

Rural Counseling and Supportive Services for Lyon County



Recruitment and Retention Plan for Mental Health Professionals

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Lyon Counseling and Supportive Services

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Introduction

This plan is intended to serve as an internal document for the Rural Counseling and Supportive Services for Lyon County and can also be used as a general guide for recruitment and retention of health care professionals in rural areas.

The general components of this plan are based on *Recruitment & Retention Best Practices Model, 2005* funded by the federal Bureau of Primary Health Care (BPHC), Health Resources and Services Administration; and the Midwest Retention Toolkit, created by The National Rural Health Resource Center and the National Rural Recruitment and Retention Network.

Multiple sources were required to develop the localized details of this plan which will need to be updated on an annual basis. This initial publication is coordinated by the Primary Care Office (PCO), Division of Public and Behavioral Health, under grant obligation to BPHC.

The role of the PCO is to improve access to primary care, including recruitment and retention of critical health care providers. The PCO serves as a state liaison to BPHC for designation of Health Professional Shortage Areas (HPSA) and Medically Underserved Areas or Populations (MUA/P), and for approval of National Health Service Corps (NHSC) clinical sites. These designations and site approvals support access to federal health care resources, including: grants to health centers, training and recruitment of health professionals, enhanced payment through Medicare and Medicaid, and immigration policies for health professionals.

The key resources that the PCO leverages with regard to recruitment and retention are the NHSC loan repayment and scholar programs, and the J-1 Physician Visa Waiver and National Interest Waiver policies. The PCO maintains contact with all safety net providers¹ to update information on the health care workforce, conduct outreach and technical assistance regarding program opportunities and requirements, and to ensure requirements are met.

Information on how to qualify for these federal resources is provided in [Appendix 3: Access Points and Resources](#). The best practices for recruitment and retention apply broadly to all health care professionals even beyond those who are federally supported.

Recruitment and Retention Plan

Research suggests that the ability to adapt to rural practice and, especially, rural life is a key determinant of retention. It is important that providers who practice in a rural setting feel connected to their community. Besides feeling that they “belong” to their rural community, healthcare

¹ Safety net is a broad term to encompass all health care providers and facilities accepting Medicaid and Medicare payment for services, which is a requirement for participating in the NHSC and waiver programs.

providers who practice in remote and sparsely populated areas may require additional training to feel confident in their abilities to handle situations without assistance available in urban areas.²

The Rural Counseling and Supportive Services for Lyon County Recruitment and Retention plan identifies a successful recruitment as one in which a candidate stays at least four years with our organization. Our plan addresses a number of elements that affect retention success, including:

- Screening candidates for the best all around “fit,”
- Establishing mutual expectations during the interview and reiterating these before an offer is made (i.e. client caseload, schedule, committee time, etc.) Ensuring that candidates know exactly what to expect,
- Offering to screen the spouse for career objectives or requirements, or other means to connect with the community,
- Offering to assist with connecting family members to education and recreation,
- Integrating “retention” into the interview process. Communicating to candidates upon interview that one of the primary goals of the recruitment process is retention, and
- Continuing communications and follow up with new hires for the first three years of employment at RCSS of Lyon County.

² American Academy of Family Physicians Rural Recruitment and Retention Position Paper. “Keeping Physicians in Rural Practice.” September 2002.

Service Area Profile

DEMOGRAPHICS

According to 2010 Census Bureau, Lyon County is home to approximately 51,980 residents with 62% of its population between the ages of 18-64 and split almost equally between men and women. The population growth rate is 50.66% since 2000, which is much higher than the state average rate of 35.15% and the national average rate of 9.71%. Lyon County covers an estimated 2,001.19 square miles of land area and 23.01 square miles of water area; and lies in Western Nevada, southeast of Reno and east and southeast of Carson City.³ Lyon County has a desert's climate that creates an arid atmosphere with warm summers, moderate winters, and cooler nighttime temperatures throughout the four seasons. More than 300 days of sunshine each year ensures abundant opportunities for outdoor adventure in an area that boasts some of America's most spectacular recreational sites for hiking, biking and boating. Some of the finest downhill skiing and snowboarding resorts in the nation are nestled in the Lake Tahoe region – just 90 minutes away. Residents are able to enjoy common and extreme sports including glider flights, all-terrain vehicle riding, horseback riding, golfing, tennis, ballooning, hunting, trap shooting and fishing.⁴ Among the Lyon County communities are Dayton; Fernley; Mason; Silver City; Silver Springs; Smith; Yerington.

Lyon County was one of the nine original counties created in 1861. It received its name in honor of fallen Civil War General Nathaniel Lyon.⁵ Its first County Seat was Dayton, which had just changed its name from Nevada City in 1862, and had been called Chinatown before that. After the Dayton Court House burned down in 1909, Lyon County Seat was located in Yerington in May 1911.⁶ Its Courthouse was opened in 1912; and was designed by Frederick J. DeLongchamps and built by George Friedhoff at a cost of \$10,970. The furniture, heating system and sidewalks were installed in the spring of 1912. Wooden tools were used in its construction are on display in the Lyon County Museum. The courtroom spectators' chairs are equipped with hat racks. It is believed that since women had not yet earned the right to vote, the courtroom was built with only a men's bathroom. The courtroom is lined with photos of judges who presided in the Third Judicial District and the high ceilings are coved. At the entrance of the courtroom stands an antique grandfather clock, and the hallway walls and floors are original tiles. It is believed that Jack Dempsey helped lay the floor tiles.⁷

Nevada residents do not pay a state income tax, and property in rural Nevada is often inexpensive compared to property in Reno, Las Vegas, and neighboring states. Lyon County provides beautiful

³ <http://www.usa.com/lyon-county-nv.htm>

⁴ http://www.sunraydirect.com/Reno3/?page_id=338

⁵ http://nsla.nevadaculture.org/index.php?option=com_content&view=article&id=677%3Amyth-15&catid=130%3Aarchives-myth&Itemid=418

⁶ <http://www.lyon-county.org/documents/48/Lyon%20County%20Fact%20Sheet.PDF>

⁷ <http://www.lyon-county.org/index.aspx?NID=676>

vistas and extensive outdoor recreation opportunities including hiking, horseback riding, golfing, hunting, fishing, mountain biking, and skiing.

HEALTH

According to the 2013 County Health Rankings⁸ for Nevada, Lyon County ranks thirteenth in the state for *Health Factors* that impact health outcomes. This metric is a combined score of health behaviors (tobacco use, diet and exercise, alcohol use, and sexual activity), clinical care (access to care and quality of care), social and economic factors (education, employment, income, family and social support, and community safety), and physical environment (environmental quality and built environment). This report also ranks counties according to *Health Outcomes*, based on mortality (length of life) and morbidity (quality of life). Lyon County ranks seventh in the state for *Health Outcomes*.

Population Health Profile





At the beginning of 2013, the Nevada Office of Rural Health published *The Nevada Rural and Frontier Data Book – 2013 Edition*⁹ (*Data Book*); which includes estimated and projected data for the health care sector, as well as other sectors.

According to the *Data Book*, for rural and frontier counties combined, self-reported lifestyle and behavioral risk factors for alcohol use among adults in 2011 included the following:

- Single occasion binge drinking of 5 or more drinks, 16%
- Heavy daily drinking of 3 or more drinks for men or 2 or more drinks for women, 8.2%

Data Book information about self-reported substance abuse among the population, aged 12 and over in rural and frontier counties combined for 2010, includes:

- Alcohol use in past month (age 12-20), 26.3%
- Alcohol use in past month (all), 57.0%
- Alcohol binge use in past month (12 -20), 17.6%
- Alcohol binge use in past month (all), 26.2%
- Alcohol dependence in past year, 3.4%
- Alcohol dependence or abuse in past year, 8.5%

Recent Trends (2009 – 2012) Rural and Frontier counties		
Alcohol use in past month	age 12-20 	-3.4%
	all ages 	1.3%
Alcohol binge use in past month	age 12-20 	-4.3%
Cigarette use in past month		-2.6%

⁸ County Health Rankings & Roadmaps, University of Wisconsin, Population Health Institute, Robert Wood Johnson Foundation. Online access at www.countyhealthrankings.org/nevada.

⁹ Reported data is excerpted from the Nevada Rural and Frontier Health Data Book, 2013 Edition. Complete data tables are available online at <http://www.medicine.nevada.edu/orh/databk13.html>









- Cigarette use in past month, 24.4%
- Cocaine use in past year 2.5%
- Dependence on or abuse of illicit drugs or alcohol in past year, 10.2%
- Illicit drug dependence in past year, 1.9%
- Illicit drug dependence or abuse in past year – 3.0%
- Illicit drugs other than marijuana, used in the past month, 4.2%
- Illicit drug use in past month, 9.7%
- Marijuana, average annual rate of first use, 1.8%
- Marijuana, used in past month, 7.1%
- Marijuana, used in past year, 11.7%
- Pain relievers, non-medical use in past year, 5.8%
- Perceptions of great risk of binge drinking, 43.9%
- Perceptions of great risk of daily smoking, 70.3%
- Perceptions of great risk of smoking marijuana once a month, 34.0%
- Tobacco product use in past month, 28.7%
- Needed treatment for alcoholism in past year, 8.1%
- Needed treatment for illicit drug in past year, 3.2%

Health Care Workforce and Resources¹⁰

For Lyon County in 2011, the 2013 Nevada Rural and Frontier Data Book (referred to as the Data Book)¹¹ lists 154 positions at hospitals; 113 jobs as physicians, dentists and other professionals; 151 jobs in the nursing and protective care; 40 jobs at pharmacies; and 37 jobs regarding other medical and health services. All of which constitute a total of 495 positions in the health sector.

According to the 2013 Nevada Rural and Frontier Data Book, in 2012, the Lyon County workforce population per 100,000 includes the following professionals:

- 1.9 licensed osteopathic physicians (DOs)
- 18.8 licensed primary care physicians (MDs and DOs)
- 15.0 licensed advanced practitioners of nursing (APNs)
- 9.4 licensed physician assistants (PAs)
- 517.6 licensed registered nurses (RNs)
- 93.8 licensed practical nurses (LPNs)
- 0 licensed registered nurse anesthetists (CRNAs)
- 5.6 licensed registered nurses with EMS certification
- 376.9 certified nursing assistants (CNAs)
- 15.0 licensed dentists
- 22.5 licensed registered dental hygienists
- 397.5 licensed emergency medical technicians (EMTs).

Recent Trends In Lyon County			
2002-2012	RNs		74.7%
	LPNs		11.9%
	EMs		300%
	CNAs		22.6%
2003-2012	PAs		400.0%
2004-2012	Dentist		-27.3%
	Licensed Registered Dental Hygienists		20.0%
2006-2012	DOs		-50.0%

According to the *Data Book*, in 2012 there were 63 licensed community hospital beds in Lyon County, 49 of those were long-term care beds.

Besides the regular clinics and hospitals, Lyon County has several tribal health centers, listed as follows: Fallon Tribal Health Clinic; Pyramid Lake Tribal Health Clinic, Washoe Tribal Health Center and Yerington Paiute Tribal Health Clinic.

Among the tribal health centers, there is Washoe Tribal Health Center, which is focused on enhancing and maintaining the health status and well being (physically, mentally, spiritually, and emotionally) of tribal members and their families within all Washoe communities. The following services are provided at the Washoe Tribal Health Center¹²: medical services (physicians, nurse

¹⁰ Reported data is excerpted from the Nevada Rural and Frontier Health Data Book, 2013 Edition. Complete data tables are available online at <http://www.medicine.nevada.edu/orh/databk13.html>

¹¹ <http://www.medicine.nevada.edu/orh/databk13.html>

¹² <http://www.washoetribe.us/administration/programsdepartments/health-center.html>

practitioners, registered nurses, licensed practical nurses, etc.); radiology services; podiatry care; chiropractic services; medical laboratory; pharmacy services; dental services (dentists, dental hygienists, and dental assistants); optometrist (eye care); community health representatives; wellness and injury prevention; environmental health; diabetes care; nutrition and dietitian services; medical records management; and patient transportation services.

Furthermore, Pyramid Lake Tribal Health Clinic states that its mission is providing responsive, consumer-oriented, comprehensive health care that is accessible to the communities of the Pyramid Lake Paiute Reservation, and to strive for the continuous improvement of the quality of health care provided to patients through increasing resources, targeting high risks groups, and improving each staff member's knowledge and practice of health care. Pyramid Lake Tribal Health Clinic provides community-based public health promotion and disease prevention activities by targeting subgroups that are at high risk of developing health problems. In an effort to reduce the prevalence of disease in the communities on the Pyramid Lake Paiute Reservation, they also provide a variety of community health education that will help increase health knowledge.¹³

Health Care Workforce in the rural and frontier counties

According to the 2013 Nevada Rural and Frontier Data Book, the health care sector for the rural and frontier counties is projected to grow significantly over the next 8 years; from 5,493 jobs in 2012 to 6,047 jobs in 2020. This would mean 554 new positions in rural and frontier counties. These projections would include a significant increase in the following areas: home health care services, nursing care facilities, and community care facilities for the elderly.


In regards to the mental health workforce supply in rural counties of Nevada, the 2013 *Nevada Rural and Frontier Data Book* shows that in 2012 there were 75.0 alcohol, drug, and gambling counselors per 100,000 of the population. That figure is particularly noteworthy when compared to its counterpart of 46.3 for urban counties; however, the number of psychiatrists and psychologists in rural counties is disconcertingly low. In fact, the Data Book showed that in 2012 there were 0.7 psychiatrists and 6.4 psychologists per a 100,000 population in the rural counties with zero psychiatrists and 7.5 psychologists in Lyon County. This reveals a pressing need in that area for mental health services. Furthermore, according to the Data Book, as of 2012 100% of the population of rural and frontier counties (Lyon County included) resided in health professional shortage areas.

Some other factors affecting access to mental health care in rural and frontier counties include a relatively high-uninsured rate of 23.9% in 2011, a poverty rate of 12.0% in 2011, and an unemployment rate of 10.9% in 2012. Alarmingly, Lyon County has an unemployment rate of 15.8%, which is the highest rate of unemployment in all rural and frontier counties in Nevada and almost twice the United States average unemployment rate (8.1%).

¹³ <http://plpt.nsn.us/clinic/>

ECONOMY

After four years of significant economic challenges, locally and nationally, there are several recent economic indicators for Lyon County to be optimistic about. The Data Book shows a declining trend in Lyon County's unemployment rate since 2010. In fact, it decreased to 15.8 percent in 2012 from 17.8 in 2010. Nonetheless, the unemployment rate is still high compared to the 10.2 percent that was reported at the end of 2008 -- before the economic recession.

Recent Trends (2009 – 2012) Rural and frontier counties		
Poverty rate		-4.2%

According to the 2013 Nevada Agriculture Analysis and Opportunities prepared by the Northern Nevada Development Authority and the Business Resource Innovation Center, the agriculture sector is an important component of the Nevada economy, which is composed primarily of livestock and crop production. Regarding the crop production, Lyon County produces 17.1% of Alfalfa Hay, which is part of the third biggest commodity produced in the state. Furthermore, in total, 57.0% of all alfalfa production takes place in four of Nevada's counties, including Lyon County as the second largest producer of this crop in the state.

Regarding economic development, Lyon County is located in an ideal business location just minutes away from Reno and Carson City, Nevada. The Northern California marketplace is only a couple of hours away via railroad or interstate highway. The business-friendly environment includes low property taxes and no state income tax. Lyon County hosts three growing industrial parks in Dayton, Fernley, and Yerington. Current occupants include businesses such as Amazon.com, Sherwin-Williams, and Oakley.

On a related note, the 2013 Nevada *Rural and Frontier Data Book* shows that the median family income in Lyon County increased by 21.6 percent from 2000 to 2011 and was estimated to be up to \$54,564 for 2011.

Concerning housing units in Lyon County, the Data Book indicated an increase of 60.3 percent from 2000 to 2011; however, it shows a significant decline in new building permits issued by Lyon County, down from 624 new building permits issued in 2006 to 48 in 2011.

COMMUNITY, RECREATION & RESOURCES

Lyon County boasts a number of outdoor recreation and wildlife viewing opportunities. State Parks include [Lahontan Reservoir](#), [Fort Churchill](#), [Buckland Station](#), [Dayton State Park](#), [Mason Valley Wildlife Management Area](#), and [Wilson Canyon](#). Outdoor opportunities are also plentiful on thousands of acres managed by the [US Forest Service](#) and [Bureau of Land Management](#). Recreation areas provide unique settings and opportunities for high desert and backcountry adventures on horseback or in off road vehicles; for hiking, fishing, bird watching, hunting and any number of other

outdoor activities. An arid climate prevails with warm summers, moderate winters, and cool night temperatures throughout the year.

Why Lyon County is a good place for providers and their family to relocate. Those who helped develop this plan were asked to share why a provider and their family would want to relocate to live and work in Lyon County. They noted three compelling reasons: Location, Community and Education.

- **Our location and scenic geography.** Located in a beautiful rural valley with outdoor opportunities in all directions, the county has much to offer. In addition to Lahontan Reservoir, residents are close to Pyramid Lake, Lake Tahoe and Topaz Lake with access to many outdoor activities both winter and summer. Lyon County is the perfect recreational venue for the whole family with hiking, backpacking, horseback riding, Off Highway Vehicle (OHV) access, golfing, small and large game hunting, fishing, boating, mountain biking and climbing, snowmobiling and skiing. Residents enjoy great weather and air quality, and the scenery is outstanding with many mountain ranges, gorges and canyons. The communities in Lyon County have small town atmospheres with people who are supportive, caring, and engaged. Housing prices vary by community, but are generally considered affordable, especially when compared to neighboring California. Reno and Carson City are only a short drive away, and people travel to California cities such as San Francisco and Sacramento to enjoy cultural experiences and big city shopping.
- **Our education system.** Lyon County schools are strong, with innovative programs that link students to the community. The Board of Trustees continues its commitment to implement their vision of a curriculum that is more rigorous and relevant in meeting the needs of 21st century students preparing them for college and career opportunities. The district received more than \$3 million in federal funds to support classroom instruction, teacher/administrator professional development, technology in the classroom, distance learning, and career and technical education. It is paying off. Our most recent school report card (2011-12) notes the graduation rate for the District is 84%, well above the state average of 70%. Nearly 80% of elementary students were proficient in math, and nearly 90% of high school students were proficient in English Language Arts. An East Valley Elementary teacher was named the 2012 Nevada Teacher of the Year, while the Deputy Superintendent was named Central Office Administrator of the Year by the Nevada Association of School Administrators. They also achieved Adequate Yearly Progress for the second year in a row, with Silver Springs Elementary School named a National Distinguished Title I School; and, Sutro Elementary School, Silver Springs Elementary, and Smith Valley Schools, rated High Achieving Schools. Career and Technology Education programs include offerings in many fields identified as high demand, such as nursing, welding, accounting, computer graphics, agricultural sciences, and video production.

Practice Description

The State Department of Health and Human Services is located in Carson City and encompasses the state Division of Public and Behavioral Health which houses Rural Services. Rural Counseling and Supportive Services for Lyon County is one of 14 full or partial service mental health clinics in rural Nevada that supplement major treatment and service facilities in the urban areas. Located in Yerington, Fernley and Silver Springs, Rural Counseling and Supportive Services for Lyon County provides the following services for children, adolescents and adults:

- Outpatient Counseling, including group, family and individual therapy
- Psychiatric Care and Medication Clinic
- Psychosocial Rehabilitation
- Service Coordination
- Consultation and Education
- Crisis Services during business hours

RURAL COUNSELING AND SUPPORTIVE SERVICES FOR LYON COUNTY TEAM & STRUCTURE

Rural Counseling and Supportive Services for Lyon County (RCSS of Lyon County) provides services at three sites with a multi-disciplinary team that share the common goal of serving seriously mentally ill adults and children with serious emotional disturbance. The professional positions that come together to serve our clients and that are eligible for the HRSA loan repayment program are:

- RN – Psychiatric Nurse
- Licensed Clinical Social Workers, Licensed Clinical Professional Counselor and Licensed Marriage and Family Therapists
- Psychologists
- Psychiatrists

Information about the HRSA loan repayment program is found in [Appendix 3: Access Points and Resources](#).

The staff composition varies by location as shown in the organization charts on page 12; the Director at each site is a clinician. The Silver Springs team is currently comprised of nine staff members including two registered psychiatric nurses, three mental health counselors, one psychiatric case worker, one administrative assistant, and a clinical program manager. In Fernley, the team consists of six staff, including a clinical program manager, one psychologist, a mental health counselor, an administrative assistant, and a contract nurse. The Yerington site is comprised of seven staff, including one psychiatrist, two mental health counselors, a clinical social worker, one psychiatric nurse, a psychiatric case worker, and an administrative assistant.

Why People Want to Work Here

When asked to share why someone should consider becoming part of the RCSS of Lyon County team, staff highlights the supportive and flexible environment and great community collaborations as motives. More specifically, the following reasons were offered:

The Team. The professionalism of our staff is unquestionable. We are a team that is important to the community. Our team members are excellent, with easy going demeanors and a good sense of humor. We are a cohesive team that is dedicated to bringing the best mental health treatment to the community. We enjoy good team support at RCSS of Lyon County.

The Community and Location. We operate three clinic sites. Two of the communities (Fernley and Yerington) are small, close knit community clinics. The third clinic (Silver Springs) reflects the characteristics of that community: a place where people prefer a solitary, more independent existence. Each community cares about the people that live there, and is very supportive of the RCSS clinic staff. Our teams are well-respected members of the community. We are just a short, scenic drive from Carson City and Reno.

The Work Environment. RCSS of Lyon County maintains a professional atmosphere where staff are able to work effectively without being micromanaged. Professionals have the options to select the best treatment modalities and/or transfer client cases to other clinicians if necessary for better outcomes. At the same time, there is collegial support and collaboration on cases. This results in access to more resources for our consumers, i.e. psychiatric services, service coordination and rehabilitative mental health interventions as well as administrative support for our team members. Work schedules can be flexible, according to the needs of the individual staff member. RCSS of Lyon County is a great learning environment with in-house professional training and connections with a network of mental health providers throughout the county.

Structure

The three organizational charts that follow show the positions currently in place by site location. The job descriptions for each follow, along with job descriptions for new/expanded positions we hope to fill as funding becomes available.

Figure 1: RCSS – Yerington - Organization Chart, December 2013

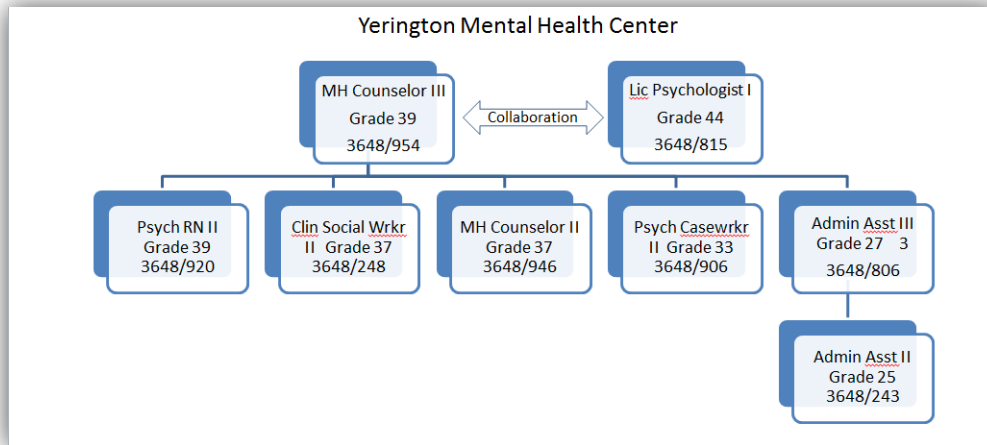


Figure 3: RCSS – Fernley - Organization Chart, September 2013

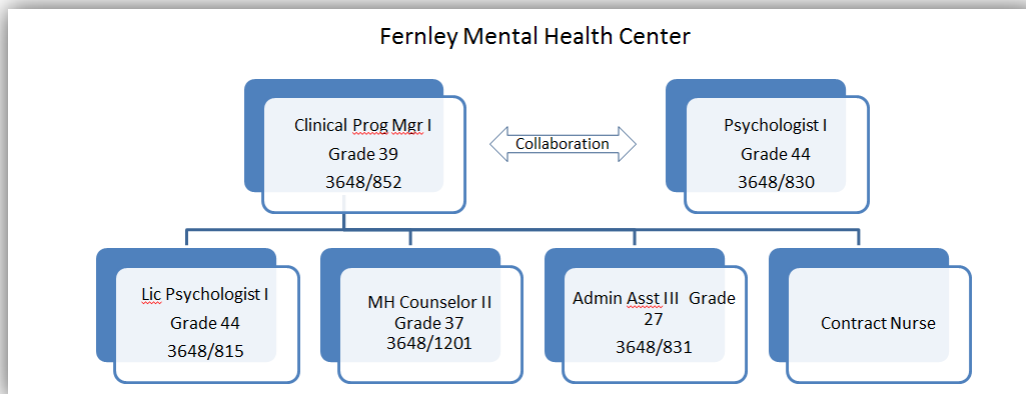
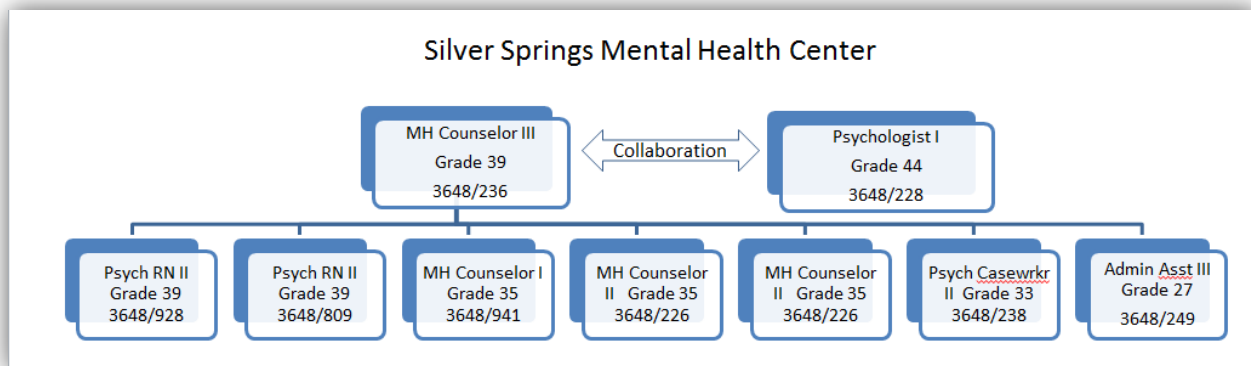


Figure 2: RCSS – Silver Springs- Organization Chart, September 2013



Job Description Summaries

The following summaries describe the positions currently in place and the education or certification requirements. These are referenced to the organizational chart and the State Class Specifications shown on the Division of Public and Behavioral Health website

(<https://nvapps.state.nv.us/NEATS/Recruiting/ViewJobsHome.aep>) and described in more detail on the Nevada State Human Resource Management website for Medical, Health & Related Services job specifications (http://hr.nv.gov/Resources/ClassSpecs/10/10_0a-Psychiatric/).

Clinical Program Manager I. Clinical Program Managers plan, organize, implement and direct one or more mental health, and/or child development service delivery programs. Clinical Program Managers must be Qualified Mental Health Professionals according to Nevada Medicaid Manual Chapter 400. They must hold a Master's degree from an accredited school in clinical psychology, clinical social work, counseling, or completed a curriculum related to the option/s identified. They must also have three years of post-Master's degree professional experience in a human service delivery setting, two of which were in the option/s being recruited, and one of which included supervision of professionals in the option/s identified; OR a Doctoral degree in clinical psychology from an accredited school of professional psychology, with two years of experience as described above.

Clinical Social Worker (CSW) I or II. Clinical Social Workers provide clinical services to clients in inpatient, outpatient, rehabilitation, correctional or similar setting. CSWs perform evaluations and assessments, crisis interventions, participate in treatment planning, conduct therapy sessions, develop and implement discharge and aftercare plans, and provide case management services. CSW I can be an intern, while a CSW II must obtain and maintain licensure or provisional licensure to engage in social work as a Clinical Social Worker or associate in social work in accordance with NRS Chapter 641B and the regulations adopted by the Board of Examiners for Social Workers.

Mental Health Counselor (MHC) I. Mental Health Counselor I staff provide group, family, individual therapy, and case management services; and, ensure services are delivered consistent with community standard of care. They conduct triage/screening/intake evaluations, conduct and maintain eligibility determinations and prior authorizations; develop, implement, and maintain treatment plans, including ongoing discharge and aftercare planning, participating in treatment teams as needed. MCH I also provide emergency/crisis services as appropriate to client and community need. A Master's degree from an accredited college or university in counseling, marriage and family therapy, psychology, social work or closely related academic field; OR an equivalent combination of education and clinical experience.

Mental Health Counselor (MHC) II. Mental Health Counselor II provides counseling, case management, direct clinical services, community and home based services, and behavioral and human services to mentally ill, developmentally disabled and/or emotionally disturbed clients in an outpatient, residential, community or similar setting. A Master's degree from an accredited college or university in counseling, marriage and family therapy, psychology, social work or closely related

academic field and two years of post-master's degree professional mental health counseling experience; OR an equivalent combination of education and clinical experience is required.

Mental Health Counselor (MHC) III. Mental Health Counselor III provides counseling, case management, direct clinical services, community and home based services, and behavioral and human services to mentally ill, developmentally disabled and/or emotionally disturbed clients in an outpatient, residential, community or similar setting. They are first line supervisors for professional clinicians on a case management team or treatment team, and provide clinical supervision of student interns, residents, and volunteers. A Master's degree from an accredited college or university in counseling, marriage and family therapy, psychology, social work or closely related academic field and three years of post-master's degree professional mental health counseling experience; OR an equivalent combination of education and clinical experience is required.

Psychiatric Caseworker II. Psychiatric caseworkers monitor the progress of clients in treatment; assess and reassess the clients' level of functioning; evaluate resources and assistance needed and link to additional services based on the client's service/care coordination plan. This position requires a Bachelor's degree from an accredited college or university in social work, psychology, or closely related human services field and two years' experience. In accordance with NAC 284.437, this series may be used to under fill Mental Health Professional positions when recruitment efforts for clinical positions in rural communities have been unsuccessful.

Psychiatric Nurse II. Psychiatric Nurses provide professional nursing care to mentally ill and/or mentally and physically ill or disabled individuals in an institution or outpatient setting. A current license to practice as a Registered Nurse in the State of Nevada and two years of professional nursing experience, one of which included working in a facility or institution with individuals with mental illness or mental retardation; OR one year as a Psychiatric Nurse I in Nevada State service; OR an equivalent combination of education and experience is required.

Psychologist I. Psychologists provide psychological evaluation and testing, individual, group and family psychotherapy, and clinical consultation and supervision for our licensed therapists. Professional duties are performed in accordance with license requirements of the State of Nevada Board of Psychologists.

Administrative Assistant III / IV. Administrative Assistants perform a variety of clerical, secretarial and administrative support duties such as maintaining records and files; composing and editing correspondence; data entry; office management; and budget monitoring.

Administrative Assistant I or II. Administrative Assistants perform a variety of clerical, secretarial and administrative support duties such as maintaining records and files; composing and editing correspondence; data entry; office management; and budget monitoring. It is not necessary for the person to have experience working in a mental health setting.

Priority Recruitment and Retention Focus

In the short term (12 to 30 months), RCSS for Lyon County hopes to add five staff to meet the county's needs.

Fernley Clinic needs to add one (1) Mental Health Technician, one (1) licensed Clinical Social Worker (CWS II). Additionally, the clinic wants to transition from its current contracted registered nurse (RN) structure to hiring a full time RN as a State employee.

Silver Springs Clinic has started providing services in Dayton. To meet the needs in the extended services area, the clinic will add one (1) licensed Clinical Social Worker and one (1) Administrative Assistant II.

Yerington Clinic needs to expand hours to one (1) full time registered nurse (RN) to cover the local area.

Total countywide staffing needs and position descriptions:

➔ **Two (2) Therapists** – These positions may either be Clinical Social Workers or Mental Health Counselors.

Clinical Social Worker (CSW) II. Clinical Social Workers provide clinical services to clients in inpatient, outpatient, rehabilitation, correctional or similar setting. CSWs perform evaluations and assessments, crisis interventions, participate in treatment planning, conduct therapy sessions, develop and implement discharge and aftercare plans, and provide case management services. A CSW II must obtain and maintain licensure or provisional licensure to engage in social work as a Clinical Social Worker or associate in social work in accordance with NRS Chapter 641B and the regulations adopted by the Board of Examiners for Social Workers.

Mental Health Counselor (MHC) II. Mental Health Counselors provide counseling, case management, direct clinical services, community and home based services, and behavioral and human services to mentally ill, developmentally disabled and/or emotionally disturbed clients in an outpatient, residential, community or similar setting. MHC II must be licensed as a Marriage and Family Therapist (MFT), Licensed Clinical Social Worker (LCSW), or Clinical Professional Counselors (CPC).

Mental Health Counselor (MHC) III. Mental Health Counselor III provides counseling, case management, direct clinical services, community and home based services, and behavioral and human services to mentally ill, developmentally disabled and/or emotionally disturbed clients in an outpatient, residential, community or similar setting. They are first line supervisors for professional clinicians on a case management team or treatment team, and provide clinical supervision of student interns, residents, and volunteers. A Master's degree from an accredited college or university in counseling, marriage and family

therapy, psychology, social work or closely related academic field and three years of post-master's degree professional mental health counseling experience; OR an equivalent combination of education and clinical experience is required.

- ➔ **Mental Health Technician I, II or III.** The position is a valuable supplement to the mental health professionals as they can help all professional staff. The Mental Health Technician supplements the work of mental health professionals, health specialist, and nursing staff including participating in the formulation and implementation of treatment plans for clients in a mental health facility. They assist in observing client behavior to monitor effectiveness of treatment plan, and receive incoming crisis calls from the public and refer to appropriate professional staff. This position does not require BA. Functions between a service coordinator and consumer service advocate.
- ➔ **Psychiatric Nurse II.** Psychiatric Nurses provide professional nursing care to mentally ill and/or mentally and physically ill or disabled individuals in an institution or outpatient setting. A current license to practice as a Registered Nurse in the State of Nevada and two years of professional nursing experience, one of which included working in a facility or institution with individuals with mental illness or mental retardation; OR one year as a Psychiatric Nurse I in Nevada State service; OR an equivalent combination of education and experience is required.
- ➔ **One (1) Administrative Assistant II.** Administrative Assistants perform a variety of clerical, secretarial and administrative support duties such as maintaining records and files; composing and editing correspondence; data entry; office management; and budget monitoring. It is not necessary for the person to have mental health background.

CRITERIA FOR ORGANIZATIONAL FIT AND HIRE

In addition to meeting the specific educational, licensing, or other job requirements of a particular position, there are other criteria for a candidate to be successful in the practice and community, including:

- Be open to learning and sharing knowledge with others.
- Like working as a team.
- Exhibit flexibility to help staff another clinic when needed.
- Demonstrate patience for working within the larger state system of care, with recognition that ultimately the RCSS of Lyon County staff and the Division answer to the Governor, legislators and the public.
- Focus on consumers – be people that love the job of helping others.
- Demonstrate cultural competence; especially useful if bilingual. Although there is no pay incentive for bilingual/Spanish speakers at present, this is extremely important to serve the needs of the Hispanic population in Lyon County. Currently there is a bi-lingual psychologist and clinician in Fernley. Silver Springs must rely on the Fernley clinic to assist Spanish speaking individuals. In addition, Korean and Arabic/Farsi language capabilities. The Yerington clinic has a

big need a Spanish speaking therapist, as they currently utilize staff from the Ely clinic to translate by phone.

SOURCING STRATEGIES

This section describes how both active and passive candidates will be identified and recruited, including use of community engagement, provider outreach, University/school outreach, networking through the community partners, and use of existing state access points and resources for recruiting (see [Appendix 3: Access Points and Resources](#)).

Initiating the Process

Recruitments for Rural Counseling and Supportive Services for Lyon County are initiated by the Clinic Director. Requests to fill open positions are forwarded to Division Personnel Technician. Recruitments are then opened in the Nevada Employee Timekeeping System which is available for review to anyone pursuing state employment. Job openings are also posted with pertinent departments at the University of Nevada Reno, the University of Nevada School of Medicine (UNSOM), the National Health Service Corps (NHSC) website (www.nhsc.hrsa.gov), and the Division of Public and Behavioral Health online channel at NV4HealthAccess. Job openings will also be distributed through the community partners.

Recruitment Budget

Rural Clinics does not currently have a separate budget for recruiting employees. We utilize the State Department of Personnel website as well as the NHSC and 3RNet websites to find eligible candidates. Additionally, the [Nevada Health Care Safety Net Recruitment Site](#) will be used to promote opportunities in Lyon County. The network of community partners also provides access to people and resources to help candidates and new hires feel welcome and readily integrate into the local community.

Following is a summary of how we will search, generate and grow provider leads through community engagement and networking.

Networking and Community Engagement

RCSS of Lyon County will notify others in the community when it begins recruiting so they can help advertise the opening. This will include posting on the Lyon County website, as this is likely the first website that prospective candidates and their spouses visit when considering working in Lyon County. RCSS of Lyon County will communicate job openings with other professional organizations, licensing boards (social work, psychiatry, etc.), Craig's List, etc., including the Nevada State Office of Rural Health's Area Health Education Center (AHEC). AHEC maintains a list of position openings around the State, including salary ranges.

Directors will help new clinicians get connected to the existing network of professionals and organizations in Lyon County (e.g., Healthy Communities Coalition, primary care providers, Department of Child and Family Services; local SAPTA providers, etc.). In addition, new clinicians will be connected to leadership at the Division of Public and Behavioral Health, and to staff of other state agencies that operate in the same communities as the clinics.

Education and Institution Outreach

Addressing mental health and other primary care workforce needs begins long before a job position becomes available. It starts with educating the prospective applicant pool about career opportunities. RCSS will rely on its connection to Healthy Communities Coalition in order to outreach to students in areas such as public health, social work, pre-medicine, nursing, and other related fields will be targeted to encourage them to do their internships in Lyon County, and upon graduation, stay in Nevada practice settings (specifically Lyon County).

Promotional information developed by the Nevada State Office of Rural Health's Area Health Education Center (AHEC) will also be made available. AHEC offers education classes, information services, student programs, library services, and innovations in distance linkages which provide enhanced practice opportunities for health practitioners in Nevada. Providing information about AHEC's community/academic educational partnerships is a strategy for "growing our own" cadre of qualified mental health providers that want to live and work in Lyon County. An example of AHEC information useful in outreach is health related professionals, salaries and openings around the state.

Throughout the sourcing activities, prospective candidates will be provided with as much positive information about the RCSS of Lyon County and the area as possible.

RECRUITMENT TEAM

Recruitment Team Members, Roles and Responsibilities

This section describes overall responsibilities for monitoring and carrying out this plan. The people/organizations listed in this section will also be identified as responsible for carrying out specific tasks in the [Calendar of Activities](#) section of this document.

The recruitment team for Rural Counseling and Supportive Services for Lyon County will consist of our agency personnel department and designated staff members of the specific sites. If the candidate is relocating, they will be assisted by the Clinic staff in securing housing and in being oriented to the area.

APPLICATION, INTERVIEW AND EVALUATION PROCESSES

Application, Interviews and Site Visits

Candidates complete a formal application that is submitted electronically to state personnel at Division of Human Resource Management. Applications are then screened by recruiters at the Division level and a list is generated and forwarded to department personnel. The Center Director screens the list to determine who will receive an interview. Candidates are contacted by the Center Director and interviews are scheduled. Interviews may be conducted in person or by telephone. Interview panels consist of two or more individuals and the composition of the panel is determined by the position to be filled. Questions are developed in advance and are asked of all applicants.

NEW STAFF TRANSITION AND RETENTION STRATEGIES

This section describes the activities planned to assist the new hire in successfully transitioning into the practice and the community. It focuses on strategies that the community partners will help conduct to quickly connect new hires and make them part of the community.

It is important that providers/physicians who practice in a rural setting feel connected to their community. By engaging people in cultural/social activities, facilitating employment for spouses, and assisting with quality housing, the community buy-in and the right fit are enhanced. Therefore, Healthy Communities Coalition continues to be an essential bridge between RCSS of Lyon County and the community and all it offers during a new employee's first three years. Activities to support retention conducted in collaboration with the community partners include:

- Early connection and community involvement with new providers.
- Having new hires attend Lyon County Healthy Communities Coalition.
- Inviting the new provider's family to visit Lyon County once an employment agreement is signed in order to show the beauty and outdoor activities.

Professional Development Activities

As noted previously, Directors will help new clinicians get connected to professionals and organizations in Lyon County that can further their professional growth. Professional development will also be supported by RCSS colleagues, leadership at the Division of Public and Behavioral Health, and through training opportunities from other state agencies and organizations. In our partnership with the University School of Medicine, we offer clinical case consultations and are in the development phase of providing a comprehensive supervision and training program for our interns. Clinicians are allowed three paid continuing education days to pursue their professional development goals.

Practice Feedback

Currently there is no standardized approach for obtaining information to refine recruitment and retention strategies based on practice feedback. **Appendix 5:** contains examples and references to four practice feedback tools which could be considered by Rural Services in the future should it decide to implement that process.

NEW HIRES

This section describes the primary steps for retention that will be taken once a healthcare professional is hired to serve Lyon County. These steps were developed based on the Michigan Physician Retention Plan provided in the Midwest Retention Toolkit. Each step is linked to a milestone in the recruitment and retention process.

Step 1. Signed Employment Agreement

Activities begin once an employee contract has been fully executed.

Contracts prepared for state level positions prior to start date. Doctors (MD, DO, APN) are typically contractual and not employees. For staff that are hired as state employees, upon first day of hire review Employee Work Performance Standards Form, previously reviewed during interview process. Must be signed and returned within 30 days of hire.

Communications

Traditionally there is a lag between the decision to hire, notification of hire, and ability to offer position. Candidates not selected will receive communication in writing by RCSS for Lyon County. Candidates selected will receive a phone call followed by a formal offer letter with a start date typically within two weeks.

Licensure and Credentialing

Depending upon the position requirements and the new hire's field, they will be connected to one or more persons within the state to introduce them to the licensing and credentialing boards' staff. The Applicants are referred to their specialist at Nevada State Board of Medical Examiners (NSBME) and can find more information on the NSBME website.

Ideally, this process will begin immediately after a signed employment contract is received allowing for major insurances to be credentialed before the first day of work. Regular communication with the new hire before start date is important to complete this process with 95% of information available from the global application.

Site Readiness

This covers the types of preparations that will need to be addressed (business cards, equipment, desk, etc.) in advance of the provider arrival.

New staff members are given a desk, a desk chair, computer and supplies with an offer to accommodate the staffer's own (private) furniture and equipment. A generic appointment card is issued upon start date, with permanent ID cards printed once the staffer is actually hired and has started work. Business cards are ordered that.

Relocation Support and Communications

At the point a candidate is invited for interviews, RCSS for Lyon County clinic staff will provide names of individuals who are interested in helping them get acquainted with Lyon County. This might include resources such as:

- Realtors
- Spouse employment assistance
- Education information (family members)
- Civic and outdoors groups
- Other resources

Orientation Sessions Planning

Clinic Directors are responsible for conducting orientation. Typically topics covered include:

- Practice Site
- Community/area familiarity (for service coordinators)
- Networking events for provider
- Communicating the orientation plan to the new provider

A one sheet handout will be prepared in advance that details the plan for the first one to two weeks of work within the clinic.

Step 2. Welcoming Providers and Family Members

Orientation and Onboarding

The basics of employee orientation and onboarding are covered in this section. An effective orientation/onboarding process integrates the new employee into the organization. It helps them to meet the expectations of their position, and leads to retention, motivation, and job satisfaction. The RCSS of Lyon County Clinic Directors use a customized orientation process which covers all of the topics below:

Facilities and staff

- Practice information
- Liability issues
- Technical assistance and support services available
- Practice manual and care plan

- Appointment system and scheduling
- Call schedule
- Clinical duties
- Mid-level supervision
- Continuing education policy

- Quality assurance program and expectations
- Mentoring and presenting opportunities
- Committee structures

Practice procedures

- Patient record and billing systems
- Patient demographic information
- Elements of practice dynamics
- Key professionals and consultants
- Partner agencies
- Civic /community group leaders
- Partner organizations and agencies
- Relationships with civic /community groups and coalitions
- Emergency procedures

Overview

- Referral relationships and protocols

Introductions

Clinic Directors go through the policies and procedures with new staff and then introduce them to others on the team. New staff members are oriented to computer systems and processes (documents, billing, time tracking). Resources and referral processes are explained and staff is trained in Avatar, the client treatment tracking system for the Department of Public and Behavioral Health. The Clinic assigns someone of a like position for the new hire to shadow. Service Coordinators attend training in Carson City and may also shadow staff from one of the other Lyon County clinics. The small practice size and close working relationships of the RCSS team means that new staff can obtain regular coaching and support as a natural part of day to day operations.

Because RCSS of Lyon County staff work very close with Carson City staff (both from Rural Services and Nevada Division of Public and Behavioral Health), they will help the new hire understand the difference between the two entities, beginning with introduction to personnel and specific unit functions. Orientation will specifically introduce new staff to DPBH’s Information Technology personnel and Management Analyst II who coordinates all billing, reports, Avatar input, documents, contracts, and licensing. The Management Analyst is considered the “Go To” person for issues as complex as credentialing or as simple as help with problem solving (e.g., car breakdown – who do you call?).

An important addition to orientation and onboarding is introductions to the Agency Director and Clinical Program Manager II of Rural Community Health Services/Rural Counseling and Supportive Services, and spending half a day with administration in Carson City.

Provider and Family Orientation to Community and County

Welcome activities for providers occur as part of regular day to day operations, including staff meetings and working with their Lyon County colleagues in the one of the other clinic sites. New staff visits the other clinic sites and are introduced to that staff.

Professional Welcome Events for Provider

Mental Health Stakeholders. RCSS of Lyon County will utilize the Healthy Communities Coalition meetings as one way to connect new hires to the professional community. These meetings are convened to address issues of importance and attended by a cross section of decision makers and community organizers in the county. RCSS staff (e.g., Directors, service coordinators, nurses) that

attend the meetings provide updates of any new hires so that members of the HCC know of new RCSS personnel serving the community.

In addition, new hires will be oriented as described in the [Professional Development Activities](#) section of this plan.

Step 3. Ongoing Retention /Communications

Retention is an ongoing activity. Once a provider has been hired and welcomed to the practice and the community, more remains to be done in order to strengthen the likelihood of retention. Practice sites need to check in and engage providers in order to know how the organization is doing.

Examples of RCSS for Lyon County activities for ongoing retention include:

- Regular meetings with administrators, practice managers, mentors, physician/provider liaison. RCSS for Lyon County clinics have varying meeting schedules, but all meet at least once a week in staff and care coordination meetings, clinical staff meetings, and/or interns and service coordinator coaching and supervision. Other meetings are convened as needed to ensure staff has the information and support to effectively do their jobs.
- Marketing/outreach to support practice is conducted on pertinent mental health websites for the State, which are linked to search engines.
- Information on training and professional development opportunities is shared with staff. Topics vary to address the needs of staff and clients being served. Staff can select topics of interest as part of their three days of training each year.
- Rural Clinics' Director, Assistant Director, and Director of Nursing conduct monthly "town hall meetings" for all Rural Services staff during which participants can submit questions and discuss a variety of topics affecting mental health service delivery.

EXIT INTERVIEWS

In spite of thorough recruitment and retention strategies, some providers will still choose to leave a community. When a provider leaves at the end of an obligation for loan repayment, retirement or some other reason RCSS will conduct an exit interview. This process allows RCSS to determine the reasons behind the decision to leave, gain providers' perspective on the practice or community, and uncover information that would likely not be shared as a continuing employee. A sample exit interview is contained in [Appendix 4: Quad-states Partnership Sample Exit Interview Form](#).

EVALUATING AND REFINING RECRUITMENT AND RETENTION STRATEGIES

The Rural Counseling and Supportive Services for Lyon County Recruitment and Retention plan is a living document. It is intended to be used as an internal management tool as well as part of an effective communication strategy with partners and prospective candidates. In order to stay

relevant, the plan will be updated at least annually by the RCSS for Lyon County. Components to be reviewed and evaluated include Outreach, Recruiting, Retention, and Management Infrastructure.

- **Recruiting** will be evaluated in terms of how effective RCSS for Lyon County and its partners were in identifying and attracting talent from a diverse pool and to ensure that every candidate is treated fairly throughout the hiring process. Also evaluated will be the degree to which candidates have rewarding experiences with RCSS, other professionals, and community organizations and agencies.
- **Retention** will be evaluated based on results of exit interviews and data about the current number of staff who stay and continue to provide services to the community. The effectiveness of the onboarding, mentoring and professional development components of retention will be evaluated.
- **Management Infrastructure** will also be evaluated in terms of its ability to support the long-term recruitment and retention strategies. Areas to be evaluated include management's ability to ensure coordination of activities within RCSS for Lyon County, the state, and with other community partners, ensuring success of the efforts and sustainability over time.

Appendix 1: Calendar of Activities

CALENDAR OF ACTIVITIES

This section lists the specific recruitment and retention activities, persons/groups responsible for leading and implementing them, and frequency and timing.

Task Description	Responsibility	Timing	Status	Notes/ Comments
Initiate Recruitment				
1. Establish and update process for posting provider job openings on Lyon County website	Lyon County Human Resources & RCSS	Oct - Dec 2013, revisit annually		
2. Initiate RCSS recruiting process with RCSS staff	RCSS Site Director	As needed		
3. Notify Health Communities Coalition, Lyon County and other partners about job openings	RCSS Site Director	Ongoing, as needed - Within one week of opening position		
4. Recruitments opened in the Nevada Employee Timekeeping System (NEATS)	Personnel Analyst I	Ongoing, as needed –target within one week of initiating recruiting process		
5. Post opening on the Lyon County website	RCSS Director	Ongoing, within one week of opening position		
6. Issue job announcements / post openings at the University of Nevada Reno, the University of Nevada School of Medicine (UNSOM), on the National Health Service Corps (NHSC) website www.nhsc.hrsa.gov , with 3R Net, Great Basin Primary Care Association, www.NV4HealthAccess.net , and AHEC..	Personnel Analyst	Within one week of opening position		

Task Description	Responsibility	Timing	Status	Notes/ Comments
7. Send notice of opening to licensing boards so they are aware and can incorporate into their existing communication processes.	Personnel Analyst	Within one week of opening position		
Application, Interview and Evaluation				
8. Screen applications for open positions and list of qualified persons sent to RCSS.	Division staff	Once posting closes		
9. Determine which candidates to interview.	RCSS Site Director	Within one week of receiving list		
10. Contact candidates and schedule interviews to occur over course of one day, or possibly two consecutive days	RCSS staff	Within one week of prioritizing interviews		
11. Print interview questions and select interview panel based on position being recruited.	RCSS staff	Within one week identifying interviewees		
12. Convene interview panel (minimum of 2 to 3 people) and orient to questions and process.	RCSS Site Director	Within one week identifying interviewees		
13. Conduct interviews and rate/rank applicants	Interview Panel	As scheduled		
14. Send all interview information and back up documentation to state personnel office and obtain decision as to whether an offer letter can be sent	RCSS Site Director	When interviews concluded		
15. Place call to successful candidate and send offer letter	RCSS Director	Between three and six weeks of interview		
16. Issue communication in writing to candidates not selected.	RCSS staff	After signed acceptance is received from successful candidate --- between four and eight weeks of interview		

Task Description	Responsibility	Timing	Status	Notes/ Comments
17. Contact new hire to welcome. Explain process of providing resources and contact persons to assist with their transition to Lyon County (if coming from out of the area).	RCSS staff	Within one week of accepting position		
18. Link to appropriate resource to assist through licensing/credentialing process and provide coaching and support	RCSS	Within one week of accepting position		
19. Assign RCSS staff/clinical person for new hire to shadow, and to provide coaching for the new hire	RCSS	Within two weeks of accepting position		
20. Prepare orientation materials and notify RCSS staff/partners of new hire's first day of work and specific activities	RCSS	Within two weeks of accepting position		
Orienting and Welcoming New Hire and Family Members				
21. Review Work Performance Standards; obtain signature and return to State HR	RCSS	First day of work		
22. Conduct orientation to position, based on RCSS process	RCSS	Throughout first week of work		
23. Introduce new hire to Administration staff (Rural Services and DPBH's Information Technology personnel and Management Analyst II who coordinates all billing, reports, Avatar input, documents, contracts, and licensing)	RCSS	First week of work		
24. Introduce to Agency Director and Clinical Program Manager II of Rural Community Health Services/Rural Counseling & Supportive Services.	RCSS Director	First week of work		
25. Schedule and spend half-day with Administration (Carson City)	New Hire	First week of work		
26. Make announcement of new hires at HCC meeting and/or introduce when new hire attends a meeting with RCSS staff.	RCSS Director, Service Coordinator or Mental Health Technician	Within one month of start date/ up to 3 months for HCC		

Task Description	Responsibility	Timing	Status	Notes/ Comments
27. Invite and engage new hires in weekly meetings.	RCSS Supervisor	Throughout first month of work		
28. Check in with new hire on how onboarding at RCSS is progressing and whether they need anything.	RCSS Supervisor	Every two to three weeks		
29. Check in with new hire's family about how transition to community is going and whether they need anything/have questions.	RCSS staff/ liaison	Within first two months of start		
Evaluating and Refining Results				
30. Review and further customize templates/tools from DCSS to use in practice evaluation.	RCSS/ DCSS	April 2014		
31. Implement evaluation processes, summarize and report results to RCSS for Lyon County in order to improve process.	RCSS for Lyon County	Every six to twelve months		

Appendix 2: Definitions

Term	Definition
Onboarding	Onboarding begins when the new hire accepts the job and generally continues from 6 months to a full year. It provides new employees with the opportunity to gain knowledge; build relationships; and act on feedback for the purpose of successfully and quickly integrating into the organization. While a new hire is “onboarding” they are also performing work according to a structured plan that was prepared often by the hiring manager, the HR partner and the new hire. ¹⁴
Orientation	Orientation is a single event that usually takes place in the first week or so on the job and lasts for a few hours up to a few days. It is designed to manage the "new hire paperwork" in a way that represents the organization’s brand and confirms the individual's decision to join the organization. It also provides a "captured audience" to which the organization can communicate general information that is needed by all new hires, regardless of position. ¹⁵
Preceptor	The preceptor serves as a role model, educator, socializer, friend and confidant. They observe and help the new provider with skills and evaluate how the new person is demonstrating the skills. Serving in a preceptor role generally requires a large time commitment with well-defined outcomes. While the formal “preceptor-preceptee” relationship concludes once orientation is completed, the relationship may extend beyond into the workplace. ¹⁶
Sourcing	Sourcing for candidates refers to proactively identifying people who are either a) not actively looking for job opportunities (passive candidates) or b) candidates who are actively searching for job opportunities (active candidates). The status of being an "active" or "passive" candidate is fluid and changes depending on the circumstances, including the position being offered. Sourcing activities are generally considered either “push activities” or “pull activities.” Push activities reach out to the target audience and generally include headhunting, HTML mailers, referral follow-ups, etc. Pull activities result in applicants finding out about an opportunity on their own via a variety of methods, such as advertising on a microsite with a registration process (this makes search engines index the ad), advertising (in newspapers, on cable TV, through flyers/leaflets, etc.), posting a job in job portals, etc.

¹⁴ Ibid.

¹⁵ Connect the Dots BlogSpot, <http://leadershiponboarding.blogspot.com/2008/03/orientation-vs-onboarding-whats.html> , accessed online 12/26/2012

¹⁶ Difference between precepting and mentoring, KC Health Centers, <http://kchealthcareers.com/pdf/mentoring/The%20Difference%20between%20Precepting%20and%20Mentoring.pdf>

Appendix 3: Access Points and Resources

This section includes a summary of resources available federally and in Nevada to address or facilitate workforce recruitment and retention. There are multiple agencies on both a national and state level which can be a valuable resource when developing recruitment efforts. The following provides a narrative synopsis of the agencies and a web link to investigate further information.

FEDERAL RESOURCES FOR HEALTH CARE WORKFORCE

3RNET The National Rural Recruitment and Retention Network (3RNET) is a not-for-profit organization that assists health professionals find practice opportunities in rural and underserved areas. For additional information regarding posting on 3RNet contact Keith Clark, Director, Rural Programs, Nevada State Office of Rural Health:

Email: kclark@medicine.nevada.edu

Phone: (775) 934-1717 Website: <http://www.3rnet.org>

Health Workforce Information Center is a comprehensive online library that will assist with identifying health workforce programs, funding sources, workforce data research and policy, educational opportunities, news and events.

Website: <http://www.healthworkforceinfo.org/states/introduction.php?topic=168>

Military Another source for candidates is the service men and women completing their tour of duty with the military. Contact military installations in your region for names of providers leaving service and ask about opportunities to communicate with them. Advertisements can be placed with the *Military Medical News*. This publication is circulated monthly throughout the United States and read by medical personnel within the armed forces. It is an independent publication which is not affiliated with any government agency or group.

Website: www.militarymedical.com.¹⁷

Health Resources and Services Administration (HRSA) is an agency of the U.S. Department of Health and Human Services and the primary Federal agency for improving access to health care services for people who are uninsured, isolated or medically vulnerable. The following resources are provided through HRSA.

Bureau of Clinician Recruitment and Service (BCRS) is a national agency. The mission of the BCRS is to improve the health of the Nation's underserved communities and vulnerable populations by coordinating the recruitment and retention of caring health professionals in the healthcare system and supporting communities' efforts to build more integrated and

¹⁷ Great Basin Primary Care Association. 2009. Nevada's Healthcare Professional Employee Resource. CD-ROM.

sustainable systems of care. The BCRS supports students and clinicians with a desire to serve by identifying clinical experiences in underserved areas, job placement assistance, scholarship and educational loan repayment opportunities. The BCRS also supports the development of health professions faculty to train the next generation of health care professionals.

The BCRS supports HRSA grantees, other safety net providers, and critical nursing shortage facilities with technical assistance and support to develop effective recruitment and retention programs in their communities, including the utilization of the various scholarships, loan repayment and recruitment programs administered through the Bureau.

Website: <http://www.hrsa.gov/about/organization/bureaus/bcrs/>

National Health Service Corps (NHSC) supports recruitment and retention of primary care providers through scholarship and loan repayment programs. The National Health Service Corps (NHSC) provides recruitment assistance to sites treating the underserved. The following link provides an application check list to assist clinics to become an approved site: <http://nhsc.hrsa.gov/sites/becomenhscapprovedsite/index.html>. Additional information about the member community supports offered through HRSA can be found at: <http://nhsc.bhpr.hrsa.gov/members/communities/index.asp>.

Eligibility for these programs starts with the designation of Health Professional Shortage Areas (HPSA). The state Primary Care Office (PCO) assists the federal Health Resources and Services Administration (HRSA) in making these designations by collecting provider data and completing applications describing rational service areas with demographic data reflecting common utilization patterns for health care.

In Nevada, eleven of the frontier and rural counties have “whole county” designations, with large segments of our urban counties also designated. Online listings of all designations throughout the country are available at <http://hpsafind.hrsa.gov>.

Providers who are willing to work in these designated areas can apply to the NHSC for scholarships or loan repayment. The clinics hosting these providers must be approved by NHSC, which supports access to a national online Job Center to post job opportunities. The PCO assists sites in applying to the NHSC and conducts outreach and technical assistance for both the providers and the site administrators. Requirements for being a host site include:

- Provides primary care medical, dental, or mental and behavioral health services
- Ensures access to ancillary, inpatient, and specialty referrals
- Provides services regardless of a patient’s ability to pay
- Accepts patients covered by Medicare, Medicaid, and Children’s Health Insurance Program (CHIP). A six-month billing summary is required before a site can apply; Private Practices (Solo/Group) must submit a 12-month summary.
- Does not discriminate in the provision of services

- Uses a provider credentialing process when hiring
- Agrees not to reduce a provider’s salary due to NHSC support and provides a supportive environment
- Provides sound fiscal management
- Provide services on a [free or reduced fee schedule](#)¹⁸ basis to individuals at or below 200% of the federal poverty level.

Eligible disciplines to apply for the Loan Repayment Program (LRP), which offers primary health care providers loan repayment assistance in exchange for working (and partial credit for teaching) in rural, urban, and frontier communities with limited access to care are:

Medicine (MD/DO)

- Family Medicine
- Obstetrics/Gynecology— General Internal Medicine— Geriatrics
- General Pediatrics
- General Psychiatry

Physician Assistant (primary care)

Nursing

- Primary Care Nurse Practitioner (adult family, pediatric, psychiatric/mental health, geriatrics and women’s health)
- Certified Nurse-Midwife
- Psychiatric Nurse Specialist

Dentistry (DDS, DMD)

Dental Hygienist

Mental and Behavioral Health

Visit <http://nhsc.hrsa.gov/downloads/lrpataglance.pdf> for more information on the NHSC Loan Repayment program.

Students eligible to apply for the Scholarship Program are those pursuing a career in primary health care. Scholarship participants are eligible to receive funding for their education in exchange for practicing in rural, urban, and frontier communities with limited access to care, upon graduation and licensure. Applicants must be enrolled or accepted into an eligible degree program in one of the following disciplines:

- Primary Care Physician: MD or DO
- Dentist: DDS or DMD
- Family Nurse Practitioner (NP)
- Certified Nurse-Midwife (CNM)
- Primary Care Physician Assistant (PA)

¹⁸ More information and examples are available online at <http://nhsc.hrsa.gov/sites/becomenhscapprovedsite/eligibility/discountfeeschedule/index.html>

Visit <http://nhsc.hrsa.gov/scholarships/scholarshipataglance.pdf> for more information on the NHSC Scholarship program.

More information regarding the NHSC application process for sites or individuals is available through the PCO at (775) 450-6118 or online at http://www.health.nv.gov/PrimaryCare_NHSC.htm.

The National Interest Waiver is another resource for states to recruit health care providers for primary care or specialty areas. As with the J-1 Waiver, the physician must work in a federally-designated area, but the filing process is less complex and less expensive. Physicians can self-sponsor, but there is a five-year obligation, and states must attest to the need that is being met. Physicians who complete an obligation under the Conrad 30 program may continue on through the National Interest Waiver, but there is no federal requirement for the two waivers to be linked. While some states may require completion of the Conrad 30 obligation in order to provide attestation for the National Interest Waiver, Nevada does not have this requirement.

More information regarding these waivers is available on the PCO website at: http://www.health.nv.gov/PrimaryCare_Conrad_J-1.htm.

NEVADA RESOURCES FOR HEALTH CARE WORKFORCE

Area Health Education Centers (AHEC) program is a national initiative to support recruiting, training and retaining health professionals who provide healthcare for the underserved. Nevada has two AHEC offices serving our state:

Northeastern Nevada AHEC serves Churchill, Elko, Eureka, Humboldt, Lander, Lyon, Mineral, Pershing, Storey and White Pine Counties. Contact information is:

701 Walnut
Elko, Nevada 89801
(775)738-3828
FAX :(775)738-0689

Website is under development: <http://www.medicine.nevada.edu/ahec/NeNvAHEC.html>

High Sierra AHEC focuses on healthcare and public health needs of Northwestern Nevada specifically for Carson, Churchill, Douglas, Lyon, Storey, and Washoe Counties. Their contact information is:

5250 Neil Road, Suite 302
Reno, NV 89502
(775) 827-2432

FAX: (775) 827-0190
<http://www.HighSierraAHEC.org>

Conrad 30/J-1 Physician Visa Waiver Program Designated state public health departments are authorized under the [Conrad 30 Waiver Program](#) to support up to 30 international medical graduates, per year, to serve in designated Health Professional Shortage Areas (HPSA) or Medically Underserved Areas/Populations (MUA/P). As per United States Department of State [application instructions](#), *only foreign medical doctors who received their exchange visitor J-1 status to pursue graduate medical education or training may apply for a waiver under this basis*. In exchange for serving underserved areas or populations for three years, the requirement for a physician to return to his home country for two years is waived.

The Nevada Division of Public and Behavioral Health (DPBH) supports waiver applications for physicians holding J-1 Visas in order to improve access to primary or specialty care in Nevada. The Nevada Primary Care Office, with support from the Primary Care Advisory Council (PCAC), reviews applications on behalf of the DPBH Administrator and makes recommendations for up to 30 J-1 Visa waivers per federal fiscal year to the U.S. Department of State. More information on this program in Nevada can be found at http://www.health.nv.gov/PrimaryCare_Conrad_J-1.htm. All eligible facilities and employers with vacancies are encouraged to visit the [3RNet](#) website to post advertisements, where physicians may look for job opportunities. Physicians may also use the [Great Basin Primary Care Association \[www.gbpc.org/\]\(http://www.gbpc.org/\)](#), [Community Health Alliance/](#) and [Nevada Health Centers \[nevadahealthcenters.org/\]\(http://nevadahealthcenters.org/\)](#) websites to search for current vacancies in Nevada.

Locum Tenens (temporary coverage) providers may be another source for candidates looking for permanent practice opportunities. Their website <http://www.locumtenens.com> allows job postings by clinics. This gives facilities an opportunity to advertise to a national pool of medical professionals at no cost.

Nevada Department of Employment, Training and Rehabilitation (DETR) DETR's mission is to provide Nevada's businesses with access to a qualified workforce and encourage equal employment opportunities. The Department of Employment, Training & Rehabilitation consists of divisions that offer assistance in job training and placement, vocational rehabilitation, workplace discrimination and in collecting and analyzing workforce and economic data. Many of these services are provided through DETR's partnership with the Nevada JobConnect system. DETR's divisions include:

- **Employment Security Division** . The Employment Security Division (ESD) provides comprehensive employment and training services to Nevada businesses and workers. Employment Service programs offer job placement and training opportunities that assist businesses in meeting their employment needs and job seekers in returning to work through the state's workforce investment system, Nevada JobConnect. Available services for businesses include labor market information, recruitment assistance, foreign

labor certification, tax credit certification, training incentives, and job fairs that help expand employer-recruiting efforts. Job seeker services include job referral, career guidance, and skill enhancement training.

- **Rehabilitation Division** . The Rehabilitation Division is comprised of three bureaus which include Vocational Rehabilitation, Services to the Blind and Visually Impaired, and the Bureau of Disability Adjudication. The Division also includes the Client Assistance Program, and the Office of Disability Employment Policy. All of these services are designed to address assessment, training, treatment, and job placement for Nevadans with disabilities. The division places primary emphasis on providing necessary services to help clients work and live independently.
- **Nevada Equal Rights Commission (NERC)**. The Equal Rights Commission oversees the state’s equal employment opportunity program, handling employment discrimination complaints relating to race, national origin, color, creed/religion, sex (gender and/or orientation), age, and disability (ADA). NERC works with the federal Equal Employment Opportunity Commission (EEOC) to investigate and bring suit for complaints of discrimination. NERC also has jurisdiction in Nevada over discrimination in housing and public accommodations.
- **Research and Analysis Bureau**. The Research and Analysis Bureau (R&A) provides a wealth of information related to Nevada’s workforce and economic conditions. R&A serves as Nevada’s primary provider of workforce information. The information and resources available from the bureau are offered free of charge.
- **Information Development and Processing** . Information Development and Processing provides data processing and information technology support services to DETR and its customers. The Division oversees Nevada’s automated workforce and rehabilitation information systems. These systems consist of various business applications and online web services that support Nevada’s employers and job seekers.

DETR can be reached at (775) 684-3849 or online at <http://detr.state.nv.us/>.

DETR has two contractors that provide services in Nevada: 1) Nevadaworks serves northern Nevada, while the southern part of the state is served by Southern Nevada Workforce Connection. Information on both of these organizations follows.

[Nevadaworks](#) is a regional agency focused on preparing northern Nevada’s workforce to meet the needs of current and potential northern Nevada employers. They do this by understanding the workplace requirements of employers and then coordinating with area educational institutions, public and private training providers, state or other local agencies, to craft necessary training programs for individuals to meet those expressed needs.

Services for Individuals:

Nevadaworks provides funding to qualified and certified service providers who work directly with a diverse population of individuals who are seeking employment, skills upgrading, or who are entering the workforce for the first time. They believe that a strong workforce is the key to a vibrant and diverse economy.

Nevadaworks provides *It's About Jobs*, the largest Northern Nevada jobs database. Job postings from hundreds of different websites are collected into one place so individuals can search all available jobs in these thirteen Nevada Counties with one username, one password, and one resume.

Services for Employers:

- Assistance with hiring at It's About Jobs.
- Free posting of job openings or internships to the largest Northern Nevada database of job listings.
- Free resume search using the newest, most advanced way to find job candidates and fill open positions.
- Help in making business decisions.
- Access to labor market information about Reno and Northern Nevada that is especially helpful in learning labor availability and prevailing wages.
- Workforce development funding for services that meet locally identified economic and employer needs.
- Statistics from It's About Jobs website for real time data on job postings.
- Links to all local economic development authorities.
- Programs
- Access to programs to improve current workforce, such as LEED training.
- Referrals to agencies for basic skills training.
- Financial support of programs such as Pro-Net.

Nevadaworks can be reached at (775) 337-8600 or at <http://www.nevadaworks.com/>.

[Southern Nevada Workforce Connection](#) is a group of highly motivated individuals whose mission is to get southern Nevada's workforce back on its feet through partnering with a wide array of employers and agencies dedicated to investing in the future of our communities. They serve the cities of Las Vegas, North Las Vegas, Henderson and Boulder City, and the counties of Clark, Lincoln, Nye and Esmeralda. Their mission is to develop a world-class workforce through the distribution of funds earmarked for training, apprenticeships and other market driven strategies designed to couple the right workers with the right employers. Rather than finding employment for job seekers, they work with relevant agencies and organizations to connect those looking for a job with the best resources available so that they can make a difference in their own lives. Southern Nevada Workforce Connection can be reached at (702) 638-8750 or at <http://nvworkforceconnections.org/>.

[Nevada Health Service Corps](#) (NvHSC) takes applications from practitioners who are engaged in a full-time clinical practice in an underserved area in exchange for loan repayment funds. Eligible professions include primary care specialties for physicians -- family medicine (and osteopathic general practice), internal medicine, pediatrics, obstetrics/gynecology, and general psychiatry. Physicians with limited licensure granted by the Nevada State Board of Medical Examiners will be considered individually for participation in the program. Other eligible health professions include general practice dentists; primary care certified nurse practitioners, certified nurse-midwives, primary care physician assistants, registered clinical dental hygienists, clinical or counseling psychologists, clinical social workers, psychiatric nurse specialists, mental health counselors, licensed professional counselors, marriage and family therapists. Additional details and application information may be obtained from <http://www.medicine.nevada.edu/CEHSO/nhsc.html>

[Nevada State Office of Rural Health](#) This program is dedicated to improving the health of rural Nevadans by addressing recruitment and retention issues, technology resources, and promotion of graduate medical education. The office has continuous contact with over fifty communities and provides services such as education and training, outreach, hospital and health professional technical assistance, EMS technical assistance, telehealth/telecommunications, policy development/analysis and health workforce activities.

Additionally, this office assists with coordination of Medical Education Council of Nevada (MECON). This council has been charged by the Nevada Legislature to determine healthcare service workforce needs and make recommendations to the University Of Nevada School Of Medicine and the Nevada Legislature. Additional information about the Office of Rural Health can be obtained from <http://www.medicine.nevada.edu/orh/>

[Nevada State Primary Care Office](#) (PCO) is a program of the Nevada Division of Public and Behavioral Health (DPBH), supporting the mission to promote the health of Nevadans by working to:

- Improve access to primary health care services for Nevada's underserved;
- Increase availability of primary care providers in underserved areas;
- Increase access to maternal and child health care service for underserved populations; and
- Improve provider access to health care financing resources.

The Nevada PCO works with HRSA to assign designations for Health Professional Shortage Areas (HPSA) and Medically Underserved Areas (MUA) for the State. This office also works with safety net providers to place physicians applying to the Conrad 30/J-1 Physician Visa Waiver program. PCO contact information is as follows:

Phone: 775.684.4041

Website is <http://health.nv.gov/PrimaryCare.htm>

Email: ljhale@health.nv.gov or bheywood@health.nv.gov

Primary Care Association Great Basin Primary Care Association (GBPCA) of Nevada is the state's federally designated primary care association. GBPCA promotes access to affordable, comprehensive & quality health care for Nevada's underserved populations. The association supports and advocates on behalf of the community health centers, tribal clinics and other health care safety net providers throughout Nevada. The website for GBPCA is <http://www.gbpcanv.org>. Links to the community health centers and tribal health centers may be retrieved from this site. Please contact GBPCA @ 775.887.0417 to post a vacancy for your facility.

State of Nevada Western Interstate Commission for Higher Education (WICHE) Under NRS 397, WICHE carries out the goals, objectives and programs of the multi-state Western Regional Education Compact, and shares resources with Nevada's higher educational institutions and health care assistance to Nevada citizens. WICHE enhances workforce and economic development by providing the state highly-trained, qualified professionals in diversified areas of established need. WICHE serves all Nevada residents who are seeking a relatively affordable education at the undergraduate and graduate levels, students seeking financial and access assistance to acquire a professional degree in high-demand fields, and Nevadans in need of health care with an emphasis on underserved populations.

WICHE offers several programs in the state of Nevada:

- **Western Undergraduate Exchange (WUE).** Reduced tuition for undergraduate students attending school in WICHE participating states.
- **Western Regional Graduate Program (WRGP).** Reduced tuition for graduate students attending school in WICHE participating states in select programs.
- **Professional Student Exchange Program (PSEP).** Students work in Nevada in high-need fields in return for preference in admission and/or reduced tuition.
- **Health Care Access Program (HCAP).** Health care services are provided to underserved populations in return for tuition assistance.
- **Health Care Access Program-Loan Repayment (HCAP-LR).** Incentive program for professionals to work in Nevada with underserved populations in return for loan repayment funds.

The Nevada Office Contact is Jeannine Sherrick, Director of WICHE. She can be reached at (775) 784-4900. More information can be viewed on their website at <http://www.nevada.edu/wiche>.

Appendix 4: Quad-states Partnership Sample Exit Interview Form

Sample exit interview form

Thank you for your service. We would like your input on your employment experience so that continued efforts are considered to provide an effective work environment. Please be as honest as possible. Responses will be kept confidential.

Exit Interview date: _____ Job title: _____
Employee name: _____ Employment start date: _____
Employment end date: _____ Supervisor: _____
Organization: _____ Site (if different): _____

What are your reasons for leaving?

What did you like best about the center?

Rate the center and your supervisor; please discuss strengths, weaknesses.

What could be done to improve your work experience?

Please rate the following (1= Excellent, 2= Good, 3= Fair, 4= Poor):

Salary	_____	Advancement opportunities	_____
Benefits	_____	Physical working conditions	_____
Co-workers	_____	Recognition - appreciation	_____
Training	_____	Support	_____

Additional comments:

Thank you for your time in completing this form!

Appendix 5: Practice Feedback Tools

This appendix lists questions asked on two practice feedback tools and provides information for two other suggested tools.

National Rural Recruitment and Retention Network, Recruiting for Retention, 2002, The Retention Questionnaire covers the questions below. (See page 38 of the Toolkit, <http://www.dhs.wisconsin.gov/health/primarycare/docs/MidwestRetentionToolkit10412.pdf>)

Insure adequate income potential:

1. Giving consideration to your expenses, lifestyle and cost of living in the community, how much money do you realistically require and are you making it now?
2. What would you like to be making in the future?
3. What sort of benefits and professional perks do you value most, whether you are receiving them now or not?

Practice Issues

1. How much input do you have into decision-making and policies that affect your position? How much do you want?
2. What is your perception of your responsibilities and work load?
3. Do you need more help with coverage or assigned tasks? What kind of help?
4. If you have a supervisor, what is your assessment of your relationship, especially in regard to your performance evaluation?
5. Are the support staff, physical plant and technology for your clinic and hospital practice adequate? If no, why?

Community Issues

1. What is your overall perception of the community in which you live?
2. Consider all aspects of your community, including schools, housing, culture, recreational opportunity conveniences, religious services, politics and people. What do you want, need or expect from the community that you are not receiving?
3. If you have a family, how can the community better address their needs?
4. How can the community, including other medical providers or facilities, better support your role as a health care provider?
5. How do you perceive the patient population served by your practice with regard to their acceptance, appreciation, responsiveness and support for your practice? Your needs?

Goals Issues

1. What are your personal and professional goals both short-term and long-term?
2. Do you feel that you can attain these goals within your present practice situation and within the community?

Provider Satisfaction Survey Sample - Michigan Center for Rural Health Physician Satisfaction Questionnaire. This tool covers the questions below (See page 38 of the Toolkit, <http://www.dhs.wisconsin.gov/health/primarycare/docs/MidwestRetentionToolkit10412.pdf>)

- Tell us about your practice, including if it is specialty care
- Tell us about your patients

Rating scale for level of agreement with the following statements (from strongly agree to strongly disagree)

- **How well is (hospital) communicating with you?**
 - Communication within the organization is open honest and direct.
 - Management listens to, and appreciates, the thoughts, views and opinions of the medical staff.
 - There is a high level of mutual respect between the medical staff and hospital employees.
 - (Hospital) has developed and implemented an effective method to resolve medical staff concerns.
- **How well is (Hospital) managing and improving its business?**
 - (Hospital) does a good job managing and measuring improvement.
 - Hospital management exercises the appropriate balance between quality of care concerns and sound fiscal policy in their decision-making processes.
 - I know the organization's plans for improvement and the medical staff's role in those plans.
 - The organization recognizes and properly utilizes the medical staff in attempting to meet its plans, goals and objectives.
- **How well is (Hospital) making it easier for you to practice?**
 - The attitude of customer service is pervasive in every (Hospital) Department.
 - (Hospital) has the staff and technology to produce the quality of programs and services the community expects and needs.
 - The hospital's clinical information system allows for timely and accurate reporting of meaningful medical information.
- **Overall, how well is (Hospital) meeting our needs?**
 - I would recommend (Hospital) to other physicians as a place to practice.

Please answer the following:

- Within your clinical specialty area, what specific clinical services does (Hospital) do best?
- Within your clinical specialty area, where could (Hospital) most improve?
- Outside your specialty area, in which three (3) specific clinical services does the Hospital deliver the highest quality care?
- For which services would you send a patient and/or family member away from (Hospital), and where would you send them?

Two other tools may be useful to RCSS of Lyon County in obtaining practice feedback. They are the:

1. **Quad-state Partnership Sample Clinician Surveys** – Page 42 of the Toolkit
2. **Mountain States Group Physician Feedback Template** – Page 45 of the Toolkit

<http://www.dhs.wisconsin.gov/health/primarycare/docs/MidwestRetentionToolkit10412.pdf>