

October 2000



*Standing left to right at the groundbreaking for The Orchards at Bartley are: Leo DiGioia, Vice President, Commerce Bank; Anthony Christiano, Peter DeMuro, and Philip Scalo, Principals, Bartley Healthcare; Suzanne Walton, Project Manager, NJHCFFA; Norman Butacci, Senior Vice President, Commerce Bank; Bob Greene, Vice President, Commerce Bank; and Vincent DeMuro, Principal, Bartley Healthcare.*

## THE ORCHARDS AT BARTLEY

In February, the Authority completed a \$9,998,591 private placement on behalf of Bartley Assisted Living, LLC ("Bartley"). The proceeds will be used to finance the construction and equipment costs of a two-story, 72-unit (83-bed) assisted living facility, start-up costs, capitalized interest and costs of issuance. The new facility, to be known as The Orchards at Bartley, will offer three types of apartment style housing to meet individual needs as well as a 21-bed dementia unit. Bartley is located in Jackson, New Jersey, and is scheduled for completion in the spring of 2001. The bonds were purchased by Commerce Bank for a term of 25 years at an interest rate based on the five-year U.S.

*(continued on page 8)*

### ATTENTION

New Jersey Association of Health Care Facilities  
52nd Annual Convention and EXPO  
REGISTRANTS

Authority representatives will be attending the EXPO again this year. Stop by our exhibit display, booth No. 734, to discuss your capital financing needs or just to say hello. We look forward to seeing you there.

## BOARD MEMBER NEWS

Karen Suter was appointed Commissioner of Banking and Insurance by Governor Whitman on June 29, 2000, having served as Acting Commissioner since January 18, 2000. At the time of her nomination, she was Chief of Banking and Insurance Operations for the Department of Banking and Insurance. Previously, Ms. Suter served as Senior Deputy Attorney General and Chief of the Banking and Insurance Section of the Division of Law, New Jersey Department of Law and Public Safety. In this position, she directed litigation in state and federal court and was responsible for providing legal advice to the Department of Banking and Insurance. Prior to this, she served as Deputy Attorney General providing legal representation to various state agencies. Ms. Suter received a Juris Doctor degree from Rutgers University School of Law and a Bachelor's degree from Rutgers University. She lives in Medford, New Jersey.

Authority member, Shing-Fu Hsueh, Ph.D., was recently reappointed by Governor Whitman to serve on the Authority Board for another four-year term through April 30, 2004. Dr. Hsueh is Administrator, Water Supply Administration, in the New Jersey Department of Environmental Protection. He is an Adjunct

*(continued on page 8)*



## AUTHORITY QUALIFIES BANKERS

The Authority recently appointed 47 firms to its list of qualified bankers. The action was taken following a formal Request for Qualifications ("RFQ") process in which firms were invited to submit statements of qualifications to serve as senior manager, financial advisor, private placement agent, co-managing underwriter, and/or remarketing agent. The statements of qualifications were evaluated based on experience with similar financings in which the firm and its proposed financing team participated; analytical capabilities; sufficient capital; demonstrated ability to distribute New Jersey securities; and quality of relevant service to the Authority in previous transactions. Special consideration was given to women and minority-owned firms and those firms with a presence in New Jersey. The Authority's current list of qualified bankers consists of 34 senior managers, 30 financial advisors, 32 private placement agents, 40 co-managing underwriters, and 29 remarketing agents. Many firms were qualified for multiple roles.

For the first time, the RFQ process was utilized to develop two additional pools of bankers to provide services to the Authority. A pool of eight firms was qualified to serve as financial advisor related to severe provider distress or bond default. The Authority named three firms to serve in a pool from which to select managers and remarketing agents for the COMP Program over the next two years. Fleet Securities was subsequently appointed to serve as sole manager and remarketing agent on the next tranche of the COMP Program.

The Authority will continue its policy of evaluating statements of qualifications on a rolling basis from firms interested in being added to the qualified list. This procedure encourages interested firms to apply for qualification at any time and provides borrowers with a broad-based group of professionals from which to choose.

## HOSPITAL ASSET TRANSFORMATION PROGRAM

On August 29, 2000, Governor Whitman signed into law a bill permitting the Authority to refinance outstanding bonded indebtedness on behalf of nonprofit hospitals that cease to provide acute care operations or those that transition to alternative services. **Assembly Bill, No. 2578**, sponsored by Assemblywoman Charlotte Vandervalk, is designed to carry out one of the recommendations of the Advisory Commission on Hospitals which was convened by Governor Whitman to examine the hospital industry, assess its financial condition, identify warning signs, and recommend changes.

One of the Commission's major recommendations was the creation of a hospital asset transformation program to assist in reduction of excess capacity. As a result of this legislation, the Authority will be able to refinance outstanding bonds on behalf of hospitals opting to discontinue acute care services. The new bonds may be supported, in whole or in part, by a contract with the State Treasurer.

## FINANCING NOTES

In April, the Authority completed an \$85,335,000 financing on behalf of **Hackensack University Medical Center** ("Medical Center"). Proceeds will be used to finance the construction of a three-story addition to the Medical Center's Patient Care Pavilion, two stories for patient services and one for mechanical and support services; renovations to certain areas of the Medical Center's facilities; medical equipment; and, information technology hardware and software. The bonds earned "A3" and "A-" ratings from Moody's Investors Service, Inc. and Fitch IBCA, Inc., respectively. While the Medical Center received a commitment to provide bond insurance for the bonds, the Medical Center chose to have the bonds issued based on the Medical Center's stand-alone credit. During the marketing period, the bonds were well received by both retail and institutional investors. In fact, over \$41 million of orders were received during the retail order period, with a significant portion being purchased by residents of the county in which the Medical Center is located. The true interest cost for the 34-year issue is 6.27%.

In July, the Authority completed a \$17,000,000 financing on behalf of **Hackettstown Community Hospital**. Proceeds of the issue were used to refinance a Capital Asset Program loan, and to finance various renovation/modernization projects and the acquisition of equipment to enhance the radiology department and to

*continued on page 5*

### New Jersey Health Care Facilities Financing Authority

#### Remaining Meeting Schedule 2000 - 2001

October 26, 2000	February 22, 2001
November 21, 2000	March 22, 2001
December 21, 2000	April 26, 2001
January 25, 2001	May 24, 2001
	(Annual Meeting)

Meetings are generally held at 10:00 a.m. in the Authority's office, Station Plaza, Building 4, 4<sup>th</sup> floor, 22 South Clinton Avenue, Trenton, NJ.

---

# HOT TOPICS\$

This section of the newsletter will focus on hot topics or those issues that are receiving a significant amount of attention from investors, ratings agencies, credit enhancers, and/or the professional firms involved in the municipal bond industry. While the hospital industry has been plagued with deteriorating financial problems, rating downgrades, IRS audits, and general skepticism about the industry, pressure from investors for more restrictive covenants, additional security, and more frequent disclosure of financial and operating data is increasing. Given the Authority's ongoing efforts at maintaining an open dialogue with the investor community (see article on page 4) and recent actions by trade associations on the subject of voluntary release of quarterly financial statements, the subject of disclosure is being featured.

---

## HOSPITAL FINANCIAL DISCLOSURE

Since the secondary market **disclosure requirements** for bond issues went into effect in 1995, more and more borrowers have been obligated to release annual financial and operational information and to disclose material adverse events over the term of the financing. Recently, however, the Securities and Exchange Commission ("SEC"), the National Federation of Municipal Analysts ("NFMA"), and the National Association of Bond Lawyers ("NABL") have been trying to convince borrowers that it could be in their best interests to disclose material information on a more frequent basis. The NFMA, in releasing its best disclosure practices for hospitals, recommended that hospitals disclose financial statements on a quarterly basis. With hospital credits becoming as volatile as corporate credits, the NFMA noted that disclosure should be provided "at least as frequently and as timely as that of general corporate issuers." Even though financial statements are normally monitored by hospital officials on a monthly basis, the NFMA limited the submission of requested data to a quarterly basis in acknowledgement of the potential burden to a borrower. The importance of this information was also stressed when bonds are being traded in the secondary market.

The National Federation of Municipal Analysts, an organization of over 1,000 members, primarily research analysts who evaluate credit and other risks associated with municipal securities, recently released **"Recommended Best Practices in Disclosure"** specifically related to the hospital sector. The document, available at [www.nfma.org](http://www.nfma.org), is not intended to supplant the amendments to SEC Rule 15c2-12, or bond document provisions, but to be used in conjunction with the guidance provided in those amendments and bond document provisions.

The National Association of Bond Lawyers late last month released a report on the legal and financial bene-

fits that could be gained by municipal borrowers, particularly hospitals, through the voluntary release of information on a more frequent basis. Included in the report is a recommendation for the development of a disclosure program and a list of guidelines which, according to NABL, could, in effect, lower interest rates and improve investor relationships for borrowers. The report and its guidelines, both praised by SEC officials, can be viewed on NABL's website at [www.nabl.org](http://www.nabl.org).

An SEC official has also suggested that health care borrowers consider this increased disclosure practice based on complaints of difficulties in obtaining information. In making this suggestion, the official also stressed that the information disclosed by the borrower needs to be both complete and accurate to avoid violating securities fraud laws. Citing several recent cases involving the misrepresentation of net income in financial statements, Paul Maco, the director of the SEC's Office of Municipal Securities, said, "the antifraud provisions apply to the trading of outstanding as well as new issues of municipal securities."

The SEC has also adopted new rules, effective October 23, 2000, to promote full and fair disclosure of material nonpublic information and to improve two existing issues regarding insider trading. Regulation FD ("Fair Disclosure") is a new issuer rule that focuses on selective disclosure. The regulation provides that a corporate issuer must make public disclosure of material nonpublic information, and not simply inform investors and analysts. The law was enacted to prevent companies from supplying market-moving information to select persons or groups.

While Regulation FD does not apply to the municipal market, it provides guidance and direction when disclosing material information.

Please call Steve Fillebrown, the Authority's Director of Research and Investor Relations, for additional information on these issues. He can be reached at 609-292-8585.



## INVESTOR RELATIONS

**T**he Authority is often commended by analysts and investors for facilitating the availability of information. This comfort with the Authority and its services translates into broader investor attention to bonds issued by the agency which, in turn, translates into lower borrowing costs for New Jersey health care organizations.

There's been a lot of negative press about health care in general and in New Jersey more specifically. In keeping with its commitment to investor relations, the Authority spent most of the month of March meeting with investors, rating agency analysts, and municipal bond insurers. In September and October, presentations were made before the William E. Simon & Sons' Institutional Investors Conference, the Municipal Analysts of Greater New York (see below), and two trade association functions.

Edie Behr and Steve Fillebrown reviewed the most up-to-date, publicly available financial and utilization data, reviewed findings of the Authority-commissioned PricewaterhouseCoopers report, summarized recommendations of the Advisory Commission on Hospitals and detailed government initiatives that are underway. They also described the Authority's monitoring activities and reviewed the agency's forward calendar of financings.

Besides providing a chance to brief the investment community, the sessions offered investors the opportunity to ask detailed questions about the proposals and their intended effect. Staff also got a chance to hear their thoughts about the current situation and the proposed solutions. Obviously investors have been concerned about the financial decline, but commended the state for trying to address the problems and are anxiously watching for improvement.

A fully informed investment community is in a better position to accurately assess the benefits and risks of investing in New Jersey hospitals. Hopefully, our investor relations efforts will translate into a better cost of capital for the state's health care facilities.

## MUNICIPAL ANALYSTS MEETING

**E**die Behr, Executive Director, and Steve Fillebrown, Director, Division of Research and Investor Relations, were guest speakers at the Municipal Analysts of Greater New York luncheon at the Yale Club in New York City on Friday, September 22nd. Also speaking at the luncheon was Jordan Melick, Senior Director at Fitch IBCA.

Ms. Behr and Mr. Fillebrown presented the analysts with an update on the New Jersey hospital industry. Contributing factors to financial decline are the

Balanced Budget Act, overcapacity of empty beds, charity care and managed care. While many New Jersey hospitals are still in a financial crisis, the state has done much to address the issues. Last year, Governor Christine Whitman called for a three-pronged approach to define the hospital problem and suggest solutions. One such outcome, the Advisory Commission on Hospitals ("ACH") report, was released last November. ACH identified many of the causes for the fiscal conditions of NJ hospitals and contained recommendations for their relief, including transitioning hospitals from acute care to alternative uses, such as psychiatric or long-term care. This year, the Governor signed a bill into law which permits the refinancing of bond indebtedness (see article on page 2).

Authority representatives also discussed the proposal for Satellite Limited Emergency Departments, or SLEDs, which would allow non-acute care hospitals to support an emergency room, thus providing care to residents in the area of a hospital that has decided to cease acute care operations. In addition, Authority initiatives, including early warning covenants and mortgages for all uninsured transactions, regardless of the rating were covered.

Mr. Melick spoke about the overall conditions of today's healthcare environment. He stated that overall improvement in hospital credit quality is still years away and to expect only gradual changes over the next few years. In the future, Melick feels there will be a decrease in the number of mergers, citing that they have been less successful than expected. In addition, he expects hospitals to eliminate many of the extra businesses, such as managed care organizations and physician practices, due to large losses and the lack of expertise in running these properly. Melick ended by stating that disclosure is still, and will remain, one of the hottest topics with investors.

### REMINDER

The Securities and Exchange Commission requires borrowers whose publicly issued bonds were issued after July 3, 1995, to provide continuing disclosure information on an annual basis to each nationally recognized municipal security information repository ("NRMSIR"). Borrowers are required to provide audited financial statements (or unaudited financial statements if audited statements are not available followed by the audited statements when available), and operating data, generally, 150 days after the end of each fiscal year. There are currently four NRMSIRs: Bloomberg Municipal Repositories, DPC Data Inc., Interactive Data, and Standard & Poor's J.J. Kenny Repository. For more information on the NRMSIRs, access the SEC web site at [www.sec.gov/consumer/nrmsir](http://www.sec.gov/consumer/nrmsir) or call your account administrator (Wanda Lewis, Bob Day or Ron Marmelstein) at the Authority's office (609-292-8585).





(Standing left to right) Sidney Greenwald, Senior Partner, Greenwald and Barksdale, L.L.C.; Edie Behr, Executive Director, NJHCFFA; and, Len Fishman, past President, AAHSA at the NJANPHA Annual Meeting and Exhibition in Atlantic City.

**T**he Authority recently participated in the annual meeting and exhibition of the **New Jersey Association of Non-Profit Homes for the Aging** ("NJANPHA") in Atlantic City. On hand to deliver the Keynote Address was Len Fishman, now past President and CEO of AAHSA and former New Jersey Commissioner of Health and Senior Services and Chairman of NJHCFFA.

The annual meeting presented Authority staff with the opportunity to meet with members and numerous clients to discuss their current and future financing projects. The Authority also introduced its newly-designed educational portfolio containing information on the Authority's history, financing vehicles, and financing process.

## FINANCING NOTES

(continued from page 2)

fund the Hospital's 1999 and 2000 capital budgets. Among the projects being undertaken by the Hospital are a new façade; expansion of medical/surgical and intensive care units, main lobby areas, emergency room; as well as an expansion and upgrade to the electrical and mechanical infrastructure. The bonds, initially issued as variable rate securities with interest rates reset on a weekly basis, may be converted to a fixed rate upon satisfaction of certain conditions. As security for the transaction, a letter of credit was provided by First Union National Bank and the bonds were assigned ratings of "Aa3/VMIG-1" from Moody's Investors Service, Inc., based on the credit of the bank. The initial interest rate on the bonds for the week of July 18, 2000 was 4%.

A \$30 million loan through the Capital Asset Program was completed in March on behalf of **Robert Wood Johnson University Hospital**. The loan provided funds, together with other monies, to finance a portion of the costs associated with the construction of a new children's hospital. The new facility will replace and modernize the Hospital's existing 70-bed pediatric unit and include a new pediatric radiology department, a pediatric emergency department and an expanded medical and surgical same-day area. In addition, a new patient tower will be constructed to house the oncology hospital and will include additional beds, new radiation oncology and MRI services, expanded emergency and radiology departments, a new cafeteria, and a main lobby with PAT functions. In May, the Authority amended the loan documents to provide an additional \$10 million to enable the Hospital to continue the two construction projects. When the proceeds from the Authority's \$129 million bond issue, completed on behalf of the Hospital (see below), became available in August, the loan was prepaid.

The Authority completed a \$129,640,000 financing in August on behalf of Robert Wood Johnson University Hospital, located in New Brunswick. The proceeds will be used to finance or refinance the construction of and equipment for a 140,000 square foot, six-floor children's hospital, and construction of a 204,800 square foot, nine-floor oncology hospital and related facilities and equipment, including a cafeteria and administrative space. The bonds earned ratings of "A+" and "A1" from Standard & Poor's Ratings Services and Moody's Investors Service, Inc., respectively, the highest set of underlying ratings in the Authority's portfolio. The all-in true interest cost for the bonds was 5.995%.

## PROJECT NOTES

**C**ongratulations to the following facilities on the successful completion of their Authority-financed projects:

The **Avalon at Bridgewater**, a 74-resident assisted living facility located in Bridgewater, held a successful pre-sale and opening reception in June. Staff welcomed the community, civic officials, and all involved in the project to take the opportunity to tour the newly-completed facility.

A gala event was held in May to dedicate the **David Joseph Jurist Research Center for Tomorrow's Children**, located at the **Hackensack University Medical Center** in Hackensack. The freestanding five-story structure contains research labs, library, and conference spaces, and consolidates many of the research activities previously located throughout the medical campus.

(continued on page 6)



*Architectural rendering of Springside at Mt. Arlington to be located in the Borough of Mt. Arlington in Morris County, the financing for which was completed by the Authority in October (see story below).*

## SPRINGSIDE AT MT. ARLINGTON

In October, the Authority completed an \$11,430,000 financing on behalf of NewSeasons of Mt. Arlington, L.P. The financing consisted of the issuance of two, separate series of bonds: the \$10,400,000 tax-exempt Series 2000A bonds, and the \$1,030,000 federally taxable Series 2000B bonds. The proceeds will be used to construct a 67,122 square foot, three-story brick veneer building containing 82 residential apartment units, three dining rooms, kitchen, personal laundry facilities, recreational facilities, lounges, living rooms, a beauty salon and other multipurpose space. The facility, to be known as Springside at Mt. Arlington (rendering above), will accommodate 112 residents and consist of 30 companion suites, 31 studios, and 21 deluxe units. NewSeasons qualified for tax-exempt financing because the borrower intends to make at least 20% of the units available to low and moderate income individuals or families. The all-in true interest cost for the bonds was 9.31%.

## PROJECT NOTES\$

*(continued from page 5)*

The **Medical Center of Ocean County** ("MCOC"), located in Brick Township, recently completed a project to add an additional medical/surgical floor to its existing patient tower. MCOC is a member of the **Meridian Health System**.

**Virtua Health System** recently dedicated the **William G. Rohrer Center for HealthFitness**, located in Voorhees. The Center offers a full service health and fitness club with physical rehabilitation services to the community.

Emergency Room renovations have been completed at **Clara Maass Medical Center**, located in Belleville. A small addition and redesign of existing space has enabled the Emergency Department to be reorganized into fast track and triage areas for both adult and pediatric patients. Also, a new ambulance entrance and canopy have been installed. Clara Maass Medical Center is an affiliate of the **Saint Barnabas Health Care System**.

## Work in Progress

**Saint Mary's Hospital**, in Passaic, is continuing work on several interior projects. The first phase includes the intensive care/coronary care unit and the OB/GYN areas of the facility. Modernization of the emergency department, same day surgery unit and the business office have been completed.

The installation of the steel structure has begun at **Burlington Memorial Hospital** located in Mount Holly. The project includes a new surgical suite with seven operating rooms as well as a 24-bed intensive care/coronary care unit. The anticipated completion date of the project is early 2001.

Several major improvements to **Saint Barnabas Medical Center** in Livingston are in process. The projects include expansion and renovations to the emergency room as well as the addition of a new floor that will house the cardiovascular intensive care unit component of the hospital's cardiac surgery program.

The exterior insulated panel system for a new three-story addition has been installed at **Rancocas Hospital**, located in Willingboro. The 46,000 square foot wing will house six operating rooms, 20 intensive care/coronary care beds, same day surgery and support areas.

*(continued on page 7)*



## PROJECT NOTES

(continued from page 6)

The roof framing and sheathing are being installed at **The Orchards at Bartley**, an 83-resident assisted living facility, located in Jackson Township. An April 2001 completion is anticipated.

## NOTEWORTHY

The credit and liquidity facilities for the Authority's \$100,000,000 Variable Rate Demand Revenue Bonds, **Hospital Capital Asset Financing Program** ("CAP") were recently extended by the Authority and The Chase Manhattan Bank ("Chase") for a one-year period through March 25, 2003. Both facilities have been provided by Chase since 1993. Established in September 1985, the CAP was developed to create a pool of funds from which health care facilities could borrow to finance or refinance their capital assets (including construction, renovation and equipment acquisitions). The revolving nature of the CAP monies allows loans to be originated and funds to be recycled until the bonds mature in the year 2035.

As part of the Authority's commitment to provide borrowers with the lowest possible cost of funds, a request for bids was conducted to restructure the investment of unlent monies in the Capital Asset Program. The winning bid was 44 basis points above the yield on the program's previous investment. This new rate will help to keep the cost of borrowing from the Capital Asset Program as low as possible. The average loan rate for 2000, through September, was 4.14%.

To date, hospitals in New Jersey have received a total of \$240 million in a **settlement from Medicare** related to services rendered to certain low-income patients. There is also a possibility that hospitals will receive an additional one-time payment of up to \$50 million.

Standard & Poor's Ratings Services ("S&P") has recently published a comprehensive report of the trends which have impacted the creditworthiness of hospitals in New Jersey. Included in the study is an overview of the hospital industry's structure, financial results, ratings, factors effecting deteriorating financial performance, and the measures taken to provide relief. The article, **"Signs of Life for New Jersey Hospitals,"** appeared in S&P's Credit Week Municipal dated August 21, 2000 and is available on S&P's web site at [www.standardandpoors.com/ratings](http://www.standardandpoors.com/ratings).

In recent years, there has been heightened interest by the **Internal Revenue Service** ("IRS") in tax-exempt bonds, specifically regarding compliance with regula-

tions. For example, the **Internal Revenue Service** ("IRS") announced in April that it was mailing a survey to 89 randomly selected issuers of private activity bonds in order to determine their compliance with arbitrage rebate requirements. The survey targets issues above \$10 million, with an average bond issue size of \$52 million, and will cover issuers in 34 states. Formally referred to as a "correspondence examination project," the survey will allow the IRS to spot potential problems in the rebate area. In this case, the IRS stated that agents will "come knocking on the door" if issuers fail to respond to the questions within 90 days. Another examination project currently being undertaken by the IRS is an audit of merger-related health care system bond issues. The IRS is reviewing several bond issues to determine whether the bonds should be considered a refunding rather than a new-money issue. To date, four hospital systems nationwide have stated that their bond issues are being audited, confirming that the agency is widening its examination efforts on health care system merger bonds.

Borrowers who need information regarding **compliance with bond documents**, including financial and operational covenants, should call James VanWart, Director, Division of Operations at the Authority (609-292-8585). Tom McGuire, who until recently had served as Compliance Manager at the Authority, has left to pursue another professional opportunity.

Five law firms have been selected to serve in a **bond counsel pool** established by the Office of the Attorney General to handle Authority transactions for a two-year period ending in 2002. The firms are: DeCotiis, FitzPatrick, Gluck, Hayden & Cole, LLP; Gibbons, Del Deo, Dolan, Griffinger & Vecchione, P.C.; McCarter & English, L.L.P.; McManimon & Scotland, L.L.C.; and Riker, Danzig, Scherer, Hyland & Perretti, LLP.

## COMP PROGRAM

The Authority recently authorized the development of a third issue of bonds through the "COMP" Program. To date, the Authority has completed the financing of \$66.4 million on behalf of ten borrowers. The weekly interest rate on these bonds as of October 3, 2000 was 4% or 4.05% depending on the credit provider identified by the borrower. The COMP Program offers many advantages including variable rate debt, sharing costs of issuance, less time commitment for management, and the right of borrowers to select and negotiate their own credit enhancement package. If you are interested in participating in this upcoming or some future issue or have any questions about the COMP Program, please call Suzanne Walton, Project Manager at 609-292-8585.



## **NEW JERSEY HEALTH CARE FACILITIES FINANCING AUTHORITY**

**2000-2001 OFFICERS**  
(elected 5/25/00 to serve for 12 months)

**Christine Grant, Chairman**  
**Noreen White, Vice Chairman**  
**Timothy Richards, Secretary**  
**and Assistant Treasurer**  
**Shing-Fu Hsueh, Treasurer**  
**Carmen Saginario Jr., Assistant Treasurer**

**Note: The Commissioner of Health and Senior Services, serves, by law, as Chairman of the Authority.**

### **Finance Committee**

**Carmen Saginario Jr., Chairman**  
**Timothy Richards**  
**Shing-Fu Hsueh**  
**Noreen White (alternate member)**

## **BOARD MEMBER NEWS**

*(continued from page 1)*

Professor in Environmental Engineering at Rutgers University, serves on the West Windsor Township Council, and is a member of the Mercer County Economic Development Council. Dr. Hsueh received a Doctorate and two Masters' degrees, in Chemical and Environmental Engineering, from Rutgers University and a Bachelor of Science degree from National Taiwan University. He resides in West Windsor, New Jersey.

Christine Grant, Chairman • Commissioner of Health and Senior Services

Karen L. Suter • Commissioner of Banking and Insurance  
(John Kerr, Designee)

Michele Guhl • Commissioner of Human Services  
(Edward Tetelman, Designee)

Noreen White • Timothy T. Richards

Shing-Fu Hsueh • Carmen Saginario Jr.

Edith F. Behr, Executive Director

## **THE ORCHARDS AT BARTLEY**

*(continued from page 1)*

Treasury bond rate. The interest rate will be reset every five years. Bartley qualified for tax-exempt financing due to the fact that they will make at least 20% of the units available to residents whose income is 50% or less of the area median gross income.

## **NURSING SHORTAGE ABOUNDS**

**T**he nation's hospitals are experiencing a shortage of registered nurses in all disciplines, especially nurses for operating rooms, emergency rooms, intensive care units and pediatric wards. New Jersey hospitals are also feeling the pinch of this shortage and are finding it increasingly difficult to recruit and retain staff nurses. The increase in nursing homes and assisted living facilities, as well as imaging centers and home health care, has created severe competition among healthcare facilities for nurses. Inadequate staffing has also become a problem. In fact, a number of hospitals were cited this year for failing to keep enough nurses.

The number of students enrolling in nursing programs is down, meaning fewer replacements for an aging nursing force. If nursing does not attract more people in the next decade, hospitals face the prospect of shrinking staff just as the estimated 78 million baby boomers begin to reach 65.

Recruiting efforts of health care officials include offering nurses signing bonuses, childcare, and even free cruises. However, a recent article published by American Health Consultants ("AHC"), suggests a number of ways to recruit and retain nurses including the development of career ladders, morale boosters, and a rewards program that offers nurses attendance at state and national conferences. For more specifics on effective hiring and retention practices, visit the AHC website at [www.ahcpub.com](http://www.ahcpub.com).



P.O. Box 366  
Trenton, New Jersey 08625  
609 - 292-8585

E-mail us at [info@njhcffa.com](mailto:info@njhcffa.com)  
Visit us at [www.njhcffa.com](http://www.njhcffa.com)