

# New Jersey Safety Net Innovation Proposal

**NOVEMBER 2025**

## About NJ SNIP

Healthcare safety net providers are a vital resource for vulnerable populations, especially those without access to equitable care due to income or insurance status. To meet the needs of their care populations, safety net providers require dependable funding and technical assistance (TA) to support service provision and expand capacity to address the growing needs of their communities.

The New Jersey Safety Net Innovation Proposal (NJ SNIP), launched in 2023, is a grant opportunity funded by the Bristol Myers Squibb Foundation (BMS Foundation), an independent charitable organization, and implemented by the Camden Coalition to support safety net providers in their efforts to increase access to quality healthcare for medically underserved New Jersey communities. Two-year grant funding can be used by grantees for strengthening internal infrastructure, expanding current health services or programs, or creating a new service or program. In addition to grant funding, NJ SNIP provides technical assistance to expand safety net organizations' capacity to serve local needs and create a bridge to additional funding opportunities.

## Camden Coalition's role

The Camden Coalition was selected by the BMS Foundation through a competitive proposal process to serve as the NJ SNIP implementation partner based on our history of strengthening communities' ecosystems of care, advocating for safety net funding, and supporting state and local policy implementation as a [New Jersey Regional Health Hub \(RHH\)](#).

The Camden Coalition's technical assistance (TA) team collaborated with the BMS Foundation to design NJ SNIP, including the development of a program logic model, a grant application and review process, external advisory committees, and a tailored approach to technical assistance

for the funded organizations. Our extensive experience in designing, launching, and sustaining evidence-based, grant-funded programs — as well as in amplifying best practices and creating workforce development materials — positioned the Camden Coalition TA team to design and deliver impactful technical assistance to the 19 community-based organizations funded by NJ SNIP.

## Our TA approach

The Camden Coalition's technical assistance approach for NJ SNIP is anchored in three key strategies to support the grantees' success:

- Provide tailored monitoring and evaluations support to aid grantee project development and progress reporting
- Center relationship development and partnership in problem solving; and
- Adapt TA based on grantee needs and readiness rather than a one-size-fits-all solution.

### *TAILORED MONITORING AND EVALUATIONS SUPPORT*

The Camden Coalition collaborated with the BMS Foundation to identify tailored methods for grant progress reporting and data collection. In lieu of written reports from the grantees, the Camden Coalition TA team collects updates on grantee progress verbally during quarterly 60-minute conference calls to understand project objectives, emerging challenges, and upcoming priority activities and needs. Annual evaluation interviews are completed with each grantee team to explore project impact, changes in project plans, and feedback on the grant processes and structure.

### *CENTER RELATIONSHIP DEVELOPMENT AND PARTNERSHIP IN PROBLEM-SOLVING*

The Camden Coalition understands the importance of building trusted relationships with grantees which allow us to then work in partnership to support their success. The quarterly meetings not only streamline grant progress reporting, but also offer time for the Camden Coalition and the grantees to engage in deeper discussion and



brainstorming related to their work. The meetings are structured as a space for the grantee to share progress on project objectives and activities, assess ongoing and newly available program data, review successes and challenges that could be addressed through TA or training, and plan for sustainability and community engagement relevant to the grant program.

#### ***TAILOR TA BASED ON GRANTEE NEEDS AND READINESS***

The Camden Coalition team has used the quarterly meetings to assess each grantee's unique needs and challenges, and then provide tailored follow-up support to ensure each grantee receives the resources they need to be successful. We utilize a flexible approach to TA that allows us to focus on each individual organization and their needs, rather than requiring all grantees to participate in preset TA events or complete a standard curriculum. The TA team has provided connections to informational resources and subject matter experts based on the needs that emerged during the progress discussions. Additional TA-focused meetings are scheduled as needed or requested by the grantees between quarterly check-ins.

## **Grantees' reflections on the NJ SNIP TA approach to date**

At the midpoint of the Cohort I grant period (one year after the project was initiated), we collected feedback on grantees' experiences with the NJ SNIP grant as part of the program evaluation plan. Interviews conducted by an external evaluator generated highly positive feedback and provided input to refine our TA strategies for the second cohort of grantees and future TA engagements.

The grantees' feedback highlighted early successes of this impact-focused grant program, and how the Camden Coalition can continue to support the grantees and help ensure that the program is effective from both the grantee and philanthropic funder's perspectives.

#### ***TECHNICAL ASSISTANCE***

Grantees described their partnership with the Camden Coalition as one built on mutual trust. They felt their expertise and knowledge of local community needs were recognized and respected by the TA team. Additionally, grantees stated that their TA experience was tailored to their

specific needs and capacities, and that the Camden Coalition team prioritized working toward shared goals in the grant program. The TA team was described by grantees as "always available," "easy to access," and "very responsive."

#### ***SKILL DEVELOPMENT***

Through the quarterly meetings and additional interactions, grantees reported improving or developing skills in various areas including:

- Best practices in specific project focus areas
- Community engagement and partnership
- Complex care delivery models
- Data utilization
- Future grant funding identification and application
- Program development

Multiple grantees expressed interest or enrolled staff to complete the Camden Coalition's online, self-paced [Complex Care Certificate](#) program to further develop their skills, knowledge, and attitudes around complex care delivery.

#### ***GRANT STRUCTURE***

The grantees felt that the funder's willingness to consider grant funds reallocation requests— coupled with guidance provided by the Camden Coalition TA team - enabled them to make adaptations that broadened their patient populations and the services their organizations could offer. Overall, the cohort viewed the ability to request an adjustment for the use of funds and program activities in response to evolving community/organizational needs as an indicator of trust and confidence in their expertise. They described the grant reporting requirements as manageable and conducive to easy data sharing, given their team's workload, and they credited a streamlined and supportive process for fund allocation with helping them to appropriately adjust spending to address real-time needs. Specifically, grantees have indicated that participating in quarterly check-in calls, rather than submitting written reports, significantly reduced administrative requirements as compared with other grants.

For more information on the midpoint evaluation interviews, see the [NJ SNIP Cohort 1 Midpoint Evaluation Interview Report Executive Summary](#)



NJ SNIP Cohort #1 (funded through December 2025)

	ORGANIZATION	GRANT FOCUS AREA
Maternal health related	Ocean Health Initiatives	Establishing Centering pregnancy and Centering parenting services
	Osborn Family Health Center, Inc.	Expanding access to care through building team capacity with Patient Navigators and an OB/GYN Patient Coordinator
	South Ward Promise Neighborhood	Expanding doula services through the Healthy Beginnings education program and launching a new community health center
	St. Joseph’s University Medical Center	Developing a team-based doula program
Care for chronic conditions	Greater Newark Health Care Coalition	Developing a pediatric asthma care program through community collaboration and events
	Health Coalition of Passaic County, Inc.	Launching a Pathways diabetes prevention program
	Henry J. Austin Health Center	Expanding the organization’s hypertension control initiative through clinical pharmacy and community health worker supports
Other healthcare access expansion or quality improvement	Care Plus Bergen, Inc. (Bergen New Bridge Medical Center)	Broadening LGBTQ+ medical services through health center expansion and community partnerships
	Urban Health Institute at Cooper University Health Care	Partnering with the Center for Family Services (CFS) to deliver more effective SDOH screenings, referrals, and coordinated care
	Visiting Nurse Association of Central Jersey Community Health Center	Implementing the High Reliability Organization (HRO) transformation model to reduce preventable errors
	Zufall Health Center, Inc.	Integrating medication addiction treatment (MAT) into an FQHC primary care setting

NJ SNIP Cohort #2 (funded through December 2026)

	ORGANIZATION	GRANT FOCUS AREA
Behavioral health/ mental health for individuals experiencing serious mental illness (SMI)	Bridgeway Behavioral Health Services	Reducing Metabolic Syndrome for persons living with SMI
	CenterPath Wellness of Easterseals NJ	Increasing access to culturally competent mental health care and transportation
	CPC Integrated Health	Improving access to mental health and co-occurring services; and improving care transition for individuals exiting in-patient settings
	Integrity House	Expanding rapid access to clinical services and community risk reduction initiatives
	Jewish Family Service Atlantic County	Creating an interdisciplinary mental health team to expand access to care and wrap-around support services
	Maryville, Inc.	Building capacity to serve members of the LGBTQIA+ community experiencing SMI
	Mental Health Center of Passaic	Improving access by increasing clinicians, expanding coordination, upgrading infrastructure, and enhancing quality of existing mental health services
	Oaks Integrated Care	Launching a mobile health van to expand services in non-traditional locations



### *THEMES AND NEXT STEPS*

A common thread in the first cohort's midpoint feedback was an interest in peer learning opportunities — the chance to learn from and share information with fellow grantees across both NJ SNIP cohorts. Grantees were also interested in opportunities to engage with state and federal advocacy efforts that impact funding for their work.

Based on the feedback, the Camden Coalition integrated peer learning into the TA opportunities for both Cohort I and Cohort II grantees. We have developed and implemented webinars on topics such as data, sustainability, community engagement, and communicating program impact that feature subject matter experts, peer presentations, and time for discussion. Through the TA provided by the Camden Coalition team and subject matter experts, we aim to support not only the success of the grant but also the long-term success for each organization beyond the grant period. The breadth of our TA offerings is designed to achieve sustainability by focusing on workforce training, meaningful community and consumer engagement, sustainable funding pathways, building partnerships, and developing compelling narratives about the impact of the organizations' work.

The Camden Coalition team will continue to refine the TA approach in response to the needs of Cohort II grantees and looks forward to learning from the trust-based relationships developed with these impactful organizations, which are a critical part of the ecosystem of care for medically underserved communities throughout the state.

## Contact us for more information

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