ADUBATO'S LESSONS IN LEADERSHIP

**Empathize.** Ask yourself this question—If I were a customer in this situation, how would I want to be treated?

**Actively listen.** When a customer is angry or disappointed, make sure you LISTEN to his or her entire complaint or objection.

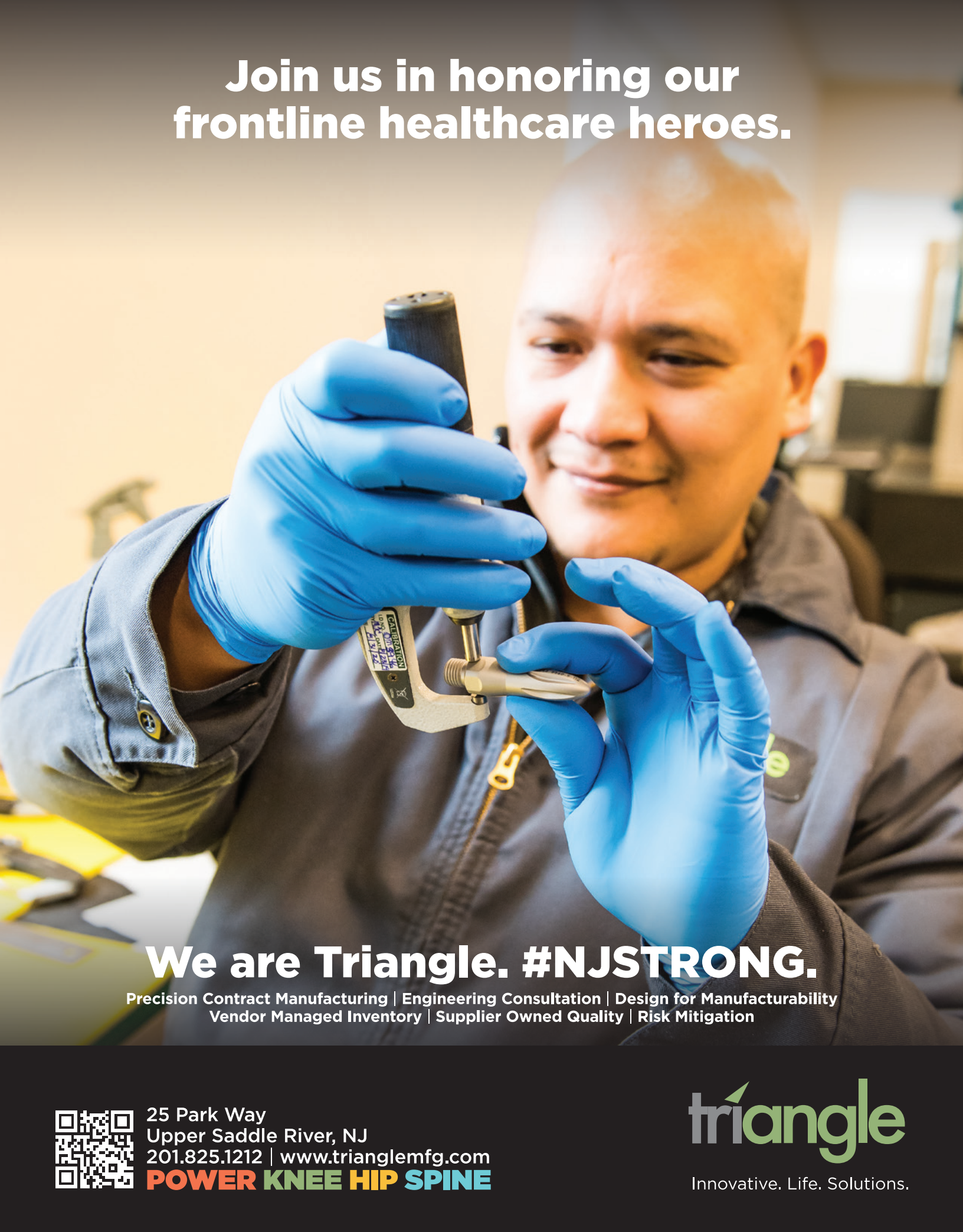
**Feelings matter a lot in customer service.** An important factor in building a relationship with a customer is how you make him or her feel.

**Be grateful.** Never underestimate the power of a smile and a "thank you."

**Make it part of your DNA.** Great customer service is a way of life and an attitude that is built into the way you deal with people on a daily basis.

**Steve Adubato, PhD**, is the author of five books including his latest, "**Lessons in Leadership**". He is an Emmy® Award-winning anchor with programs airing on Thirteen/WNET (PBS) and NJTV (PBS) who has appeared on **CNN**, **FOX5 NY** and **NBC's Today Show**. Steve Adubato's "**Lessons in Leadership**" video podcast with co-host Mary Gamba airs **Sundays at 10:00 a.m. on News 12+**. For more information visit [www.Stand-Deliver.com](http://www.Stand-Deliver.com)



A man with a shaved head, wearing a blue work jacket and blue nitrile gloves, is focused on measuring a small, cylindrical metal part with a digital caliper. He is smiling slightly, looking at the tool. The background is a blurred industrial setting.

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## Accounting, Banking & Law

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workers, scientists and researchers are candidates for employment-based nonimmigrant and immigrant visa applications. NPZ continues to be busy filing cases with USCIS to ensure continuity of stay for highly skilled medical professionals serving in the national interest (National Interest Waiver). Additionally, H-1B, E-2, O-1 and other immigrant visas, including the EB-5 Investor Visa, will help generate jobs for US workers. Best practices amidst a national crisis, such as the COVID-19 pandemic, require high-level thinking and creative methods for bringing scientists and innovators to the United States from all over the world.



**Riker Danzig Scherer Hyland & Perretti LLP**  
By Khaled J. Klele, Esq.,  
Health Care Partner

When COVID-19 was declared a pandemic, we helped our health-care clients get their telemedicine programs up and running, drafted COVID-19 consent forms, developed reopening programs, assisted our urgent care clients in obtaining the correct COVID-19 testing equipment and established testing protocols. As we pass the one-year mark from the start of the pandemic, the guidance we are currently giving our clients is one of optimism. Our number-one advice to clients is

to seriously consider taking the vaccine if they have not already done so, to prevent business interruptions and to protect their health. We are providing this advice because many practices had to shut down, sometimes multiple times, when someone from the office contracted COVID-19. Similarly, we guided our clients through the registration process with the New Jersey Immu-

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***“We also advised our clients on their reporting requirements under the Provider Relief Fund and guided them in applying for loan forgiveness under the Paycheck Protection Program.”***

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nization Information System so they may obtain the vaccine for public distribution. We also advised our clients on their reporting requirements under the Provider Relief Fund and guided them in applying for loan forgiveness under the Paycheck Protection Program to ensure that they did not have to pay these funds back. Our second-most important advice has been to finally take a vacation. We all need it.



**Wilentz, Goldman & Spitzer, P.A.**  
By Grace D. Mack, Esq.,  
Shareholder, Co-Chair,  
Health Law Team

An area where we have been guiding clients through the significant changes brought about by COVID-19 is telehealth. During the pandemic, telehealth visits became more acceptable to patients and increased substantially. Although we provided telehealth-related advice even before the pandemic, since the onset of COVID-19 we have been helping many healthcare providers navigate the transition from face-to-face services to virtual clinical services and, specifically, the relaxation of the HIPAA and licensing rules and regulations surrounding telehealth and the expansion of reimbursement for telemedicine visits. Recognizing the importance to be proactive in understanding clients' evolving needs during the pandemic, our firm activated the Wilentz Coronavirus Legal Response Team and Resource Center to help clients to stay abreast of key developments and the legal impact of COVID-19 on their practices. The response from clients and users has been very positive, and we were pleased to be selected as one of the nation's top 15 law firm coronavirus resource centers by leading law firm digital agency Good2bSocial. 📌

### STEVE ADUBATO'S LESSONS IN LEADERSHIP

with co-host Mary Gamba

Sunday 10:00am  
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# U.S. AND CANADIAN IMMIGRATION AND NATIONALITY LAW

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DISCRIMINATION POLICIES

EMPLOYMENT ELIGIBILITY VERIFICATION (FORM I-9)  
COMPLIANCE

H-1B SITE VISIT COUNSELING AND  
H-1B DOL INVESTIGATIONS

NONIMMIGRANT PETITIONS FOR EMPLOYERS AND PERM

PREVAILING WAGE COMPLIANCE AND  
EMPLOYER WAGE SURVEYS

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COMPLAINTS

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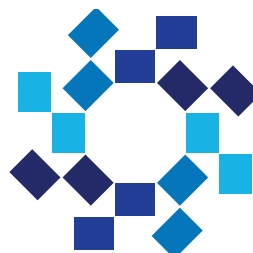
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**IN MEMORIAM: NPZ Law Group is Honoring the Legacy of our Senior  
Managing Attorney, Michael Phulwani, Esq.**

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