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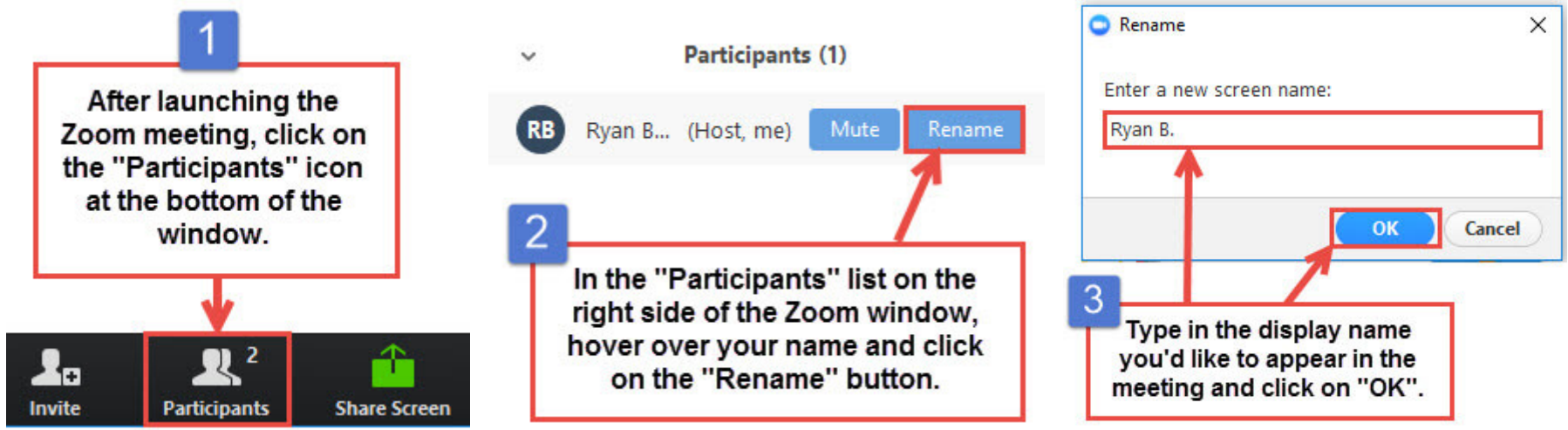
National Health Center Training & Technical Assistance Partners
Clinical Workforce Development
A project of Community Health Center, Inc. and the MOSES/WEITZMAN Health System

Postgraduate NP and/or PA Training Programs Learning Collaborative

Session Three: Tuesday December 10th, 2024

Get the Most Out of Your Zoom Experience

- Please keep yourself on MUTE to avoid background/distracting sounds
- Use the CHAT function or UNMUTE to ask questions or make comments
- Please change your participant name to your full name and organization
  - “Meaghan Angers CHCI”



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Session 3 Agenda

- 1:00-1:05pm Introduction
- 1:05-1:45pm Finance, ROI, Sustainability of Postgraduate APP Training Programs
- 1:45-2:25pm Marketing, Recruitment, and Applications; and Contracts/Agreements
- 2:25-2:30pm Q/A, Wrap-Up, Evaluation

Learning Collaborative Faculty

Margaret Flinter, APRN, PhD, FAAN

- Co-PI, NTTAP
- CHCI's Senior Vice President/Clinical Director
- Founder of America's first nurse practitioner residency program

Kerry Bamrick, MBA

- Executive Director, Consortium for Advanced Practice Providers
- Coach Mentor

Charise Corsino, MA

- Program Director, CHCI Postgraduate NP Residency Program
- Coach Mentor

Amanda Schiessl, MPP

- Chief of Staff, MWHS
- Co-PI & Project Director, NTTAP

Meaghan Angers

- Senior Program Manager, NTTAP

Bianca Flowers

- Program Manager, NTTAP

MOSES/WEITZMAN Health System

Always groundbreaking. Always grounded.

Community Health Center, Inc.

A leading Federally Qualified Health Center based in Connecticut.

ConferMED

A national eConsult platform improving patient access to specialty care.

The Consortium for Advanced Practice Providers

A membership, education, advocacy, and accreditation organization for APP postgraduate training.

National Institute for Medical Assistant Advancement

An accredited educational institution that trains medical assistants for a career in team-based care environments.

The Weitzman Institute

A center for innovative research, education, and policy.

Center for Key Populations

A health program with international reach, focused on the most vulnerable among us.

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Health System
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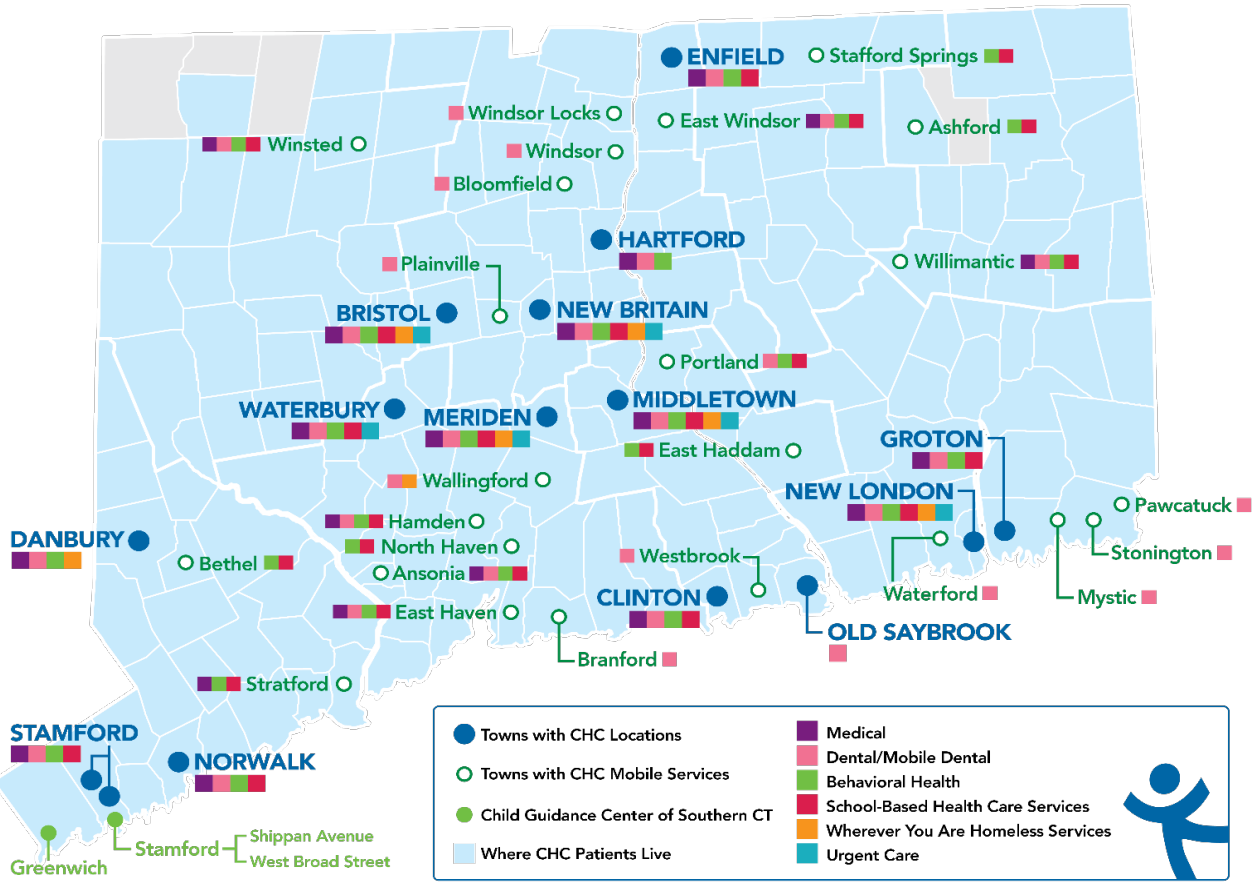
Locations & Service Sites



THREE FOUNDATIONAL PILLARS

1	2	3
Clinical Excellence	Research and Development	Training the Next Generation

Profile

- Founded: **May 1, 1972**
- Staff: **1,400**
- Active Patients: **150,000**
- Patients CY: **107,225**
- SBHCs across CT: **152**

Year	2021	2022	2023
Patients Seen	99,598	102,275	107,225

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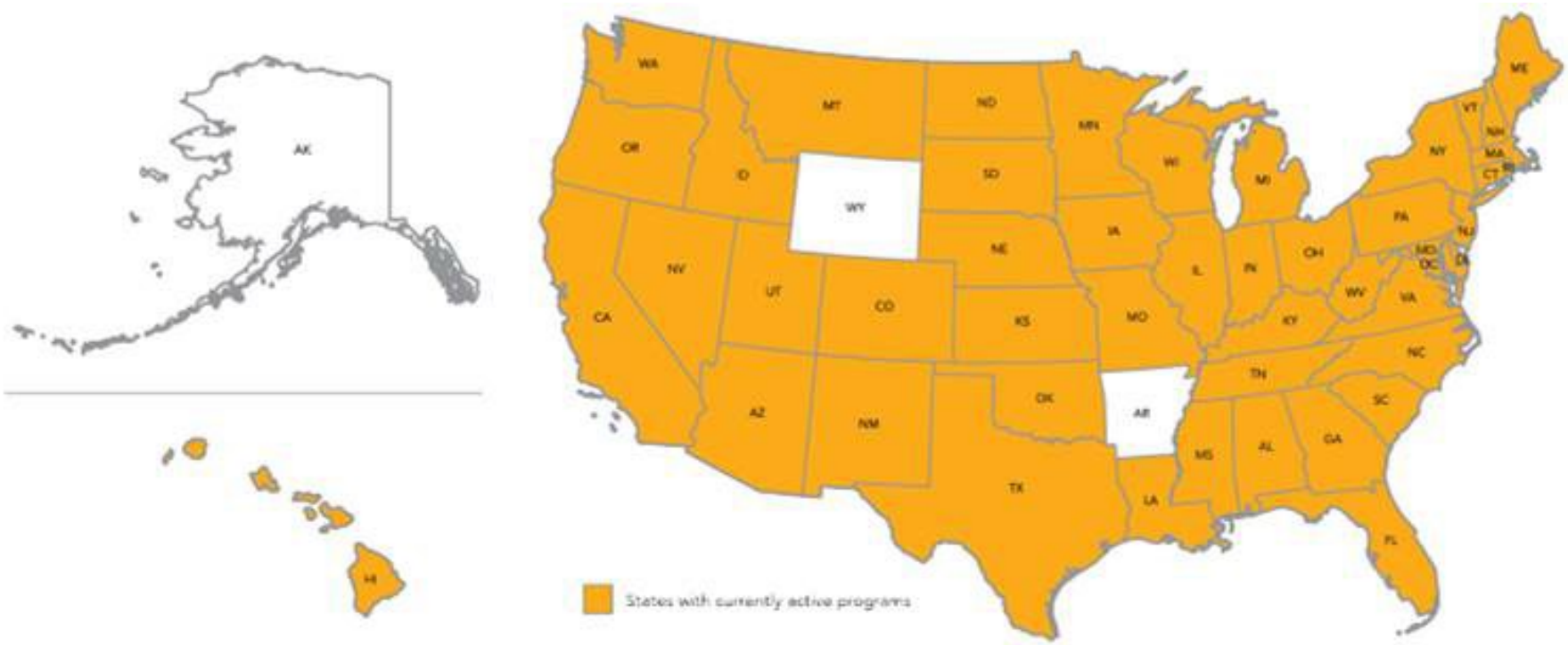
Primary Care, Psychiatric/MH and Specialty Postgraduate Training Programs – Total: 548 Programs Nationally



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National Training and Technical Assistance Partners (NTTAP)

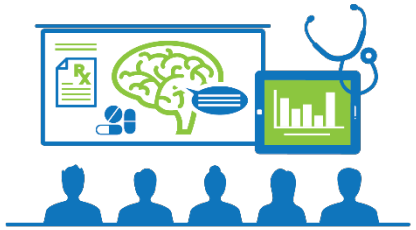
Clinical Workforce Development

Provides free training and technical assistance to health centers across the nation through national webinars, learning collaboratives, activity sessions, trainings, research, publications, etc.

Team-Based Care

- Fundamentals of Comprehensive Care
- Advancing Team-Based Care

Training the Next Generation



- Postgraduate Residency and Fellowship Training
- Health Professions Training

Emerging Issue

- HIV Prevention

Advancing Health Equity

Preparedness for Emergencies and Environmental Impacts on Health

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Learning Collaborative Structure

- Six 90-minute Learning Collaborative video conference sessions
- Bi-weekly 60-minute calls between coach mentors and team coach
- Internal team workgroup meetings
- Access resources via the Weitzman Education Platform
- Use Google Drive to share your work

Learning Session Dates	
Learning Session 1	Tuesday October 8th
Learning Session 2	Tuesday November 12th
Learning Session 3	Tuesday December 10th
Learning Session 4	Tuesday January 21st
Learning Session 5	Tuesday February 11th
Learning Session 6	Tuesday March 11th

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2024-2025 Cohort	
Alivio Medical Center	Chicago, Illinois
Arkansas Primary Care Association	North Little Rock, Arkansas
Blue Ridge Community Health Services, Inc.	Hendersonvlle, North Carolina
Brockton Neighborhood Health Center, Inc.	Brockton, Massachusetts
Children's Primary Care Medical Group	San Diego, California
Esperanza Health Center	Philadelphia, Pennsylvania
Family Health Centers of San Diego	San Diego, California
Greater Philadelphia Health Action, Inc.	Philadelphia, Pennsylvania
Indian Health Service Headquarters	Rockville, Maryland
Marin Community Clinic	Novato, California
ND Systems Inc.	Fairbanks, Alaska
Ozark TriCounty Healthcare Consortium dba ACCESS Family Care	Neosho, Missouri
Tennessee Primary Care Association	Nashville, Tennessee
Umpqua Community Health Center dba Aviva Health	Roseburg, Oregon

Finance, ROI, Sustainability of Postgraduate APP Training Programs

“Thoughts on How to Make This Thing Work”

Presented By:

Daniel Santi
Chief Financial Officer
Shasta Community Health Center

Robert Gamboe, PA-C
NP/PA Fellowship Program Director
Shasta Community Health Center

Learning Objectives

- Participants will understand the financial resources required to support a postgraduate training program.

- Participants will gain knowledge about leveraging a relationship with the CFO and the accounting/billing departments to help in creating a successful program.

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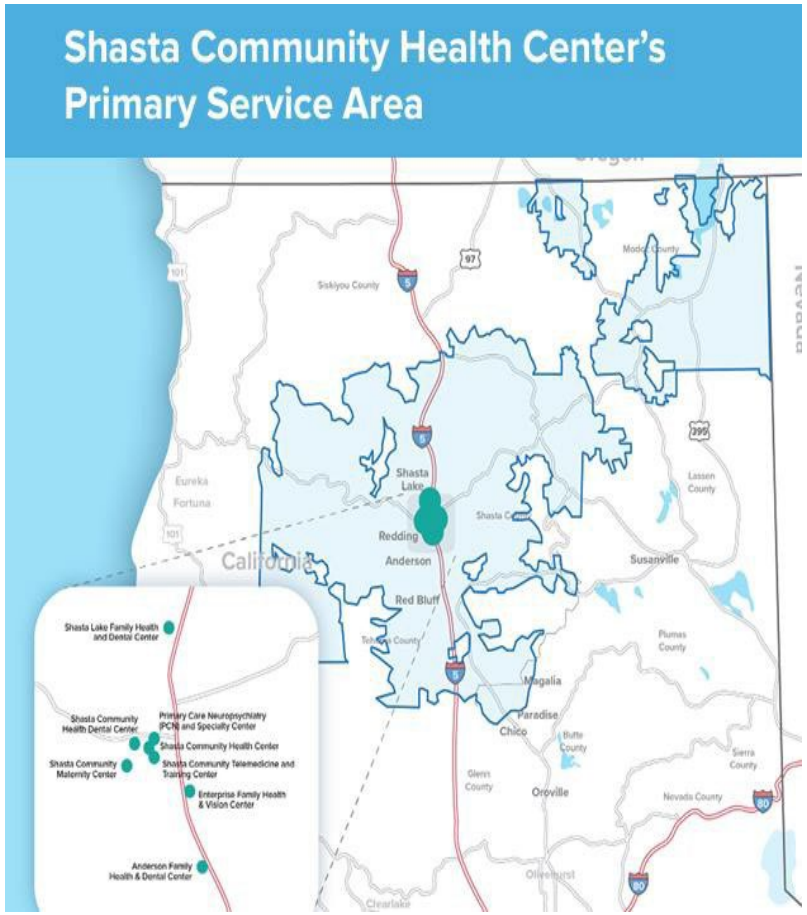
Shasta Community Health Center

Shasta Community Health Center Profile:

- Established in 1988
- 8 Patient Care Delivery Sites Providing Medical, Dental, Behavioral Health, Substance Abuse, HIV, Mobile Clinic, Street Medicine, Telemedicine, and Maternity Services.
- 500 Employees
- Unduplicated Patient Count: 36,000
- Patient Visits Per Year: 160,000



Shasta Community Health Center NP/PA Fellowship Program History

- Established in 2016
- Transitioned to a two-year program in 2019
- More than 25 Fellows have completed the program since inception.
- About 1/3 of Fellows have stayed with SCHC after program completion.
- Clinical rotations in Pediatrics, Urgent Care, Women's Health, Telemedicine.

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SELLING CLINIC LEADERSHIP ON FINANCIAL AND NON-FINANCIAL BENEFITS OF APP TRAINING

Non-Financial Benefits

- NP/PA Staff trained to the needs of your population.
- “Homegrown” recruitment source that gives you the opportunity to evaluate a person for at least a year before deciding to hire long term.
- Retention Opportunity for Current Staff
  - Providers Want to Teach
  - Position Variation
  - Feeling of Giving Back

Financial Benefits

- Labor cost is significantly less than a highly qualified NP/PA
- Possible long-term decrease in recruiting costs

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Financial Considerations Prior to Launching

Possible Expenses to Consider (This may vary depending on clinic)

- Physical Location
  - Are you going to use space which is already generating revenue?
  - Do you have a space for Fellow's didactic activities?
- Staff Salary (Don't Forget to Include Taxes and Benefits)
  - Preceptors and Program Director
  - Support Staff (Nurses, Medical Assistants, Scribes, Front Office, Administrative)
  - Fellows/Residents
- Recruitment/Advertising Costs
- Software/Electronic Health Record Costs
- Cost of Supplies, Drugs, Vaccines
- Fellowship Curriculum Materials
- Administrative Overhead

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Financial Considerations Prior to Launching (Part 2)

Possible Revenue Issues to Consider

- Payer Mix and Reimbursement Rates
- Grant Revenue Opportunities
- Expected Productivity Rate and Expected Visit Count for Fellows
- Are non-financial goals enough to offset potential revenue reduction and administrative burden???

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So…You've Decided To Move Forward

COLLABORATION IS ABSOLUTELY ESSENTIAL

- Develop a committee to meet and discuss the program's development, and ongoing operations.
  - It should contain a wide range of expertise and areas of influence

Program Director	Medical Director	Human Resources
Chief Executive Officer	Chief Financial Officer	Chief Operations Officer
Department Manager	Chief Medical Officer	

  Make sure to include key decision makers in your organization

- Ask your accounting department to track program results separately
- Meet with Accounting staff to gain an understanding of financial results and what to look for
- Set a recurring meeting to discuss financial results
- Speak with Billing/Coding staff to incorporate proper billing and coding practices into your training

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QUESTIONS & DISCUSSION

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Finances, Sustainability, and Return on Investment Resources

- Bob Block, Former CHCI Chief Financial Officer, Presentation
- Danielle Potter, APRN Residency Program Director at El Rio Health, Presentation
- Alan Wengrofsky, Community Health Care Network CFO, presentation at the 2023 Consortium for Advanced Practice Providers Conference
- CHAS Health – Lesson Learned in Finances and Operations
- Training the Next Generation Book – Chapter 5
- Pro Forma Analysis template download link

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Marketing & Recruitment

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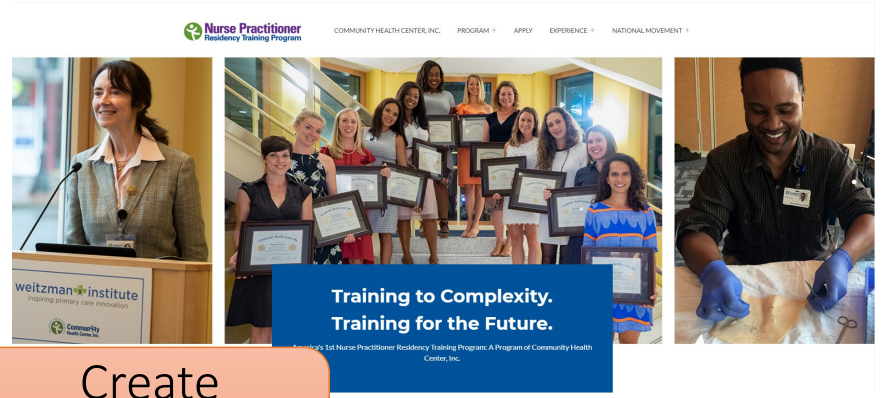
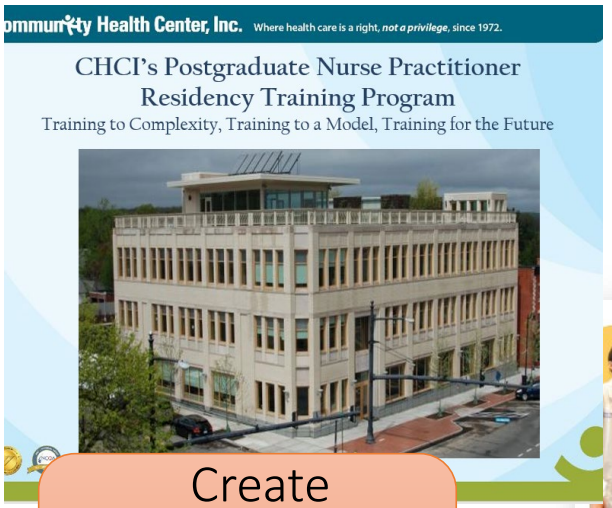


Create Webpage



Create Recruitment presentation

Community Health Center, Inc.
Where health care is a right, not a privilege, since 1972.

PRESS RELEASE

Media Contact:
Name:
Email:
Tel:

Date:
FOR IMMEDIATE RELEASE

Community Health Center, Inc. Launches Residency Training Program for Nurse Practitioners

Middletown, CT. – The Community Health Center, Inc. is pleased to announce
Program. The residency is a 12-month program providing intensive training to b
practice in the safety net setting, and training to a high performance, Patient Ce
care. In 2007, CHCI launched the nation's first formal Nurse Practitioner Resid

Press Release

Advertisement

Program Email Address NPResidency@

Residency Application

Social Media outlets

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Communications & Marketing

- Develop a detailed marketing and communications plan
- Who, what, where, when

Communication and Marketing Plan				
Activity	Person Responsible	Departments	Message(s) or Purpose	Media & Methods
Press Release (Dev. and Pub.)				
Webpage (Dev. and Pub.)				
Develop Postgraduate residency informational sheet/FAQ sheet				
Create postgraduate residency presentation for recruitment				
Determine market for recruit-ment (local vs. national)				
Develop Advertisement (print and digital versions)				
Determine advertisement placement (print and electronic)				
Contact Schools of Nursing MSN Programs (NP Residency) and Schools of Psychology (post doc residency program) to inform graduating students of postgraduate opportunities				

Table 6.1: Excerpt of a Communication and Marketing Plan. See Appendix 6.3 for full plan.

Recruitment & Developing Your Application Process

- Develop your marketing & recruitment plan
- Recruitment timeline
  - Application cycle open and close
  - Interview dates
- Create an Application
  - Application requirements?
  - What kind of information do you want to capture in your application?
  - Submission - hardcopy, electronic, both?
  - Who will the applications go to?
- Post application to website
  - Instructions to complete
  - Who to reach out for questions
- Process for reviewing applications
  - Selection committee members

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https://www.npresidency.com/apply/

Apply for the Family Nurse Practitioner Residency Program

We suggest you review all of the tabs below before starting your application.

For information on applying to our PMHNP program, **click here.**

If you have any questions throughout the application process, contact **npresidency@chc1.com**.

Apply Now

Application Process | Who Can Apply | Preferred Qualifications | Other Recommendations

Applications for the 2021-2022 program open December 15th and close March 15th

- Complete an electronic application and provide required supplemental materials
- Applications completed by March 15th will be reviewed by the Selection Committee comprised of CHC leadership, program staff, and program preceptors
- Candidates will be invited to interview virtually after applications close
- Employment offers will be made in April

https://www.npresidency.com/apply/family-nurse-practitioner/

FAQ

If you have any other questions, please email **npresidency@chc1.com**

- What is the commitment to complete the residency program?
- Is there a post-residency employment commitment?
- Does the program provide salary and benefits?
- Do I need my professional licenses when I apply to the program?
- Do you have a language requirement for applicants?
- When does the program start?
- Do I need to have a car to participate in the program?
- Are there any weekend and evening commitments for the program?
- Am I eligible for loan repayment during the residency?

Process Suggestions

- Use your organizations HR systems to support the application process
- Work with your HR team to adapt application and gain access to application information
- Keep a record of email inquiries – contact to remind to apply
- Create checklist of application requirements and use to track incoming materials

Application Tracking Sheet Example

First Name	Last Name	School (graduate)	App	Essay	Transcripts	Letters of Recs (3)	Language	RN license

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Reviewing Candidate Applications & Interviewing and Selecting Candidates

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Recruitment Models

In-Person

Virtual

Rolling Basis

Selecting Candidates to Interview

Decision on criteria to assess your candidates

- CHCI Application Review Categories
  - Quality of Education*
  - Clinical Experience
  - Letters of Recommendation
  - Essay question – Commitment to FQHC and Primary Care
  - Essay question – Commitment to service and social justice
  - Essay question – Aspirations for residency experience
- Additional Bonus Criteria – Language, Local/Regional
- Define criteria (if possible) for those reviewing and assessing candidates

Selecting Candidates to Interview

Choose your Selection Committee

- Include a variety of roles in your organization – clinical and operational leadership, preceptors, HR, etc.

Develop a process for your selection committee to review, score, and discuss candidates

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Example: Scoring Grid for Reviewing Applications

CORE CRITERIA 1: Quality of Education Possible Points 10	CORE CRITERIA 2: Clinical Experience Possible Points 15	CORE CRITERIA 3: Letters of Recommendation Possible Points 15 5 per letter	CORE CRITERIA 4: Essay Question: Commitment to FQHC and primary care Possible Points 20	CORE CRITERIA 5: Essay Question: Commitment to service and social justice Possible Points 20	CORE CRITERIA 6: Essay Question: Aspirations for residency experience Possible Points 20	Language Spanish (3, 4) +3 Spanish (2), Other (3, 4) +2 Spanish (1), Other (1, 2) +1	Local/Regional Candidate (+1)

Decide which categories are objective – things like quality of education, language, or local/regional

Other categories will be more subjective based on the reviewer

Other Considerations for Interviews

- How many candidates to invite?
  - Invite more than you want to accept
    - CHCI invites double the amount of candidates for available slots
  - Program with 2 to 3 slots should invite 4 to 6

- Decide how you will conduct your interviews
  - In person, virtually, or both
  - During a set amount of time or on a rolling basis

- Post interview dates on your website

- Rolling Basis

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Considerations for Planning Your Interviews

Develop Interview Schedule

- Program Overview
- Tour Organization (if in person)
- Human Resources Participation
- Interviews with Selection Committee

Logistics

- Internal Logistics: Block schedules, book conference rooms, create overview presentation, create applicant packets with CV and/or application for selection committee, candidate feedback forms
- For Candidates: Informational packets, create individual schedules, name badges, refreshments

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Master Interview Schedule

	Interviewee 1	Interviewee 2	Interviewee 3	Interviewee 4	Interviewee 5	Interviewee 6	Interviewee 7	Interviewee 8
11:30am-12:00pm	Arrivals and Welcome	Arrivals and Welcome	Arrivals and Welcome	Arrivals and Welcome	Arrivals and Welcome	Arrivals and Welcome	Arrivals and Welcome	Arrivals and Welcome
12:00pm-12:30pm	Mark and Margaret	Charise and Tour	Amy	Lunch	Yvette	HR	Dan and Kerry	Lunch
	ROOF	*COMM ROOM*	*BOARD ROOM*	*COMM ROOM*	*YVETTE OFFICE*	*MARY OFFICE*	*ADMIN 106*	*COMM ROOM*
12:30pm-1:00pm	Veena and Mary	Mark and Margaret	Charise and Tour	Amy	Lunch	Yvette	HR	Dan and Kerry
	VEENA OFFICE	*ROOF*	*COMM ROOM*	*BOARD ROOM*	*COMM ROOM*	*YVETTE OFFICE*	*MARY OFFICE*	*ADMIN 106*
1:00pm-1:30pm	Lunch	Veena and Mary	Mark and Margaret	Charise and Tour	Amy	Lunch	Yvette	HR
	COMM ROOM	*VEENA OFFICE*	*ROOF*	*COMM ROOM*	*BOARD ROOM*	*COMM ROOM*	*YVETTE OFFICE*	*MARY OFFICE*
1:30pm-2:00pm	Dan and Kerry	Lunch	Veena and Mary	Mark and Margaret	Charise and Tour	Amy	Lunch	Yvette
	ADMIN 106	*COMM ROOM*	*VEENA OFFICE*	*ROOF*	*COMM ROOM*	*BOARD ROOM*	*COMM ROOM*	*YVETTE OFFICE*
2:00pm-2:30pm	HR	Dan and Kerry	Lunch	Veena and Mary	Mark and Margaret	Charise and Tour	Amy	Break
	MARY OFFICE	*ADMIN 106*	*COMM ROOM*	*VEENA OFFICE*	*ROOF*	*COMM ROOM*	*BOARD ROOM*	*COMM ROOM*
2:30pm-3:00pm	Yvette	HR	Dan and Kerry	Break	Veena and Mary	Mark and Margaret	Charise and Tour	Amy
	YVETTE OFFICE	*MARY OFFICE*	*ADMIN 106*	*COMM ROOM*	*VEENA OFFICE*	*ROOF*	*COMM ROOM*	*BOARD ROOM*
3:00pm-3:30pm	Break	Yvette	HR	Dan and Kerry	Break	Veena and Mary	Mark and Margaret	Charise and Tour
	COMM ROOM	*YVETTE OFFICE*	*MARY OFFICE*	*ADMIN 106*	*COMM ROOM*	*VEENA OFFICE*	*ROOF*	*COMM ROOM*
3:30pm-4:00pm	Amy	Break	Yvette	HR	Dan and Kerry	Break	Veena and Mary	Mark and Margaret
	BOARD ROOM	*COMM ROOM*	*YVETTE OFFICE*	*MARY OFFICE*	*ADMIN 106*	*COMM ROOM*	*VEENA OFFICE*	*ROOF*
4:00pm-4:30pm	Charise and Tour	Amy	Break	Yvette	HR	Dan and Kerry	Break	Veena and Mary

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Interviewer Schedule

HR Schedule: Interviewer
Interview Date: Monday, May 2, 2016
Location: Community Room

Interview Day Schedule

Scheduled Activity	Time
Welcome & Program Overview	11:00 AM- 11:30 AM
Applicant #1	11:30 – 12:00 PM
Applicant #2	12:00 – 12:30 PM
Applicant #3	12:30 -1:00 PM
Applicant #4	1:00 – 1:30 PM
Applicant #5	1:30 – 2:00 PM
BREAK	2:00 – 2:30 PM
Applicant #6	2:30 – 3:00 PM
Applicant #7	3:00 – 3:30 PM

Interviewee Schedule

Interviewee:
Interview Date: Friday, April 29, 2016
Location: 675 Main Street, Middletown, CT 06457

Interview Day Schedule

Scheduled Activity	Location	Time
Welcome & Program Overview	Community Room Ground Floor	11:00 AM- 11:30 AM
Interview Mark Masselli, President/CEO Margaret Flinter, PhD, APRN, FNP, Senior Vice President and Clinical Director	Rooftop Pavilion	11:30 – 12:00 PM
Q & A Human Resources		12:00 – 12:30 PM
Lunch	Community Room Ground Floor	12:30 -1:00 PM
Interview Dan Wilensky, MD, Chief Preceptor and Medical Consultant to the Residency & Kerry Bamrick, MBA, Senior Program Manager, Weitzman Institute		1:00 – 1:30 PM
Interview Mary Blankson, DNP, APRN, FNP-C, Chief Nursing Officer		1:30 – 2:00 PM
Interview Yvette Highsmith-Francis, Vice President, Eastern Region		2:00 – 2:30 PM
CHC Tour Charise Corsino, MA, Program Manager, NP Residency Training Programs		2:30 – 3:00 PM
Interview Amy Taylor, Vice President, Western Region		3:00 – 3:30 PM

Other Considerations for Planning Your Interview Day

Communicating with Candidates

- Provide detailed interviewing information to applicants in advance
  - Identify point-of-contact
  - Share schedule
  - Directions and Parking
  - Lodging options, if applicable
- Provide timeline of next steps to candidates- offers, contracts, onboarding

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Considerations for Planning Virtual Interviews

- Interview blocks scheduled out over a week or two
- Use google sheets for candidates to sign up for their own interviews
- Consider doing panel interviews (groups in your selection committee) to reduce time required
- Provide detailed interviewing information to applicants in advance
  - Virtual meeting information
  - Share schedule and selection committee they will meet with
  - Provide overview of how to prepare for the interview - any specific information to review
  - If possible – provide virtual tour of one of your clinical locations
- Provide timeline of next steps to candidates – offers, contracts, onboarding

Rolling Basis Schedule

- CHC has moved to a rolling basis application process
- Applications will be reviewed and assessed on a rolling basis
- Phone screen conducted with all applicants who meet our criteria
- Interviews for select candidates will be conducted with our Selection Committee
- Candidates will be offered spots on a space-available basis

PROS	CONS
✓ Early access to committed candidates ✓ Reduces time pressure of having a finite recruitment cycle ✓ More continuous process until class is filled ✓ Less pressure to select candidates who may not be the best fit	✓ May miss good candidates who come later in the cycle ✓ Some candidates may not be ready to commit to a program early ✓ Placement based on location more challenging ✓ New process – which includes some uncertainty

Review: Interviewing and Selection Tools

Applicant Tracking Tools

- Application Tracking Sheet
- Application Scoring Grid

Interview Day Tools

- Master Interview Schedule (for internal program use)
- Interviewer Schedule
- Interviewee schedule
- Candidate feedback form for Interviewers
- Criteria Sheet and Ranking for Offers

Virtual Interview Tools

- Web-based meeting platform (Zoom)
- Google sheets – interview sign up

Common Application & Interviewing Scenarios (FAQs)

- What is multiple candidates have the same score? How do you rank post-interviews for offers?

Name	Graduate School	Language	Margaret	Mark	Veena	Mary	Yvette	Amy	Dan	Kerry	HR	Total Avg. Ranking
Candidate 1	Fairfield University	Spanish	5	5	5	5	4	4	4.5	4	5	4.6
Candidate 2	Simmons College	Spanish	5	4.5	4	5	4.5	4.5	4	4	5	4.5
Candidate 3	University of South Carolina		4.5	5	5	5	3	3.5	4.5	5	5	4.5

0 = Not Applicable – Candidate does not have experience in this area or failed to answer the question.
1 = Unsatisfactory – Candidate's performance is well below the level required for effective job performance.
2 = Marginal – Candidate demonstrates proficiency to some degree but at a level below that required for effective job performance.
3 = Good – Candidate's performance is at a satisfactory level for effective job performance.
4 = Very good – Candidate's performance is clearly above the level required for effective job performance.
5 = Excellent – Candidate's performance is at a superior level, of extremely high quality.

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Common Application & Interviewing Scenarios (FAQs)

- What do you do if a candidate drops out from the interview or declines formal offer? Use backups or alter schedule?
- How and when do you communicate the offers, declines and back ups?

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Common Application & Interviewing Scenarios (FAQs)

- Will you be providing a sample contract to interviewees?
- How much time do you give candidates to sign and return the contract?
- How long do you keep someone as a backup?
- What do you do if someone backs out at the last minute?
- Will you provide relocation assistance? (housing recommendations, advanced pay)
- Does your organization provide licensure reimbursement? If so, for financial hardships will you provide advanced pay for licensing fees? (DEA, controlled substance etc.)

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Common Application & Interviewing Scenarios (FAQs)

- What do you do if you do not have enough candidates?
- Understand your organization's health benefits and link the residents with HR for specific questions. It's a good idea to identify someone in HR who can work with the residents. (Examples: what do the residents do for health insurance before insurance starts? if PTO is accrued can they have a negative balance? Will unused PTO be paid out at the end of the program year?
- If you decided to take two but you have three stellar candidates, what do you do?
- Other questions you've thought about we haven't discussed?

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Final Ranking for Offers

Name	Graduate School	Language	Margaret	Mark	Veena	Mary	Yvette	Amy	Dan	Kerry	HR	Total Avg. Ranking
Candidate 1	Fairfield University	Spanish	5	5	5	5	4	4	4.5	4	5	4.6
Candidate 2	Simmons College	Spanish	5	4.5	4	5	4.5	4.5	4	4	5	4.5
Candidate 3	University of South Carolina		4.5	5	5	5	3	3.5	4.5	5	5	4.5

0 = Not Applicable – Candidate does not have experience in this area or failed to answer the question.

1 = Unsatisfactory – Candidate's performance is well below the level required for effective job performance.

2 = Marginal – Candidate demonstrates proficiency to some degree but at a level below that required for effective job performance.

3 = Good – Candidate's performance is at a satisfactory level for effective job performance.

4 = Very good – Candidate's performance is clearly above the level required for effective job performance.

5 = Excellent – Candidate's performance is at a superior level, of extremely high quality.

NEXT STEPS:

- How and when to communicate offers?
- Develop NP residency contract
- Track incoming resident credentialing, licensure certification status
- Onboarding

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Contracts and Agreements

Contracts & Agreements

- Immediately following the offer provide selected candidates with a formal employment contract.
- Determine method of delivery (electronic or direct mail) and length of time to return signed contract
- The contract can be a modified version of your organization's existing employment contract. Items that may differ in the contract include:
  - ❑ Term of the contract- 12 month residency program
  - ❑ Practice location
  - ❑ Salary
  - ❑ PTO
  - ❑ CME
  - ❑ Employment requirement post residency year- determine length of commitment and subsequent year salaries.
- Will your program has a post residency contractual commitment?

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Questions?

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Assignments

- ✓Continue to develop a draft presentation for leadership/board and present if possible
- ✓Continue to work on Progress Checklist
- ✓Draft recruitment/marketing tool (press release, website update, etc.)
- ✓Draft application
- ✓Draft interview questions

Access the Google Drive to upload deliverables:

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Next Steps

- **Coach Calls**
  - Tuesday December 17th 1:00pm Eastern / 10:00am Pacific
  - Tuesday January 7th 1:00pm Eastern / 10:00am Pacific
- **Session 4**: Tuesday January 21st 1:00pm Eastern / 10:00am Pacific
  - Preceptors, Mentors, and Faculty: Roles and Responsibilities
  - Preceptor Panel
  - Curriculum Development
- Register for the Weitzman Education Platform to receive CME, resources, and more!

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Wrap-Up

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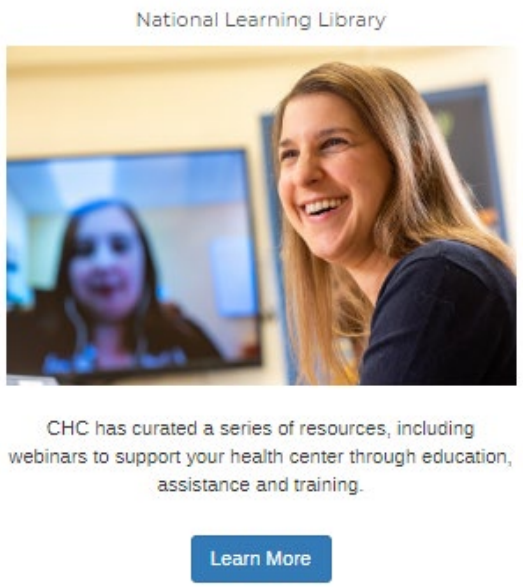
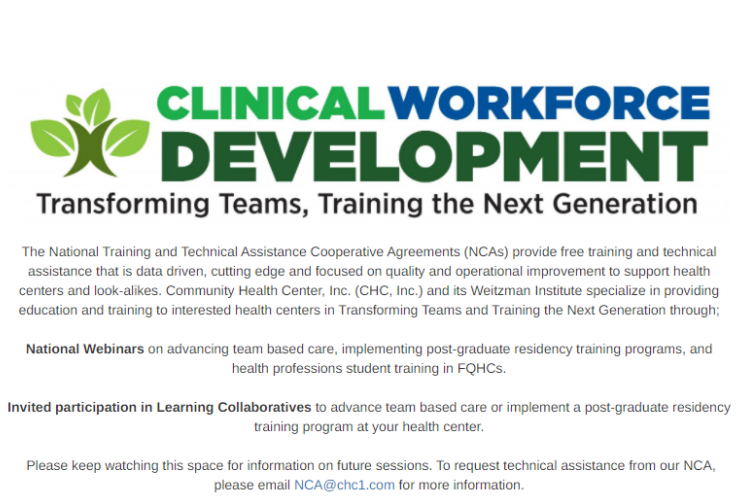
Explore more resources!

National Learning Library:
Resources for Clinical Workforce Development





https://www.weitzmaninstitute.org/ncaresources

Health Center Resource Clearinghouse

https://www.healthcenterinfo.org/

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Contact Us!

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REMINDER: Complete evaluation in the poll!

Next Learning Session is **Tuesday January 21st!**