# PUBLIC HEALTH COUNCIL MEETING NEW JERSEY DEPARTMENT OF HEALTH & PUBLIC HEALTH SERVICES

June 16, 2025

Formal meeting of the Public Health Council was taken via Teams, before Cindy Pineiro, RPR, CSR #30XI00181500, and Notary Public of the State of New Jersey, on the above date, commencing at 3:00 p.m., there being present:

STEPHANIE CAREY - Chairwoman CAROL CHAMBERLAIN MICHAEL GROSS DR. SUFFIYAH WEBB KELLY ANDERSON-THOMAS JACQUELINE D'ALESSANDRO DR. NOVNEET SAHU

DENAY PRESSLEY - Executive Assistant KENYA PENNANT SAMANTHA SALZONE (DOH) THALIA SIRJUE (DOH) ANTOINETTE STROUP (DOH) GENEVIEVE RAGANELLI (DOH) DAG JACQUELINE D'ALESSANDRO

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1	MS. PENNANT: We are going to call the	
2	meeting to order. My name is Kenya Pennant, and	
3	please know that we are transcribing through Teams	
4	today, as well as a Certified State Court Reporter.	
5	This is a formal meeting of the Public	
6	Health Council. Adequate notice of this meeting has	
7	been published in accordance with the provisions of	
8	Chapter 231, Public Law 1975,c-10:4-10, of the State	
9	of New Jersey entitled Open Public Meetings Act.	
10	Notice was sent to the Secretary of State	
11	who posted this notice in a public place. Notice was	
12	also provided electronically on the Department's	
13	website, and meeting dates have been published on two	
14	New Jersey newspapers.	
15	I will now call the roll.	
16	MS. PENNANT: Ms. Stephanie Carey?	
17	MS. CAREY: Here.	
18	MS. PENNANT: Mr. Paul Roman?	
19	Mr. Michael Gross?	
20	Ms. Carol Chamberlain?	
21	MS. CHAMBERLAIN: Present.	
22	MS. PENNANT: And Dr. Suffiyah Webb?	
23	DR. WEBB: Suffiyah Webb. Present.	
24	MS. PENNANT: Thank you, Suffiyah. My	
25	apologies.	

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1 We have three members of the Council 2 present, which does constitute a quorum. 3 For transcription purposes, please 4 announce your full name each time before speaking, and 5 please mute your microphones during the call. Thank 6 you. 7 MS. CAREY: Thank you. I will keep my 8 opening comments brief. I'm -- I appreciate 9 everybody's patience today as we had to reschedule 10 this important meeting. I want to welcome -- welcome 11 our new State Health Department representatives, 12 particularly Dr. Novneet Sahu, who is -- who is taking 13 on the role of Deputy Commissioner for Public Health. 14 And I want to extend my congratulations 15 to Deputy Commissioner Kelly Anderson-Thomas for her 16 new role as Chief Operating Officer. So there will be 17 -- there's -- the next presentation will go into more 18 details about this. 19 But I am grateful for the teamwork that 20 we have -- that we have here. 21 The next order of business is to approve 22 the May 12th meeting minutes of the Council. For 23 members who have had an opportunity to review, may we 24 -- may I have a Motion to approve the minutes? 25 MS. CHAMBERLAIN: This is Carol

		Page
1	Chamberlain.	I'll make a Motion to that we approve
2	the minutes.	
3		DR. WEBB: This is Suffiyah Webb. I
4	second.	
5		MS. CAREY: Roll call, please.
6		MS. PENNANT: So Dr. Stephanie Carey
7	Ms. Stephanie	Carey? My apologies.
8		MS. CAREY: Yes.
9		MS. PENNANT: Mr. Paul Roman?
10		Mr. Michael Gross?
11		Ms. Carol Chamberlain?
12		MS. CHAMBERLAIN: Yes.
13		MS. PENNANT: And Dr. Suffiyah Webb?
14	Suffiyah?	
15		DR. WEBB: Yes.
16		MS. PENNANT: Thank you.
17		So we have three yeses. The Motion
18	carries.	
19		MS. CAREY: Thank you. A few important
20	items of note	for the Chairperson's report. We
21	acknowledge th	at that the grant funding to local
22	health agencie	s that was cancelled at the end of
23	March, the fed	eral funding, has been reactivated due
24	to a Court Ord	er. We are the public health
25	community is g	rateful for that Court Order, at the

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same time acknowledging the amount of chaos,
cancellation, and reinstatement and changes of rules
are causing to everybody who's involved with
administering this funding. So we understand that
this -- that this is a good thing over the short-term,
but does not address the longer-term infrastructure
issues system wide.

8 we also indicate above and beyond the 9 impact on local health agencies. We also know that 10 proposed cuts to Medicaid funding, to reproductive health facilities on the federal level, and on -- and 11 12 changes to vaccine approval processes are all going to 13 impact the practice of public health, the practice of 14 safety net medicine, primary prevention in the 15 communities, and the prevention of communicable 16 disease. But all of these are being impacted by the 17 funding -- the funding process nationwide, and -- and 18 that -- that will impact how New Jersey has to determine how we're going to protect our residents. 19 20 so we look -- we look forward to being a 21 resource to help try and address solutions and make

recommendations to address some of these -- some of
these issues.

We've also been working with our
 subcommittees to submit recommendations to the new

1 acting Commissioner that we have been working on in 2 the previous months, and we will be addressing that 3 during new business today. 4 On that note, I would like to open the 5 floor for questions or comments by any of the Council 6 members. 7 Hearing none, can we move on to new 8 business? 9 I would like to welcome the Chief Okay. 10 of Staff, Thalia Sirjue, to this meeting. And we're looking forward to hearing about the reorganization of 11 12 the New Jersey Department of Health. 13 So, Thalia, please proceed. 14 MS. SIRJUE: Thanks, Stephanie. It's 15 good to see your face again. Under the weather -- I 16 apologize. I'm under the weather, so I have a cold, so sorry for my crackly voice. 17 18 So here to present a reorganization, as Stephanie shared, of our department. So what you're 19 20 seeing on the screen now is our current organizational 21 structure. So we're pointing to the Commissioner, our 22 Office of Legal & Regulatory Compliance, the Office of 23 the Chief of Staff, the Health System's Branch, the 24 Integrated Health Services Branch, the Public Health 25 Services Branch, the Office of Population Health, our

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Office of Opioid Policy & Response, and the Office of
 the Chief State Medical Examiner, which is in but not
 of the Department of Health.

As you can see, it's a little bit unbalanced. There are two very large sections under the Office of the Chief of Staff and our Public Health Services branch. And our Office of Opioid Policy & Response is a bit kind of out on its own.

9 So what we did was conduct an 10 organizational assessment with the vendor support from 11 a team from Boston Consulting Group. They helped us 12 since we started this process back in August -- July 13 or August of 2024. We've conducted a number of 14 internal surveys. They conducted a number of extra 15 interviews and focus groups, and helped us to come up 16 with an organizational structure that we thought was a 17 bit more balanced. We renamed some of our divisions 18 and offices.

I think of note in the current structure,
as the chief of staff, I have also been the Acting
Director of the Office of Population Health since late
2021 when the former director (indiscernible)
departed, and also the Office of Vital Statistics and
the Registrar's Office has been reporting up to our
Healthcare Quality & (Indiscernible) Unit.

Page 8

Something that is not on this chart is
 our Office of Healthcare Affordability & Transparency.
 And that's just because it came to the Department just
 this past January per Executive Order from Governor
 Murphy.

6 So all of that to say, we've conducted a 7 process and think that we've come up together with a 8 structure, like I said, that is a bit more balanced 9 and will help us to better deliver on our upcoming 10 strategic plan and take us into the Public Health 11 Department of the future as we move towards the 12 different challenges that we know are ahead of us. 13 Kenya, could you jump two slides for me, 14 One more. Thank you. please? 15 So this is the proposed new 16 organizational structure. As you'll see, we have 17 split the Office of the Chief of Staff into two units. 18 So the gray division that is next to the blue boxes 19 will be our new Division of Administration & 20 Operations. It will be led by the Deputy 21 Commissioner, who will be our Chief Operating Officer. 22 We already know and love. That is, Kelly 23 Anderson-Thomas. 24 And under Kelly will sit our Office of

Financial Services, Human Resource Services, Health &

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1	Technology, the Office of Administrative Services,	
2	which handles all of our facilities: Parking,	
3	security, things of that nature.	
4	And a new Office of Public Health	
5	Planning & Strategy. In that office will sit the team	
6	that handles our reaccreditation, our public health	
7	infrastructure, our State health improvement plan, and	
8	strategic planning work.	
9	The health system branch health	
10	systems branch remains largely unchanged. The only	
11	addition here is, as I said before, Office of	
12	Healthcare Affordability & Transparency, which is	
13	coming to the Department of Health from the Governor's	
14	Office by way of Executive Order.	
15	The next branch in green is formerly the	
16	Integrated Health Services Branch, which we have	
17	renamed the Care & Treatment Services Branch.	
18	As many of you are aware, we manage four	
19	psychiatric hospitals and special treatment unit under	
20	our Division of Behavioral Health Services. And so	
21	that is a very massive branch.	
22	Additionally, we have the Office of	
23	Long-Term Care Resiliency, which has been largely	
24	successful in helping our long-term care industry in	
25	New Jersey improve quality of the care that they	

Page 9

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provide to our residents. And so our hope is to expand that to a Healthcare Resiliency Office to be able to provide those type of services to acute care and other types of health and public health entities across the state that may need it.

The Public Health Services Branch 6 7 likewise has also been split into about two. SO 8 whereas it used to contain these four, it also had a 9 Division of Family Health Services, Division of HIV, 10 STD, and TB Services, and the Office of Women's Those have been shifted to a new population 11 Health. 12 health branch.

So instead of a smaller Office of
 Population Health, we have decided to extend that into
 a branch level. And the Deputy Commissioner of the
 Population Health Branch will also serve as the Chief
 Equity Officer for the Department.

Under the new Population Health Branch
 will stay our Office of Minority & Multicultural
 Health.

The Family Health Services Division will be split into two, so there will now be a Division of Family Health Services and a Division of Nutritional & Developmental Services. And what will sit in the new Division of Nutrition & Developmental Services will be

1 WIC and our Early Intervention Services Program. 2 Additionally, in our Population Health 3 Branch will sit Division of Health Promotion, formerly 4 called the Community Health Services Division. 5 They've renamed it to something that we thought was a 6 little bit more appropriate for the work that they do. 7 And the Division of Syndemic & Substance 8 This is a merging of the Division of Use Services. 9 HIV, STD & TB Services and our Office of Opioid Policy 10 & Response. They'll be merging together and have 11 selected the name. The Division of Syndemic & Substance Use. 12 13 Next we have created a Division of Health 14 Data & Analytics. This will be led by an Assistant Commissioner and who will serve as the Chief Data & 15 16 Quality Officer. Within this branch will sit our 17 Office of Healthcare Quality Assessment, the 18 centralized data hub, The Center For Health 19 Statistics, Office of Performance Management & Quality 20 Improvement, which currently was sitting under the 21 Office of the Chief of Staff, and our Office of Vital 22 Statistics & Registry. 23 So these are the changes that have been

made to the Department's organizational structure. As
 you see, we tried to kind of spread it out a little

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Page 12 1 bit and provide a little bit more balance and 2 coordination along the lines of folks who are doing 3 units that were doing similar work. A prioritization on data as well so to help all of us at the Department 4 5 make data-driven decisions. 6 And also another priority on our 7 foundational operational units that we need to make 8 improvements for to be able to better serve the people 9 of New Jersey. 10 I think there's one more slide, Kenya. Ι 11 think it's just the notes that I had included. Yeah. 12 So those are just kind of the written 13 notes for anybody that prefers words over photos or 14 images. But, no. I'm happy to take any questions or 15 comments that anyone may have. 16 MS. CAREY: I do have one question 17 regarding the Office of Public Health Transformation, 18 or I should say the Program for Public Health 19 Transformation in New Jersey. Is that located in with 20 the Strategic Planning Office? 21 MS. SIRJUE: Are you referring to the 22 local Public Health Transformation Team, Stephanie? 23 MS. CAREY: Yes. MS. SIRJUE: That's within our Division 24 of Local Public Health. 25

Page 13 1 MS. CAREY: All right. Thank you. 2 MS. SIRJUE: You're welcome. 3 MS. CAREY: Any other questions from the 4 members about the reorganization? MS. CHAMBERLAIN: This is Carol 5 6 Chamberlain. Just one quick, because I can't see the 7 screen. Are these in place now or is there a date 8 when this becomes effective? 9 MS. SIRJUE: Yes. Great question, Carol. 10 So to put this into effect, the 11 Commissioner will need to sign an Executive Directive. 12 And then once that is signed, typically those changes 13 take effect 30 days after signing, because we are 14 required by union contract to notify anyone who's 15 union -- excuse me -- unit scopes are changing. We'll 16 just give them a 30-day notification. So, likely, 17 this will probably -- I'll say safely, around August 18 1st the changes will likely go into effect. 19 MS. CHAMBERLAIN: Thank you. 20 MS. SIRJUE: You're welcome. 21 MS. PENNANT: We have to vote on that. 22 Ms. Stephanie Carey? 23 MS. CAREY: Yes. 24 MS. PENNANT: Ms. Carol Chamberlain? 25 MS. CHAMBERLAIN: Yes.

Page 14

1 MS. PENNANT: And Dr. Suffiyah Webb? 2 DR. WEBB: Yes. I'm sorry. I was 3 distracted. 4 MS. CAREY: Thank you. All right. 5 The next item of new business would be 6 the request for rule making. The re-adoption of the 7 cancer registry regulations. 8 MS. STROUP: Good afternoon. My name is Antoinette Stroup. I am the Director for Cancer 9 10 Epidemiology Services in the Division of Environmental 11 Epidemiology & Occupational Health. 12 Today we're presenting the request for 13 rule making. It's our cancer registry regulations, 14 our N.J.A.C. 8:57(a), which establishes the standards 15 for the New Jersey State Cancer Registry. The notice 16 of re-adoption without change would maintain the 17 effectiveness of the existing chapter. We are 18 adopting the rules to keep the chapter in place until 19 we can propose and adopt substantive amendments. 20 while we are currently working with the 21 Office of Legal & Regulatory Compliance on amending 22 the existing rules, and you'll hopefully see us again soon when we have those amendments to propose. 23 24 For those of you who are not familiar 25 with the New Jersey State Cancer Registry, we have

Page 15

been in operation since 1978 here in the State of New Jersey. We have readopted with amendments the rules to keep up-to-date with things like technology, the definitions of what constitutes a cancer and what doesn't constitute cancer.

6 But the overall purpose of the New Jersey 7 State Cancer Registry is three-fold. One is to monitor the cancer incidents and mortality in the 8 9 State of New Jersey. We publish on epidemiological 10 statistics in relation to the cancer burden and the 11 trends of cancer in this state. We also contribute to national statistics, and we assist physicians and 12 13 researchers, public health officials, epidemiologists, 14 and healthcare administrators, providing data that 15 might be necessary for things like understanding the 16 burden in their catchment area. trends in treatment 17 over time, survival trends for cancer patients. And. 18 really, ways to work with public health officials, physicians, and health promotion -- for health 19 20 promotion with regards to cancer. 21 So I guess today we're just asking for a 22 vote to proceed, I guess. I'm not sure. 23 MS. CAREY: Thank you for sharing that. 24 May I have a Motion to approve the Notice 25 of Re-adoption for N.J.A.C. 8:57(a), the cancer

Page 16 1 registry? May I have a Motion to approve the 2 re-adoption? 3 DR. WEBB: Suffiyah Webb, Motion to 4 approve. 5 MS. CAREY: Okay. Dr. Webb, Motion to 6 approve. 7 Ms. Chamberlain? 8 MS. CHAMBERLAIN: And this is Carol 9 Chamberlain. I'll second that Motion. 10 MS. PENNANT: So we have Ms. Stephanie 11 Carey? 12 MS. CAREY: Yes. MS. PENNANT: Ms. Carol Chamberlain? 13 14 MS. CHAMBERLAIN: Yes. 15 MS. PENNANT: And Suffiyah Webb? Dr. 16 Suffiyah Webb? 17 DR. WEBB: Yes. 18 MS. PENNANT: Thank you. 19 MS. CAREY: Thank you. 20 All right. Let's see. The third item of 21 new business was to present revised -- revised 22 recommendations on local programs to increase 23 childhood aquatic safety. 24 Dr. Webb, would you like to provide an 25 overview or -- in other words, I can. Or, if

Page 17

1 necessary, I can pull it up.

2	DR. WEBB: I don't have access to it
3	right now, you know. I'm sorry this isn't this
4	isn't our usual time, so I am a little off kilter. So
5	if you can provide the info and I can chime in if
6	necessary, and you can read my notes that I sent to
7	you last week.
8	MS. CAREY: Thank you.
9	All right. The all right.
10	Specifically the Council's Subcommittee on Aquatic
11	Safety met and has and has pulled together evidence
12	demonstrating that that first, that drowning is
13	a major cause of accidental death in children ages
14	five through 15. And specifically the deaths are
15	disproportionately amongst African-American children
16	who are who are five times as likely to drown. So
17	that aquatic safety is a health disparities issue.
18	Specifically, almost 80 percent of
19	households with lower income don't have don't know
20	how to swim, and less than half of adults have basic
21	swimming skills.
22	The data also shows that having formal
23	swimming lessons reduces the risk of drowning by
24	almost 90 percent amongst children.
25	And we acknowledge there are many

1 organizations in the community working to provide 2 affordable swimming lessons, such as the Red Cross, 3 the YMCA, and the USA Swimming Association. 4 In particular, the Committee looked at 5 the program in Middlesex County, which has launched a 6 pilot program to provide free swimming lessons to all 7 second graders in Middlesex County. Currently there's 8 12 participating pool locations in 11 municipalities. 9 So as a private -- as a pilot program this is -- this 10 is acting as a promising practice. 11 The recommendation is to -- is to expand 12 pilot programs and to develop a set of best practices.

including -- including promoting swimming lessons
 through schools, increasing partnerships with
 organizations that provide low-cost swimming lessons,
 and improving aquatic safety awareness through
 materials -- through pediatrician offices.

The -- it's important to focus these levels in lower income communities and to, again, develop best practices to expand access to these programs.

So in addition, barriers such as
transportation and funding for the programs need to be
addressed both on a state, municipal, and school
district level.

1 So we want to encourage the State Health 2 Department to adopt policies that can promote best 3 practices, identify funding sources, and build 4 partnerships between schools, municipalities, the 5 Health Department, and -- and the nongovernmental 6 sector. 7 And that document was distributed as part 8 of the meeting materials, and I wanted to provide an 9 opportunity for any of the members to comment or to 10 collect -- or to collect any other additional comments regarding this. 11 12 DR. WEBB: Sorry. I got disconnected a 13 while ago. 14 MS. CAREY: No problem. 15 DR. WEBB: The only thing additional that 16 I'll add that I think I sent to you when we reviewed 17 the document, as far as how to provide more access 18 through -- directly through the school system at --19 that is improving with some of the oral health 20 programs that we have here in the state. So I think 21 that's a pretty good model to follow after. And, you 22 know, just in full support of the document, of course. This is Carol 23 MS. CHAMBERLAIN: Chamberlain. This is Carol Chamberlain. I do support 24

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the document also. I'm just wondering: Is there any

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Page 20 1 data available about any summer camps that do offer it 2 while children are there? I don't know if there's 3 been any -- if there's any data on that or not. 4 MS. CAREY: I do not know, but can 5 include that in the inquiry. 6 MS. CHAMBERLAIN: It would just be a good 7 idea. I mean, a lot of children are at summer camps 8 already. A lot of them are at summer camps that 9 include some swimming included in it. Maybe that's a 10 low-hanging fruit to be able to teach some instruction 11 in addition to the free play that they do at those 12 type of -- in those activities. 13 MS. CAREY: Okay. Thank you, Ms. Chamberlain. 14 15 Okay. May I have a Motion to approve 16 forwarding these recommendations to the Commissioner? 17 I make a Motion to move DR. WEBB: 18 forward. This is Suffiyah Webb. 19 MS. CAREY: Okay. Thank you. 20 MS. CHAMBERLAIN: And this is Carol 21 Chamberlain. I will second that Motion. 22 MS. CAREY: Thank you. 23 May I have a roll call, please? 24 MS. PENNANT: Stephanie Carey? 25 MS. CAREY: Yes.

Page 21 1 MS. PENNANT: Ms. Carol Chamberlain? 2 MS. CHAMBERLAIN: Yes. 3 MS. PENNANT: And Dr. Suffiyah Webb? 4 DR. WEBB: Yes. 5 MS. PENNANT: So we have three yeses. 6 The Motion carries. 7 Can I please go back to get a Motion on 8 the new business re-org? I missed it. So I wasn't --9 I didn't get anyone to do a first or second Motion. 10 Can I please get that now? 11 MS. CAREY: I will make that Motion. Ms. 12 Carey. 13 MS. PENNANT: Thank you. 14 MS. CHAMBERLAIN: And this is Carol I will second that Motion. 15 Chamberlain. 16 MS. PENNANT: Thank you. We have three 17 yeses, and the Motion carries. 18 MS. CAREY: Thank you. 19 Next item, please. Okay. I'll call for 20 public comment for anyone who has comments before this 21 Council. Please indicate that you would like to 22 speak. You have up to five minutes. And please spell 23 out your name when requesting to speak. Any member of the public? 24 25 Second call.

Page 22 1 Hearing none, next slide. 2 As part of -- part of these comments I 3 would like to take the opportunity to introduce --4 introduce our new Deputy Commissioner. 5 May I -- may I reach out to you -- reach 6 out to you, Dr. Sahu? Would you like to tell the 7 Council members a little bit about your background? 8 DR. SAHU: Sure. Great. Happy to spend 9 a few minutes. Thanks, Stephanie. 10 So my background in training is both as 11 an emergency and family medicine physician. So -- and 12 kind of the whole government approach to health and 13 public health has always been a really strong passion 14 of mine. And so I'm excited to be in this role here 15 as the Deputy Commissioner of Public Health, and look 16 forward to working with everyone on the Committee, and 17 looking forward to working with you, Stephanie, too. 18 Thanks. 19 Thank you very much. We're MS. CAREY: 20 grateful for your commitment and happy to have you on 21 board. 22 The one other item I would like to 23 mention is to congratulate the Department of Health on 24 their national reaccreditation. As the former Health 25 Officer of the smallest accredited Health Department

Page 23 1 in New Jersey, I appreciate what a heavy lift it is, 2 but at the same time how much this does to increase 3 the -- the ability to provide quality services and to 4 increase outreach to the community. 5 So congratulations to the New Jersey Department of Health and to all of the staff members 6 7 who contributed so much time and effort to the 8 reaccreditation effort. And I see the applause there. Thank you. Congratulations to you all. 9 10 Our next meeting is scheduled for July 11 14th at 11:00 a.m. 12 May I have a Motion to adjourn? MS. CHAMBERLAIN: This is Carol 13 14 Chamberlain. 15 MS. CAREY: This is Stephanie Carey. 16 DR. WEBB: This is Suffiyah Webb. 17 MS. CHAMBERLAIN: And this is Carol 18 Chamberlain. I will second that Motion. 19 MS. PENNANT: So we have Ms. Stephanie 20 Carey --21 MS. CAREY: Yes. 22 MS. PENNANT: -- and Ms. Carol 23 Chamberlain --24 MS. CHAMBERLAIN: Yes. 25 MS. PENNANT: -- and Dr. Suffiyah Webb?

		Page 24
1	DR. WEBB: Yes.	
2	MS. PENNANT: Thank you, all.	
3	MS. CAREY: Thank you very much,	
4	everybody, and enjoy enjoy your the rest of your	
5	week.	
6	MS. CHAMBERLAIN: Thanks, Steph.	
7	MS. CAREY: Thank you.	
8	(Meeting was concluded at 4:00 p.m.)	
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1	CERTIFICATION
2	STATE OF NEW JERSEY
3	COUNTY OF CAMDEN
4	
5	I, Cindy Pineiro, a Certified Shorthand
6	Reporter and Notary public of the State of New Jersey,
7	do hereby certify that I reported the meeting in the
8	above-captioned matter; that the foregoing is a true
9	and correct transcript of the stenographic notes of
10	testimony taken by me in the above-captioned matter.
11	I further certify that I am not an attorney
12	or counsel for any of the parties, nor a relative or
13	employee of any attorney or counsel connected with the
14	action, nor financially interested in the action.
15	
16	
17	Cindy Pireno
18	andy permis
19	
20	Cindy Pineiro, CSR #30XI00181500
21	Notary Public #50010742 Exp. 2/24/30
22	
23	Dated: June 16, 2025
24	
25	

activities (1) ago (1) 11:1,7,9,10,15 Α 19:13 11:21 12:1,1,6 20:12 a (71) ahead (1) 13:12 14:1,19 acute (1) 2:4,5,11 3:2,24 14:22 15:4,8 10:3 8:12 4:1,19,24 5:5 add (1)all (14) 15:10,12,12,14 5:20 6:16,18 19:165:12,16 8:6 9:2 15:17,19 16:8 7:4,8,11,13,14 12:4 13:1 14:4 16:15<sup>17:5,6</sup> 17:11,11,14,20 addition (3) 7:16 8:6,7,8 9:11 18:22 16:20 17:9,9 9:4,21 10:2,8 17:25 18:3,12 20:11 18:6 23:6,9 10:11,13,15,22 additional (2) 24:2 18:16,19,23,24 10:23 11:5,8 19:3,5,5,7,8 19:21 20:20 19:10,15 almost (2) 11:13,25 12:1 Additionally... 17:18,24 12:3 13:7,16 15:4,21,24 9:22 11:2 along (1) 21:3,14,17,22 address (3) 5:6,21,22 12:2 22:11,11,12,14 16:1 17:4,13 22:15,16,20 already (2) 17:17 18:5,9,9 8:22 20:8 23:3,6,7,8,17 addressed (1) 18:10,12,24 19:12,21 20:6 23:22,25 24:4 18:24also (13) 2:12 5:8,9,24 addressing (1) 25:6,9 20:7,8,9,15,17 7:20,23 10:7,8 20:23 21:7,9 6:2 Anderson-Tho... 10:16 12:6 1:17 3:15 8:23 Adequate (1) 22:7,9,13 23:1 15:11 17:22 2:6 announce (1) 23:12 25:1,5,8 19:25 adjourn (1) 3:4 25:12 23:12 always (1) another (1) ability (1) administerin... 22:13 12:6 23:3 5:4 am (4) Antoinette (2) able (3) 3:19 14:9 17:4 1:21 14:9 Administrati... 10:3 12:8 20:10 8:19 25:11 about (6) any (12) 6:5 12:14 13:3 amending (1) Administrati... 3:18 6:11 10:7 19:9,10,25 9:1 14:21 13:4 20:1 22:7 administrato... amendments (3) 20:1,3,3 21:24 above (2) 14:19,23 15:2 25:12,13 15:141:12 5:8 adopt (2) amongst (2) anybody (1) above-captio... 14:19 19:2 17:15,24 12:1325:8,10adopting (1) amount (1) anyone (4) access (3) 14:185:1 12:15 13:14 17:2 18:20 an (9) 21:9,20 adults (1) 19:17 3:23 7:9,16 17:20 apologies (2) accidental (1) Affordabilit... 2:25 4:7 11:14 13:11 17:138:2 9:12 16:24 19:8 apologize (1) accordance (1) affordable (1) 22:11 25:11 6:16 2:7 Analytics (1) 18:2 applause (1) accredited (1) 11:14 African-Amer... 23:8 22:25 17:15and (109) appreciate (2) acknowledge (2) 1:11 2:2,13,22 after (2) 3:8 23:1 4:21 17:25 3:4,14 4:13 13:13 19:21 approach (1) acknowledgin... 5:2,2,8,11,11 afternoon (1) 22:12 5:1 5:15,17,17,21 appropriate (1) 14:8 across (1) 5:21 6:2,10 again (3) 11:610:5 6:15 14:22 7:1,6,7,15,15 approval (1) Act (1) 18:197:18,23,23 8:3 5:12 2:9 agencies (2) 8:7,9,10,22,24 approve (8) **acting (3)** 6:1\_7:20\_18:10 4:22 5:9 9:4,7,19,20 3:21,24 4:1

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10:1,4,4,10,10

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20:15

ages (1)

17:13

action (2)

25:14,14

	22.44	0.10	
aquatic (4)	23:11	8:18	5:2
16:23 17:10,17	B	board (1)	cancelled (1)
18:16		22:21	4:22
are (26)	back (2)	Boston $(1)$	cancer (14)
	7:12 21:7	7:11	14:7,9,13,15,25
5:12,16 7:5	background (2)	both (2)	15:4,5,7,8,10
8:12 9:18	22:7,10	18:24 22:10	15:11,17,20,25
11:23 12:2,12	<b>balance (1)</b> 12:1	boxes (1)	can't (1)
12:21 13:7,13		8:18	13:6
13:15 14:17,20	balanced (2) 7:17 8:8	branch (17)	care (5)
14:24 17:14,16 17:16,25 20:2	barriers (1)	6:23,24,25 7:7	9:17,23,24,25 10:3
20:7,8	18:22	9:9,10,15,16 9:17,21 10:6	4
area (1)	basic (1)	10:12,15,16,18	<b>Carey (39)</b> 1:15 2:16,17
15:16	17:20	11:3,16	3:7 4:5,6,7,8
around (1)	be (18)	brief (1)	4:19 12:16,23
13:17	3:16 6:2 8:19	3:8	13:1,3,22,23
as (28)	8:20,21 10:2	build (1)	14:4 15:23
2:4,4 3:9,16	10:22,22,25	19:3	16:5,11,12,19
6:18 7:4,20	11:10,14 12:8	burden (2)	17:8 19:14
8:11,16 9:11	14:5 15:15	15:10,16	20:4,13,19,22
9:18 10:16	18:23 20:6,10	business (6)	20:24,25 21:11
11:15,24 12:4	22:14	3:21 6:3,8 14:5	21:12,18 22:19
17:16 18:2,9,9	because (3)	16:21 21:8	23:15,15,20,21
18:10,22 19:7	8:3 13:6,13	but (8)	24:3,7
19:17,17 22:2	becomes (1)	3:19 5:6,16 7:2	Carol (17)
22:10,15,24	13:8	12:14 15:6	1:15 2:20 3:25
asking (1)	been (14)	20:4 23:2	4:11 13:5,9,24
15:21	2:7,13 4:23	by (8)	16:8,13 19:23
assessment (2)	5:24 6:1 7:20	5:16 6:5 8:20	19:24 20:20
7:10 11:17	7:24 9:23 10:7	9:14 11:14	21:1,14 23:13
assist (1)	10:11 11:23	13:14 17:23	23:17,22
15:12	15:1 20:3	25:10	carries (3)
Assistant (2)	22:13	C	4:18 21:6,17
1:19 11:14	before (4)		catchment (1)
Association (1)	1:10 3:4 9:11 21:20	<b>C (2)</b> 25:1,1	15:16
18:3	Behavioral (1)	call (7)	<b>cause (1)</b> 17:13
at (12) 1:12 4:22,25	9:20	2:1,15 3:5 4:5	causing (1)
12:4 18:4	being (3)	20:23 21:19,25	5:3
19:18 20:7,8	1:13 5:16,20	called (1)	Center (1)
20:11 23:2,11	best (3)	11:4	11:18
24:8	18:12,20 19:2	CAMDEN (1)	centralized (1)
attorney (2)	better (2)	25:3	11:18
25:11,13	8:9 12:8	came (1)	Certified (2)
August (3)	between (1)	8:3	2:4 25:5
7:12,13 13:17	19:4	camps (3)	certify (2)
avaiĺable (1)	beyond (1)	20:1,7,8	25:7,11
20:1	5:8	can (12)	Chairperson'
aware (1)	bit (8)	6:7 7:4 14:19	4:20
9:18	7:4,8,17 8:8	16:25 17:1,5,5	Chairwoman (1)
awareness (1)	11:6 12:1,1	17:6 19:2 20:4	1:15
18:16	22:7	21:7,10	challenges (1)
a.m (1)	blue (1)	cancellation	8:12

Chamberlain 1:15 2:20,21 3:25 4:1,11,12 13:5,6,19,24 13:25 16:7,8,9 16:13,14 19:23 19:24,24 20:6 20:14,20,21 21:1,2,14,15 23:13,14,17,18 23:23,24 24:6 change (1) 14:16 changes (5) 5:2,12 11:23 13:12,18 changing (1) 13:15 chaos (1) 5:1 chapter (3) 2:8 14:17,18 chart (1) 8:1 chief (11) 3:16 6:9,23 7:2 7:6,20 8:17,21 10:16 11:15,21 childhood (1) 16:23 children (5) 17:13,15,24 20:2,7 chime (1) 17:5	3:13,15 6:1,21 8:21 10:15 11:15 13:11 20:16 22:4,15 commitment (1) 22:20 Committee (2) 18:4 22:16 communicable 5:15 communities (2) 5:15 18:19 community (4) 4:25 11:4 18:1 23:4 Compliance (2) 6:22 14:21 concluded (1) 24:8 conduct (1) 7:9 conducted (3) 7:13,14 8:6 congratulate 22:23 congratulati 3:14 23:5,9 connected (1) 25:13 constitute (2) 3:2 15:5 constitutes (1) 15:4 Consulting (1) 7:11	17:10 counsel (2) 25:12,13 County (3) 18:5,7 25:3 course (1) 19:22 Court (3) 2:4 4:24,25 crackly (1) 6:17 created (1) 11:13 Cross (1) 18:2 CSR (2) 1:10 25:20 current (2) 6:20 7:19 currently (3) 11:20 14:20 18:7 cuts (1) 5:10 DAG (1) 1:23 data (8) 11:14,15,18 12:4 15:14 17:22 20:1,3 data-driven (1) 12:5 date (2)	<pre>demonstratin 17:12 DENAY (1) 1:19 departed (1) 7:23 department (15) 1:1 3:11 6:12 6:19 7:3 8:3 8:11 9:13 10:17 12:4 19:2,5 22:23 22:25 23:6 Department's 2:12 11:24 Deputy (6) 3:13,15 8:20 10:15 22:4,15 details (1) 3:18 determine (1) 5:19 develop (2) 18:12,20 Developmenta 10:24,25 did (1) 7:9 didn't (1) 21:9 different (1) 8:12 Directive (1) 13:11 directly (1)</pre>
changing (1)	6:22 14:21	1:10 25:20	3:13,15 8:20
chaos (1)	24:8	6:20 7:19	details (1)
chapter (3)	7:9	11:20 14:20	determine (1)
chart (1)	7:13,14 8:6	cuts (1)	develop (2)
chief (11)	22:23		Developmenta
7:6,20 8:17,21		DAG (1)	10:24,25
10:16 11:15,21		1:23	
16:23		11:14,15,18 12:4 15:14	21:9
17:13,15,24	constitutes (1)	17:22 20:1,3	8:12
chime (1)	Consulting (1)	12:5	13:11
<b>Cindy (3)</b> 1:10 25:5,20	contain (1) 10:8	1:12 13:7 Dated (1)	19:18
cold (1)	contract (1)	25:23	director (3) 7:21,22 14:9
6:16 collect (2)	13:14 contribute (1)	dates (1) 2:13	disconnected 19:12
19:10,10 come (2)	15:11 contributed (1)	days (1) 13:13	disease (1) 5:16
7:15 8:7 coming (1)	23:7 coordination	death (1) 17:13	disparities (1) 17:17
9:13 commencing (1)	12:2 correct (1)	<b>deaths (1)</b> 17:14	disproportio
1:12 comment (2)	25:9 could (1)	decided (1) 10:14	distracted (1) 14:3
19:9 21:20 comments (6)	8:13 Council (8)	decisions (1) 12:5	distributed (1) 19:7
3:8 6:5 12:15 19:10 21:20	1:1,9 2:6 3:1 3:22 6:5 21:21	definitions (1) 15:4	district (1) 18:25
22:2	22:7	deliver (1)	division (17)
Commissioner	Council's (1)	8:9	8:18,19 9:20

10:9,9,21,22	effectivenes	10:2 18:11,20	formal (3)
10:23,25 11:3	14:17	extend (2)	1:9 2:5 17:22
11:4,7,8,11,13	effort (2)	3:14 10:14	former (2)
12:24 14:10	23:7,8	extra (1)	7:22 22:24
divisions (1)	electronical	7:14	formerly (2)
7:17	2:12		9:15 11:3
do (8)	emergency (1)	F	forward (5)
11:6 12:16	22:11	F (1)	5:20 6:11 20:18
19:24 20:1,4	employee (1)	25:1	22:16,17
20:11 21:9	25:13	face (1)	forwarding (1)
25:7	encourage (1)	6:15	20:16
	19:1	facilities (2)	foundational
document (4)		5:11 9:2	
19:7,17,22,25	end (1)		12:7
does (3)	4:22	familiar (1)	four (2)
3:2 5:6 23:2	enjoy (2)	14:24	9:18 10:8
doesn't (1)	24:4,4	family (4)	free (2)
15:5	entities (1)	10:9,21,23	18:6 20:11
DOH (4)	10:4	22:11	from (5)
1:20,21,21,22	entitled (1)	far (1)	7:10,11 8:4
doing (2)	2:9	19:17	9:13 13:3
12:2,3	Environmenta	federal (2)	fruit (1)
don't (4)	14:10	4:23 5:11	20:10
	-	few (2)	full (2)
17:2,19,19 20:2	epidemiologi	4:19 22:9	
Dr (27)	15:9		3:4 19:22
1:16,18 2:22,23	epidemiologi	Financial (1)	funding (8)
3:12 4:3,6,13	15:13	8:25	4:21,23 5:4,10
4:15 14:1,2	Epidemiology	financially (1)	5:17,17 18:23
16:3,5,15,17	14:10,11	25:14	19:3
16:24 17:2	Equity (1)	first (2)	further (1)
19:12,15 20:17	10:17	17:12 21:9	25:11
21:3,4 22:6,8	establishes (1)	five (3)	future (1)
23:16,25 24:1	14:14	17:14,16 21:22	8:11
drown (1)	everybody (2)	floor (1)	0.11
		6:5	G
17:16	5:3 24:4		
drowning (2)	everybody's (1)	focus (2)	GENEVIEVE (1)
17:12,23	3:9	7:15 18:18	1:22
due (1)	everyone (1)	folks (1)	get_(3)
4:23	22:16	12:2	21:7,9,10
during (2)	evidence (1)	follow (1)	give (1)
3:5 6:3	17:11	19:21	13:16
D'ALESSANDRO	Examiner (1)	for (34)	go (3)
1:17,23	7:2	3:3,13,15,19,22	3:17 13:18 21:7
,	excited (1)	4:20,25 6:5,17	going (3)
Е	22:14	8:13 10:17	2:1 5:12,19
E (1)		11:6,18 12:8	
25:1	excuse (1)		<b>good (5)</b> 5:5 6:15 14:8
	13:15	12:13,18 14:6	10.21 20.0
each (1)	Executive (4)	14:9,12,15,24	19:21 20:6
3:4	1:19 8:4 9:14	15:15,17,19,21	got (1)
Early (1)	13:11	15:23,25 18:23	19:12
11:1	existing (2)	19:9 21:19,20	government (1)
effect (3)	14:17,22	22:20 23:10	22:12
13:10,13,18	Exp (1)	25:12	Governor (1)
effective (1)	25:21	foregoing (1)	8:4
13:8	expand (3)	25:8	Governor's (1)
	I	Ι	I

Page 30

r			
9:13	1:1,1,2,9 2:6	11:18	14:10,18 15:1
graders (1)	3:11,13 4:22	Human (1)	15:1,8,10,11
18:7	4:24 5:9,11,13	8:25	15:16,16 16:25
grant (1)	6:12,23,24,24	I	17:5,13 18:1,4
4:21	6:25 7:3,6,21		18:5,7,8,19,22
grateful (3) 3:19 4:25 22:20	8:10,25 9:4,6 9:7,9,9,13,16	<b>I (69)</b> 2:15 3:7,8,10	19:20,22 20:5 20:9,11,12
gray (1)	9:20 10:4,4,6	3:14,19,24 4:3	22:10,14 23:1
8:18	10:9,11,12,14	6:4,9,15,16	25:7,10,14
Great (2)	10:16,18,20,21	7:19,20 8:8	incidents (1)
13:9 22:8	10:23 11:2,3,4	9:11 12:10,10	15:8
green (1)	11:13,18 12:17	12:11,16,18	include (2)
9:15 Gross (3)	12:18,22,25 14:11 15:13,18	13:6 14:2,9 15:21,22,24	20:5,9 included (2)
1:16 2:19 4:10	15:19,19 17:17	16:1,25 17:1,2	12:11 20:9
Group (1)	19:1,5,19	17:4,5,6 19:8	including (2)
7:11	22:12,13,15,23	19:12,16,16,20	18:13,13
groups (1)	22:24,25 23:6	19:24 20:2,4,7	income (2)
7:15	healthcare (6)	20:15,17,21,23	17:19 18:19
guess (2) 15:21,22	7:25 8:2 9:12 10:2 11:17	21:7,8,8,9,10 21:11,15 22:2	<b>increase (3)</b> 16:22 23:2,4
19.21,22	15:14	22:5,5,22 23:1	increasing (1)
Н	hearing (3)	23:8,12,18	18:14
had (4)	6:7,11 22:1	25:1,1,1,5,7	indicate (2)
3:9,23 10:8	heavy (1)	25:11,11	5:8 21:21
12:11  half (1)	23:1 help (3)	<b>idea (1)</b> 20:7	<pre>indiscernibl 7:22,25</pre>
17:20	5:21 8:9 12:4	identify (1)	industry (1)
handles (2)	helped (2)	19:3	9:24
9:2,6	7:11,15	if (5)	info (1)
happy (3)	helping (1)	16:25 17:5,5	17:5
12:14 22:8,20 has (11)	9:24 bon (1)	20:2,3 images (1)	<pre>infrastructu 5:6 9:7</pre>
2:6 4:23 5:18	her (1) 3:15	12:14	inquiry (1)
7:24 9:23 10:7	here (7)	impact (3)	20:5
17:11,11 18:5	2:17 3:20 6:18	5:9,13,18	instead (1)
21:20 22:13	9:11 15:1	impacted (1)	10:13
have (39) 2:13 3:1,20,20	19:20 22:14	5:16 important (3)	instruction (1) 20:10
3:23,24 4:17	<b>hereby (1)</b> 25:7	3:10 4:19 18:18	Integrated (2)
6:1,16 7:20	HIV (2)	improve (1)	6:24 9:16
8:16 9:16,22	10:9 11:9	9:25	interested (1)
10:11,14 11:10	hope (1)	improvement (2)	25:14
11:13,23 12:15 12:16 13:21	10:1	9:7 11:20	internal (1)
14:23,25 15:2	hopefully (1)	improvements 12:8	7:14 Intervention
15:24 16:1,10	hospitals (1)	improving (2)	11:1
17:2,19,20	9:19	18:16 19:19	interviews (1)
19:20 20:15,23	households (1)	in (47)	7:15
21:5,16,22 22:20 23:12,19	17:19	2:7,11 5:14 6:1 7:2,12,19 9:5	<b>into (8)</b> 3:17 8:10,17
having (1)	<b>how (5)</b> 5:18,19 17:20	9:15,24,24	10:7,14,22
17:22	19:17 23:2	10:24 11:2	13:10,18
health (67)	hub (1)	12:19,19 13:7	introduce (2)

22:3,4	8:4	less (1)	20:10
involved (1)	Jersey (18) 1:1,12 2:9,14	17:20 lessons (5)	M
is (54)	5:18 6:12 9:25	17:23 18:2,6,13	made (1)
2:2,5 3:12,12 3:21,25 4:3,25	12:9,19 14:15 14:25 15:2,6,9	18:15 Let's (1)	11:24 maintain <b>(1)</b>
5:5 6:20 7:2,8	23:1,5 25:2,6	16:20	14:16
8:1,1,8,15,18	July (2) 7:12 23:10	level (3)	<b>major (1)</b> 17:13
8:22 9:11,12 9:15,21 10:1	jump (1)	5:11 10:15 18:25	make (6)
11:8 12:19	8:13	levels (1)	4:1 5:21 12:5,7
13:5,7,12 14:8	June (2) 1:6 25:23	18:19 lift (1)	20:17 21:11 making (2)
15:7,7 <sup>16:8</sup> 17:12,17 <sup>18:9</sup>	just (10)	23:1	14:6,13
1 18.10 11 11	8.3 3 12.11 12	like (10)	manage (1)
19:19,23,24,25 20:18,20 21:14	13:6,16 15:21 19:22,25 20:6	6:4,9 8:8 15:3 15:15 16:24	9:18 Management (1)
22:10,23 23:1		21:21 22:3,6	11:19
23:10,13,15,16 23:17 25:8	<u>к</u> кеер (3)	22:22	<b>many (2)</b> 9:18 17:25
isn't (2)	3:7 14:18 15:3	likely (3) 13:16,18 17:16	March (1)
17:3,4	Kelly (4)	likewise (1)	4:23
issue (1) 17:17	1:17 3:15 8:22 8:24	10:7 <b>lines (1)</b>	<b>massive (1)</b> 9:21
issues (2)	Kenya (4)	12:2	materials (2)
5:7,23	1:20 2:2 8:13	little (6)	18:17 19:8
it (14) 8:3,20 10:5,8,8	12:10 kilter (1)	7:4 11:6,25 12:1 17:4 22:7	<b>matter (2)</b> 25:8,10
11:5,25 17:1,2	17:4	local (5)	may (12)
20:1,6,9 21:8 23:1	kind (4) 7:8 11:25 12:12	4:21 5:9 12:22 12:25 16:22	3:22,23,24 10:5 12:15 15:24
item (4)	22:12	located (1)	16:1 20:15,23
14:5 16:20	know (9)	12:19	22:5,5 23:12
21:19 22:22 items (1)	2:3 5:9 8:12,22 17:3,19 19:22	locations (1) 18:8	<b>Maybe (1)</b> 20:9
4:20	20:2,4	longer-term (1)	me (3)
its (1) 7:8	L	5:6	8:13 13:15 25:10
it's (5)	large (1)	<b>long-term (2)</b> 9:23,24	mean (1)
6:14 7:4 12:11	7:5	look (3)	20:7
14:13 18:18 I'11 (5)	<b>largely (2)</b> 9:10,23	5:20,20 22:15 <b>looked (1)</b>	<b>Medicaid (1)</b> 5:10
4:1 13:17 16:9	last (1)	18:4	Medical (1)
19:16 21:19	17:7 <b>late (1)</b>	<b>looking (2)</b> 6:11 22:17	7:2 medicine (2)
<b>I'm (8)</b> 3:8 6:16 12:14	7:21	lot (2)	5:14 22:11
14:2 15:22	launched (1)	20:7,8	meeting (13)
17:3 19:25 22:14	18:5 Law (1)	<b>love (1)</b> 8:22	1:1,9 2:2,5,6 2:13 3:10,22
	2:8	lower (2)	6:10 19:8
	<b>led (2)</b> 8:20 11:14	17:19 18:19	23:10 24:8 25:7
<b>JACQUELINE (2)</b> 1:17,23	Legal (2)	low-cost (1) 18:15	Meetings (1)
January (1)	6:22 14:21	low-hanging (1)	2:9

	1		
member (1)	3:7,25 4:5,6,7	10:5 12:7 13:11	number (2)
21:24	4:8,9,11,12,13	18:23	7:13,14
members (7)	4:16,19 6:14	net (1)	Nutrition (1)
3:1,23 6:6 13:4	12:16,21,23,24	5:14	10:25
19:9 22:7 23:6	13:1,2,3,5,9	new (33)	Nutritional (1)
mention (1)	13:19,20,21,22	1:1,11 2:9,14	10:23
22:23	13:23,24,24,25	3:11,16 5:18	N.J.A.C (2)
			14:14 15:25
merging (2)		5:25 6:3,7,12	14.14 13.23
11:8,10	16:5,7,8,10,10	8:15,19 9:4,25	0
met (1)	16:12,13,13,14	10:11,18,24	
17:11	16:15,18,19	12:9,19 14:5	0 (1)
Michael (3)	17:8 19:14,23	14:15,25 15:1	25:1
1:16 2:19 4:10	20:4,6,13,13	15:6,9 16:21	Occupational
microphones (1)	20:19,20,22,24	21:8 22:4 23:1	14:11
3:5	20:25 21:1,1,2	23:5 25:2,6	of (146)
Middlesex (2)	21:3,5,11,11	newspapers (1)	1:1,9,11,11 2:5
18:5,7	21:13,14,16,18	2:14	2:6,7,8,9,10
might (1)	22:19 23:13,15	next (9)	3:1,13,21,22
15:15	23:17,19,19,21	3:17,21 8:18	4:20,22 5:1,2
mine (1)	23:22,22,24,25	9:15 11:13	5:13,13,15,16
22:14	24:2,3,6,7	14:5 21:19	5:22,22 6:5,10
Minority (1)	much (4)	22:1 23:10	6:11,12,19,22
10:19	22:19 23:2,7	no (2)	6:22,23,25 7:1
minutes (5)	24:3	12:14 19:14	7:1,3,3,6,6,7
3:22,24 4:2	Multicultura	none (2)	7:8,13,13,14
21:22 22:9	10:19	6:7 22:1	7:17,19,20,21
missed (1)			7:21,23 8:2,6
	municipal (1) 18:24	nongovernmen 19:5	8:11,12,17,17
21:8			8:19,24 9:1,2
model (1)	municipaliti	nor (2)	
19:21	18:8 19:4	25:12,14	9:3,4,11,13,14
monitor (1)	Murphy (1)	not (8)	9:18,20,22,25
15:8	8:5	5:6 7:2 8:1	10:3,4,9,9,10
months (1)	mute (1)	14:24 15:22	10:13,13,15,19
6:2	3:5	20:3,4 25:11	10:22,23,25
more (8)	my (9)	Notary (3)	11:3,7,8,8,9
3:17 7:17 8:8	2:2,24 3:7,14	1:11 25:6,21	11:11,13,17,19
8:14 11:6 12:1		note (3)	11:21,21,21,25
12:10 19:17	17:6 22:10	4:20 6:4 7:19	12:2,4,9,12,17
mortality (1)		notes (4)	12:25 14:5,6
15:8	N	12:11,13 17:6	14:10,16,17,21
Motion (19)	N (1)	25:9	14:24 15:1,4,6
3:24 4:1,17	25:1	notice (6)	15:9,11,25
15:24 16:1,3,5	name (5)	2:6,10,11,11	16:20 17:13,18
16:9 20:15,17	2:2 3:4 11:11	14:15 15:24	17:20,23 18:12
20:21 21:6,7,9	14:8 21:23	notification	19:8,9,19,22
21:11,15,17	national (2)	13:16	19:22 20:7,8
23:12,18	15:12 22:24	notify (1)	20:12 21:24
move (3)	nationwide (1)	13:14	22:2,2,12,14
6:7 8:11 20:17	5:17	Novneet (2)	22:15,23,25
Mr (4)	nature (1)	1:18 3:12	23:6,6 24:4
	9:3		25:2,3,6,6,9,9
2:18,19 4:9,10		now (6)	25:12,13
Ms (93)	necessary (3)	2:15 6:20 10:22	off (1)
2:1,16,16,17,18	15:15 17:1,6	13:7 17:3	
2:20,21,22,24	need (4)	21:10	17:4

	1		
offer (1)	3:23 19:9 22:3	18:4	please (12)
20:1	or (15)	particularly	2:3 3:3,5 4:5
office (31)	6:5 7:13 12:13	3:12	6:13 8:14
6:22,22,25,7:1	12:14,18 13:7	parties (1)	20:23 21:7,10
7:1,6,7,21,23	16:25,25 19:9	25:12	21:19,21,22
7:24 8:2,17,24	19:10 20:3	partnerships	pointing (1)
9:1,4,5,11,14	21:9 25:12,12	18:14 19:4	6:21
9:22 10:2,10	25:13	passion (1)	policies (1)
10:13,19 11:9	oral (1)	22:13	19:2
	19:19		
11:17,19,21,21		past (1)	Policy (3)
12:17,20 14:21	order (6)	8:4	7:1,7 11:9
Officer (5)	2:2 3:21 4:24	patience (1)	pool (1)
3:16 8:21 10:17	4:25 8:4 9:14	3:9	18:8
11:16 22:25	organization	patients (1)	population (7)
offices (2)	6:20 7:10,16	15:17	6:25 7:21 10:11
7:18 18:17	8:16 11:24	Paul (2)	10:14,16,18
officials (2)	organization	2:18 4:9	11:2
15:13,18	18:1,15	pediatrician	posted (1)
Okay (6)	other (5)	18:17	2:11
6:9 16:5 20:13	10:4 13:3 16:25	Pennant (28)	practice (3)
20:15,19 21:19	19:10 22:22	1:20 2:1,2,16	5:13,13 18:10
on (27)	our (37)	2:18,22,24 4:6	practices (3)
1:12 2:12,13	3:11 5:19,24	4:9,13,16	18:12,20 19:3
3:13 5:9,11,11	6:19,20,21,25	13:21,24 14:1	prefers (1)
6:1,4,7,20 7:8	7:6,7,17,24	16:10,13,15,18	12:13
8:1,9 12:4,6	8:2,9,19,21,24	20:24 21:1,3,5	present (6)
	9:2,6,6,7,20	21:13,16 23:19	1:13 2:21,23
15:9 16:22	9:24 10:1,1,19	23:22,25 24:2	3:2 6:18 16:21
17:10 18:24	11:1,2,9,16,21	people (1)	presentation
20:3 21:7	12:6,24 14:13	12:8	3:17
22:16,20,23	14:14 17:4	per (1)	presenting (1)
once (1)	22:4 23:10	8:4	14:12
13:12	out (5)	percent (2)	PRESSLEY (1)
one (6)	7:8 11:25 21:23	17:18,24	1:19
8:14 12:10,16	22:5,6	Performance (1)	pretty (1)
13:6 15:7	outreach (1)	11:19	19:21
22:22			13.21
	23:4	photos (1)	prevention (2)
only (2)	over (3)	12:13	5:14,15
9:10 19:15	5:5 12:13 15:17	physician (1)	previous (1)
open (2)	overall (1)	22:11	6:2
2:9 6:4	15:6	physicians (2)	primary (1)
opening (1)	overview (1)	15:12,19	5:14
3:8	16:25	pilot <sup>(3)</sup>	prioritizati
Operating (2)	own (1)	18:6,9,12	12:3
3:16 8:21	7:8	Pineiro (3)	priority (1)
operation (1)		1:10 25:5,20	12:6
	P	place (3)	private (1)
operational (1)	Parking (1)	2:11 13:7 14:18	18:9
12:7	9:2	plan (2)	probably (1)
Operations (1)	part (3)	8:10 9:7	13:17
8:20	19:7 22:2,2	planning (3)	problem (1)
Opioid (3)	participatin	9:5,8 12:20	19:14
7:1,7 11:9	18:8	play (1)	proceed (2)
opportunity (3)	particular (1)	20:11	6:13 15:22
	I	1	1

process (3)	17:11	15:20	24:4
5:17 7:12 8:7	purpose (1)	Registrar's (1)	review (1)
processes (1)	15:6	7:24	3:23
5:12	purposes (1)	registry (7)	reviewed (1)
program (5)	3:3	11:22 14:7,13	19:16
11:1 12:18 18:5	put (1)	14:15,25 15:7	revised (2)
18:6,9	13:10	16:1	16:21,21
programs (5)	p.m (2)	regulations (2)	re-adoption (4)
16:22 18:12,21	1:12 24:8	14:7,13	14:6,16 15:25
18:23 19:20		Reguĺatory (2)	16:Ź
promising (1)	Q	6:22 14:21	re-org (1)
18:10	quality (6)	reinstatemen	21:8
promote (1)	7:25 9:25 11:16	5:2	right (6)
19:2	11:17,19 23:3	relation (1)	13:1 14:4 16:20
promoting (1)	question (2)	15:10	17:3,9,9
18:13	12:16 13:9	relative (1)	risk (1)
promotion (3)	questions (3)	25:12	17:23
11:3 15:19,20	6:5 12:14 13:3	remains (1)	role (3)
propose (2)	quick (1)	9:10	3:13,16 22:14
14:19,23	13:6	renamed (3)	roll (3)
proposed (2)	quorum (1) 3:2	7:17 9:17 11:5	2:15 4:5 20:23
5:10 8:15	3.2	reorganizati	Roman (2)
protect (1) 5:19	R	6:11,18 13:4 report (1)	2:18 4:9 RPR (1)
provide (11)	R (1)	4:20	1:10
10:1,3 12:1	25:1	reported (1)	rule (2)
16:24 17:5	RAGANELLI (1)	25:7	14:6,13
18:1,6,15 19:8	1:22	Reporter (2)	rules (4)
19:17 23:3	reaccreditat	2:4 25:6	5:2 14:18,22
provided (1)	9:6 22:24 23:8	reporting (1)	15:2
2:12	reach (2)	7:24	
providing (1)	22:5,5	representati	<u> </u>
15:14	reactivated (1)	3:11	safely (1)
provisions (1)	4:23	reproductive	13:17
2:7	read (1)	5:10	safety (5)
psychiatric (1)	17:6	request (2)	5:14 16:23
9:19	readopted (1) 15:2	14:6,12	17:11,17 18:16
public (30)	really (2)	requesting (1)	<b>Sahu (4)</b> 1:18 3:12 22:6
	15:18 22:13	21:23	22:8
2:8,9,11 3:13 4:24 5:13 6:24	recommendati	<b>required (1)</b> 13:14	said (2)
7:6 8:10 9:4,6	18:11	reschedule (1)	8:8 9:11
10:4,6 12:17	recommendati	3:9	SALZONE (1)
12:18,22,25	5:22,25 16:22	researchers (1)	1:20
15:13,18 21:20	20:16	15:13	SAMANTHA (1)
21:24 22:13,15	Red (1)	residents (2)	1:20
25:6,21	18:2	5:19 10:1	same (2)
publish (1)	reduces (1)	Resiliency (2)	5:1 23:2
15:9	17:23	9:23 10:2	say (3)
published (2)	referring (1)	resource (2)	8:6 12:18 13:17
2:7,13	12:21	5:21 8:25	scheduled (1)
pull (1)	regarding (2)	Response (3)	23:10
17:1	12:17 19:11 regards (1)	7:1,8 11:10	<b>school (2)</b> 18:24 19:18
pulled (1)	regards (1)	rest (1)	10.24 13.10
	Ι	I	I

schools (2)	shows (1)	sorry (1)	8:10 9:8 12:20
schools (2)	shows (1)	sorry (4)	
18:14 19:4	17:22	6:17 14:2 17:3	Strategy (1)
scopes (1)	sign (1)	19:12	9:5
13:15	13:11	sources (1)	strong (1)
screen (2)	signed (1)	19:3	22:13
6:20 13:7	13:12	speak (2)	Stroup (3)
second (8)	signing (1)	21:22,23	1:21 14:8,9
4:4 16:9 18:7	13:13	speaking (1)	structure (6)
	similar (1)	3:4	
20:21 21:9,15			6:21 7:16,19
21:25 23:18	12:3	special (1)	8:8,16 11:24
Secretary (1)	since (3)	9:19	Subcommittee
2:10	7:12,21 15:1	specifically	17:10
sections (1)	Sirjue (8)	17:10,14,18	subcommittee
7:5	1:21 6:10,14	spell (1)	5:25
sector (1)	12:21,24 13:2	21.22	submit (1)
19:6	13:9,20	spend (1)	5:25
		22:8	
security (1)	sit (5)		Substance (2)
9:3	8:24 9:5 10:24	split (3)	11:7,12
see (8)	11:3,16	8:17 10:7,22	substantive (1)
6:15 7:4 8:16	sitting (1)	spread (1)	14:19
11:25 13:6	11:20	11:25	successful (1)
14:22 16:20	skills (1)	staff (7)	9:24
23:8	17:21	6:10,23 7:6,20	such (2)
seeing (1)	slide (2)	8:17 11:21	18:2,22
6:20	12:10 22:1	23:6	Suffiyah (15)
			1,16 2,22 22 24
selected (1)	slides (1)	standards (1)	1:16 2:22,23,24
11:11	8:13	14:14	4:3,13,14 14:1
sent (3)	smaller (1)	started (1)	16:3,15,16
2:10 17:6 19:16		7:12	20:18 21:3
serve (3)	smallest (1)	state (19)	23:16,25
10:16 11:15	22:25	1:11 2:4,8,10	summer (3)
12:8	so (42)	3:11 7:2 9:7	20:1,7,8
services (24)	3:16 4:6,17 5:4		support (3)
1:2 6:24,25 7:7		15:1,7,9,11	7:10 19:22,24
8:25,25 9:1,16	6:17,18,19,21	18:24 19:1,20	sure (2)
	7.0 9.6 15 10	$10.24 \pm 9.1,20$	15:22 22:8
9:17,20 10:3,6		25:2,6	
10:9,10,21,23	9:20 10:1,7,13	statistics (5)	surveys (1)
10:24,25 11:1	10:22 11:23	7:23 11:19,22	7:14
11:4,8,9 14:10	12:4,12 13:10	15:10,12	survival (1)
23:3	13:16 15:21	stay (1)	15:17
set (1)	16:10 17:4,4	10:19	swim (1)
18:12	17:16 18:9,22	STD (2)	17:20
shared (1)	19:1,20 21:5,8	10:10 11:9	swimming (8)
6:19	22:10,11,14	stenographic	17:21,23 18:2,3
sharing (1)	23:5,7,19	25:9	18:6,13,15
15:23			20:9
	solutions (1)	Steph (1)	
shifted (1)	5:21	24:6	Syndemic (2)
10:11	some (6)	Stephanie (14)	11:7,11
Shorthand (1)	5:22,22 7:17	1:15 2:16 4:6,7	system (3)
25:5	19:19 20:9,10	6:14,19 12:22	5:7 9:9 19:18
short-term (1)	something (2)	13:22 16:10	systems (1)
5:5	8:1 11:5	20:24 22:9,17	9:10
should (1)	soon (1)	23:15,19	System's (1)
12:18	14:23	strategic (3)	6:23
	I	I	I

Т	15:23 16:9	19:15,17,18,19	17:3,3 18:9,9
	17:6,12,12,12	19:20,22,25	19:11,23,24
T (2)	17:17,22 18:15	20:5,11,16	20:18,20 21:14
25:1,1			21:20 22:14
take (4)	19:2,7,15,16	21:6,8,17,24	
8:10 12:14	19:19,20 20:1	22:3,6,12,15	23:2,13,15,16
13:13 22:3	20:3,5,8,11,21	22:16,22,23,24	23:17
taken (2)	21:10,11,15,21	22:25_23:2,3,3	those (8)
1:10 25:10	23:18 25:7,8	23:4,5,6,7,8	10:3,11 12:12
taking (1)	25:11	24:4 25:6,7,7	13:12 14:23,24
3:12	that's (4)	25:8,9,10,12	20:11,12
ТВ (2)	8:3 12:24 19:21	25:13,14	thought (2)
10:10 11:9	20:9	their (2)	7:16 11:5
teach (1)	the (218)	15:16 22:24	three (4)
20:10	1:9,11,12 2:1,5	them (2)	3:1 4:17 21:5
team (3)	2:7,8,10,12,15	13:16 20:8	21:16
7:11 9:5 12:22	3:1,5,13,17,19	then (1)	three-fold (1)
Teams (2)	3:21,22,22,24	13:12	15:7
1:10 2:3	4:2,17,20,21	there (9)	through (7)
teamwork (1)	4:22,23,24,25	1:13 3:16 7:5	2:3 17:14 18:14
3:19	5:1,5,6,8,11	10:22 13:7	18:16,17 19:18
technology (2)	5:13,13,14,15	17:25 19:25	19:18
9:1 15:3	5:16,17,25 6:2	20:2 23:8	time (6)
tell (1)	6:4,5,9,11,12	there's (5)	3:4 5:1 15:17
22:6	6:15,16,20,21	3:17 12:10 18:7	17:4 23:2,7
	6:22,23,23,23	20:2,3	times (1)
testimony (1) 25:10	6:24,25 7:1,2	these (10)	17:16
	7:3,6,6,10,19	5:16,22,23 10:8	to (135)
<b>Thalia (3)</b>	7:20,20,21,22	11:23 13:7	2:1,2,10 3:9,10
1:21 6:10,13	7:23,24 8:3,10	18:18,20 20:16	3:14,15,21,23
than (1)	8:11,11,15,17	22:2	3:24 4:1,21,24
17:20	8:17,18,18,20	they (5)	5:3,10,10,12
Thank (24)	9:1,5,9,10,13	7:11,14 9:25	5:12,18,19,20
2:24 3:5,7 4:16	9:13,15,15,17	11:6 20:11	5:21,22,25,25
4:19 8:14 13:1	9:22,25 10:5,6	They'11 (1)	6:4,7,9,10,11
13:19 14:4	10:10,15,15,16	11:10	6:15,18,21
15:23 16:18,19	10:17,18,21,24	They've (1)	7:15,24 8:3,6
17:8 20:13,19	11:4,6,7,8,11	11:5	8:9,18 9:13
20:22 21:13,16	11:11,15,17,18	thing (2)	10:1,1,2,2,3,3
21:18 22:19	11:20,21,23,24	5:5 19:15	10:1,1,2,2,5,5
23:9 24:2,3,7	12:2,4,8,11,12		11:5,24,25
Thanks (4)		things (3)	
6:14 22:9,18	12:17,18,20,21	9:3 15:3,15	12:4,7,8,8,14
24:6	13:3,4,6,10,18	think (6)	$12:21 \ 13:10,11$
that (73)	14:5,6,6,6,9	7:19 8:7 12:10	13:14,21 14:18
2:3 3:19,20 4:1	14:10,12,14,15	12:11 19:16,20	14:23 15:3,7
4:21,21,22,25	14:15,16,17,18	third (1)	15:10,11,18,20
5:4,5,9,18,18	14:18,20,22,25	16:20	15:22,24 16:1
6:1,2,4 7:16		this (41)	16:3,5,21,22
8:1,6,7,8,12	15:8,10,10,15	2:5,6,11 3:10	16:24 17:2,6
8:18,22 9:3,5	15:24,25 16:1	3:18,25 4:3	17:16,20 18:1
9:6,21,25 10:2	16:20 17:5,9	5:4,5,5 6:10	18:6,6,11,11
10:5,14 11:5,6	17:10,14,22,23	7:12 8:1,4,15	18:12,18,19,20
11:23 12:3,7	18:1,2,3,3,4,5	11:8,14,16	18:20,23 19:1
12:11,13,15,19	18:11,18,23	13:5,8,10,17	19:2,8,9,9,10
13:12,21 15:14	19:1,4,5,8,9	15:11 16:8	19:16,17,21

#### Page 37

20:10,10,11,15	unchanged (1)	W	2:4 12:4
20:16,17 21:7	9:10		4
		want (3)	were (1)
21:9,21,22,23	under (7)	3:10,14 19:1	12:3
22:3,3,5,6,6,8	6:15,16 7:5	wanted (1)	We'll (1)
22:12,14,16,17	8:24 9:19	19:8	13:15
22:20,22,23	10:18 11:20	was (12)	we're (6)
23:2,3,3,4,5,6	understand (1)		5:19 6:10,21
23:7,9,12	5:4	1:10 2:10,11	14:12 15:21
today (5)	understandin	4:22 7:9,16	22:19
		11:5,20 14:2	
2:4 3:9 6:3	15:15	16:21 19:7	we've_(4)
14:12 15:21	union (2)	24:8	5:24 7:13 8:6,7
together (3)	13:14,15	wasn't (1)	what (6)
8:7 11:10 17:11	unit (3)	21:8	6:19 7:9 10:24
too (1)	7:25 9:19 13:15	way (1)	15:4,4 23:1
22:17	units (3)	9:14	when (5)
towards (1)	8:17 12:3,7		7:22 13:8 14:23
8:11	until (1)	ways (1)	19:16 21:23
		15:18	
training (1)	14:18	we (54)	whereas (1)
22:10	up (5)	2:1,3 3:1,9,20	10:8
transcribing	7:15,24 8:7	3:20,23 4:1,17	which (9)
2:3	17:1 21:22	4:20,24 5:4,8	3:2 7:2 9:2,12
transcript (1)	upcoming (1)	5:9,20,20 6:1	9:16,23 11:20
25:9	8:9		14:14 18:5
transcriptio	up-to-date (1)	6:2,7 7:9,12	while (3)
3:3	15:3	7:16,17 8:11	14:20 19:13
Transformati	us (7)	8:12,16,22	20:2
		9:16,18,22	
12:17,19,22	7:11,15 8:9,10	10:14 11:5,13	who (12)
Transparency	8:12 12:4	11:25 12:7	2:11 3:12,12,23
8:2 9:12	14:22	13:13,21 14:17	8:21 11:15
transportati	USA (1)	14:19,20,23,25	12:2 14:24
18:23	18:3	15:2,9,11,12	17:16,16 21:20
treatment (3)	Use (2)	16:10 17:25	23:7
9:17,19 15:16	11:8,12		whole (1)
trends (3)	used (1)	19:1,16,20	22:12
15:11,16,17	10:8	21:5,16 23:19	who's (2)
		weather (2)	5:3 13:14
tried (1)	usual (1)	6:15,16	
11:25	17:4	Webb (28)	WIC (1)
true (1)		1:16 2:22,23,23	11:1
25:8	<u> </u>	4:3,3,13,15	wide (1)
try (1)	vaccine (1)	14:1,2 16:3,3	5:7
5:21	5:12	16:5,15,16,17	will (29)
two (6)	vendor (1)	16:24 17:2	2:15 3:7,16,17
2:13 7:5 8:13	7:10	10.13 15 30.17	5:18 6:2 8:9
8:17 10:7,22	very (4)	19:12,15 20:17	8:19,20,21,24
	7:5 9:21 22:19	20:18 21:3,4	
type (2)	24:3	23:16,16,25	$9:5\ 10:16,19$
10:3 20:12		24:1	10:21,22,24,25
types (1)	via (1)	website (1)	11:3,14,15,16
10:4	1:10	2:13	13:11,17,18
typically (1)	Vital (2)	week (2)	20:21 21:11,15
13:12	7:23 11:21	17:7 24:5	23:18
	voice (1)	welcome (5)	with (19)
U	6:17		2:7 5:3,24 7:10
unbalanced (1)	vote (2)	3:10,106:9	7:16 8:7 12:19
7:5	13:21 15:22	13:2,20	14:20,25 15:2
		well (2)	±1.20,25 ±5.2
	1		l

Page	38
------	----

15:3,18,20 17:19 18:14 19:19 22:16,17 25:13 within (2) 11:16 12:24 without (1) 14:16 Women's (1) 10:10 wondering (1) 19:25 words (2) 12:13 16:25 work (4) 9:8 11:6 12:3 15:18 working (6) 5:24 6:1 14:20 18:1 22:16,17 would (10) 6:4,9 14:5,16 16:24 20:6 21:21 22:3,6 22:22 written (1) 12:12 Y Yeah (1) 12:12 Y Yeah (1) 12:12 Y Yeah (1) 12:12 13:9,23,25 14:2 16:12,14 16:17 20:25 21:2,4 23:21 23:24 24:1 yeses (3) 4:17 21:5,17 YMCA (1) 18:3 you (45) 2:24 3:6,7 4:16 4:19 7:4 8:13 8:14 9:18 11:25 12:21 13:1,19 14:4 14:24 15:23 16:18,19,24 17:3,5,6,7,8 19:16,21 20:13 20:19,22 21:13 21:16,18,21,22	22:5,6,6,17,19 22:20 23:9,9 24:2,3,7 your (8) 3:4,5 6:15 21:23 22:7,20 24:4,4 you'11 (2) 8:16 14:22 you're (3) 6:19 13:2,20 #30X10018150 1:11 25:20 #50010742 (1) 25:21 1 1st (1) 13:18 11 (1) 18:8 11:00 (1) 23:11 12 (1) 18:8 12th (1) 3:22 14th (1) 23:11 15 (1) 17:14 16 (2) 1:6 25:23 1975,c-10:4 2:8 1978 (1) 15:1 2:21 2024 (1) 7:13 2025 (2) 1:6 25:23 231 (1) 2:8 3:00 (1)	1:12 30 (1) 13:13 30-day (1) 13:16 4 4 4 4:00 (1) 24:8 8 8:57(a) (2) 14:14 15:25 80 (1) 17:18 9 90 (1) 17:24	