

HEALTH PROFESSIONS STUDENT TRAINING

2025 NTTAP Learning Collaborative



HEALTH CENTER DESCRIPTION

Aviva Health provides primary medical, dental and behavioral health services at eight locations throughout Douglas County.

Aviva Health is a preferred provider for most insurance companies and we welcome Medicare, Tri West/Tri Care, OHP Medicaid and uninsured patients. We offer a sliding fee scale based on income and family size. Many patients qualify for discounts or payment arrangements. No patient is turned away for the inability to pay.

Aviva Health is a Federally Qualified Health Center and Douglas County's first 5-star Patient-Centered Primary Care Home – the highest designation offered by the Oregon Health Authority – providing not only high-quality clinical care, but a variety of support programs and resources to help you achieve your health goals.



KEY PARTNERS

- * **Umpqua Community College**
- * **Oregon Health Sciences University**
- * **Mercy Medical Center**
- * **AHECSW**
- * **Human Resources (HR)**
- * **Roseburg Family Medicine Residency**



AIM STATEMENT

MISSION STATEMENT

Aviva Health is an independent, not-for-profit organization that cares for the people of Douglas County by providing quality, compassionate, accessible and affordable healthcare.

VISION STATEMENT

Aviva Health will continue to grow as a recognized, respected and integral part of the healthcare delivery system in Douglas County, providing basic care and access to services that meet the needs of our patients.



INNOVATIONS

- * **Aviva Health hired a Student Coordinator in 2025 to help with the oversight of all the student learner types who come to Aviva.**
- * **Earn to Learn Scholarship Program:**
 - * Aviva Health partnered with our local community college to provide college scholarship winners with rotational experience and the promise of a job with Aviva Health after they have completed rotational hour requirements. This program began in 2024.



'AHA' MOMENT

Creating a playbook for our residents, as well as having one for each type of student learner who comes to Aviva Health.

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HEALTH CENTER DESCRIPTION

Beginning in 1979, Community Care of West Virginia (CCWV) provides a wide spectrum of healthcare services to the people of West Virginia. CCWV is a Federally Qualified Health Center (FQHC) located in West Virginia (WV) with eighteen (18) community health center locations, fifty (50) school-based health sites, eleven (11) 340(b) pharmacies, one (1) dental office and various locations for behavioral health, pain management, weight management and addiction medicine services. We provide high-quality, accessible, comprehensive, and cost-effective healthcare services to the communities we serve employing a dynamic team of more than 600 health professionals and staff members.



AIM STATEMENT

At CCWV, our mission is to help our communities live the healthiest lives possible by meeting their immediate and long-term healthcare needs. CCWV values community commitment, compassionate care, workplace exceptionalism, and visionary thinking. We are committed to educating and training the next generation of leaders in the healthcare industry by staying engaged and working as a team to improve healthcare outcomes. Through the development of the health professions student training program, we will provide concise and comprehensive onboarding experiences. We aim for these experiences to serve as valuable enhancements to the workforce pipeline in our communities as students' progress in their healthcare careers.



KEY PARTNERS



PROGRAM DRIVERS



MEASURES/IMPACT

Internal:

- Executive Team Leaders
- Human Resource Director
- Coordinator of Behavioral Health Internships
- Office Manager

External:

- Academic Partners at WVWC, WVU, CU, MU
- Nursing Advisory Group WVWC

- 1) Equip our students with the skills and passion for a career in rural community healthcare
- 2) Enhance academic and healthcare partnerships as requests increase for student placements
- 3) Forming a network of community partners to engage in building a workforce pipeline in healthcare
- 4) Improving overall processes aimed at determining organizational capacity, onboarding execution, student learning and outcomes reflection per internship

- ⇒ Increasing the awareness rating scale so that staff are well-informed about the progress of existing health professions training programs
- ⇒ Increasing hiring rates post internship completion in our rural communities



VOICE OF THE TEAM

Streamlining the intern process will significantly improve my ability to place interns effectively and support their onboarding and curricular needs through collaborative training efforts. This work has identified gaps that we didn't think about before and now that we have the awareness, we can begin to pivot to building a more effective program.

— Adam Stonestreet, Clinical Therapist



'AHA' MOMENT

A pivotal moment for us happened when it came time to involve more than the original team members on the progress for the playbook. They were excited to carry on building a systematic process that we can share amongst multiple departments in helping to guide and train internship students. In the same vein, they realized that improving conversations with the school or partner could advance mutual benefits in taking on a student intern. There was a clear shift in thinking about how we could design this program to guide student interns in their learning while also advancing the professions through this process.



VOICE OF LEADERSHIP

As we plan for efforts in training our future workforce, conducting a detailed review of our processes will enhance the value we bring to the community. This aligns with our commitment to supporting student learning in areas relevant to our business.

— Kristi Walker, COO



RECOMMENDATIONS

- * Encourage and gather a diverse range of ideas and perspectives from various departments that can foster learning concepts from within department specific and company-wide needs
- * A team effort on this project will enhance the design for effective experiences in the pursuit of not only a workplace pipeline, but for an advancement in the specific profession
- * Uphold emphasis on company mission and goals as a focal point for aligning involvement from all parties



INNOVATIONS

- ⇒ Documenting all the steps and processes necessary for a student training program
- ⇒ Collaborating with departments to streamline the student training program processes from orientation to offboarding a student intern
- ⇒ Involving mentors/supervisors in development of educational criteria necessary for not only the school or partner needs, but also looking at contributions from the company to enhance professional insight and expertise
- ⇒ Building an off-boarding process that will document experience, track learning, and build procedures to increase the workforce pipeline

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HEALTH CENTER DESCRIPTION

Family Health Center is both a Federally Qualified Health Center (FQHC) and a Community Mental Health Center (CMHC). We offer primary care and behavioral health services across multiple office locations in Knox, Daviess, Pike, and Martin counties in Southwest Indiana, as well as multiple schools and community settings.



KEY PARTNERS

Internal:

Student Coordinator, Clinical Lead Nurse, Receptionist, CEO, Chief Clinical Officer, Director of HR, Operations Managers and staff that serve as preceptors

External:

Universities and students; DHMA/State of Indiana – Workforce Grant, AHEC, local hospital.



AIM STATEMENT

Aim:

To provide quality clinical experience to recruit and retain quality candidates.

Vision:

To enhance patient care in a rural area by providing a quality student internship program.

FHC Mission:

The Family Health Center will promote a healthy community by providing accessible, respectful, and collaborative primary and behavioral healthcare to all regardless of the ability to pay.



PROGRAM DRIVERS

- ⇒ To help train and recruit future healthcare professionals. This helps aid the students' academic endeavors and feeds our workforce pipeline, which ultimately helps FHC better serve our patients.
- ⇒ To standardize our student program



MEASURES/IMPACT

While we're grateful for the strong support of our Executive Team and organizational leadership, we recognize that some potential preceptors may feel stretched thin. We understand the demands on their time, but we also want to gently remind everyone that we've all been in the students' shoes at some point. By investing in our interns now, we're not only shaping the next generation of social workers, therapists, nurses, and nurse practitioners — we're also building a stronger, more sustainable workforce for the future. This ultimately helps us serve the clients and patients of Family Health Center better.



'AHA' MOMENT

- * Including school field placement person in onboarding/off-boarding student emails.
- * Also making our student surveys available online.



VOICE OF THE TEAM

Having a playbook that is tailored to our organization has helped us to have an efficient and consistent process for onboarding students. Our Student Coordinator is able to spend more time with each student, building relationships, and engaging the students in the mission of our organization.

We value the expertise and guidance that we have received from the NTTAP program, and we look forward to continuing to engage with students to build a highly skilled workforce.

— Jennifer Emmons, CEO



VOICE OF LEADERSHIP

Through the learning collaborative, Carol and Kim have developed a structured, start-to-finish process for students that has helped us build meaningful relationships and, in turn, have become a valuable source for our talent pipeline.

— Rebekah Jones, Director of Human Resources



INNOVATIONS

- ⇒ Standardizing student processes and creating a playbook as our standard.
- ⇒ Creating standardized onboarding/orientation/off-boarding processes for all types of internships & rotations.
- ⇒ Implementing Student Surveys



RECOMMENDATIONS

- 1) Be open to the learning process and be flexible
- 2) Put standard processes in place
- 3) Have cutoff date for student compliance prior to onboarding

As part of our efforts to standardize our student program, we have also looked at the student internship cycle as a whole. I am now more actively involved in post-internship recruiting/hiring process to have a smoother transition from student to employment, when applicable.

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HEALTH CENTER DESCRIPTION

Holyoke Health Center (HHC) is a Federally Qualified Health Center (FQHC) located in downtown Holyoke, Massachusetts. We proudly serve approximately 20,000 patients annually, providing comprehensive, community-based care.

As part of our commitment to training the next generation of healthcare professionals, HHC offers a variety of educational and hands-on learning opportunities, including:

Residency Programs in:

- * Dental
- * Medical
- * Pharmacy

Unpaid Student Rotations for:

- * Nursing Students
- * Medical Assistant Students
- * Pharmacy Students
- * Dental Students

Paid Internship Programs for:

- * Dental Assistants
- * Medical Assistant



AIM STATEMENT

Mission:

Our mission is to establish a comprehensive, standardized workforce mentorship program across all departments — Medical, Dental, Behavioral Health, and Pharmacy — by providing consistent training, evaluation, and support for preceptors and students. We aim to foster a collaborative, supportive environment that enhances job satisfaction, reduces burnout, and promotes excellence in mentorship and student development.

Vision:

- ⇒ To create a unified and well-structured mentorship system that serves all departments equally
- ⇒ To standardize the key processes related to contracts, training, and assessment to ensure consistent expectations and quality across all departments
- ⇒ To improve student outcomes by providing a higher level of consistency and quality in mentorship and training experiences



PROGRAM DRIVERS

- ⇒ Standardize the students' experience across all departments
- ⇒ Identifying and developing preceptors
- ⇒ Promote interdisciplinary collaboration



VOICE OF LEADERSHIP

"Supporting preceptors and students in community health care settings is a strategic investment in the future of our health system.

By fostering mentorship and hands-on learning, we not only strengthen clinical capacity but also build a resilient, well-prepared workforce that understands and responds to the unique needs of our communities. This commitment enhances care quality today, while ensuring sustainable, community-centered care for tomorrow."

— Tammi Kozuch, Chief of Strategy, Development, and Community Partnerships



VOICE OF THE TEAM

"Working on the NTTAP playbook has highlighted the need for capacity assessments to meet the high demand of requests for health student placements."

— Rosie Colon, Director of Clinical Education



'AHA' MOMENT

This has helped our Leadership Team focus on our broader vision for workforce development in preparation for the launch of a dedicated workforce development facility where students in health specialties can thrive.



RECOMMENDATIONS

- ⇒ Communicate with staff on the importance of high-quality student training programs
- ⇒ Define and establish clear responsibilities for staff
- ⇒ Include senior leadership in the planning and implementation stages



KEY PARTNERS

Internal:

- * Workforce Committee Senior Leadership

External:

- * Trade & Vocational Schools
- * Universities & Colleges



INNOVATIONS

- 1) Standardization of contracts and partnerships with our academic and community partners — Westfield State University, Elms College, Dean Technical High School, and Smith Vocational and Agricultural High School.
- 2) Creating new community partnerships utilizing our new standardized communication letters and contracts.
- 3) Consistent communication with preceptors.
- 4) Uniform capacity assessments for all departments.
- 5) Evaluation tools for all students.

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HEALTH CENTER DESCRIPTION



AIM STATEMENT

MCR Health, Inc. is committed to delivering quality care while valuing and respecting every individual's needs. MCR Health has been and will remain focused on its mission to improve health through access to quality services, a skilled health workforce, and innovative programs for all.

MCR operates over 27 healthcare centers and 13 pharmacies, providing a wide range of services including family practice, internal medicine, pediatrics, OB/GYN, behavioral health, vision, dental, podiatry, cardiology, and many other medical services.

Our Vision:
Deliver an exceptional experience to everyone, every time.

Our Core Values:

⇒ Integrity	⇒ Leadership
⇒ Service	⇒ Innovation
⇒ Excellence	⇒ Community



PROGRAM DRIVERS

- * **Standardization of Student Onboarding and Training:** Implementing a centralized onboarding system, including compliance training, electronic access, and orientation to ensure consistency and readiness across all sites.
- * **Data Tracking and Continuous Improvement:** Establishing systems to monitor student rotations, satisfaction, and outcomes to inform future planning and program adjustments.



VOICE OF THE TEAM

The successful impact of the project work, driven by our team's collaborative efforts, has significantly improved the flow of onboarding students, increasing their satisfaction for a smooth rotation experience.

— Tammy Puckett, Clinical Affiliation Specialist



'AHA' MOMENT

One key "lightbulb" moment during this learning collaborative was recognizing how integrating health professions students into our clinical operations can actively strengthen our future workforce pipeline. By providing structured, high-quality training experiences now, we are not only supporting education but also building long-term recruitment and retention strategies, especially in underserved areas.



INNOVATIONS

- 1) **Created and document a Centralized Student Onboarding Process:** A standardized onboarding workflow has been developed, including background checks, training modules (e.g., HIPAA, infection control), and orientation to ensure consistency and compliance.
- 2) **Expanded Clinical Training Sites:** Clinics and departments within the health center have been identified and equipped as approved training sites, ensuring access to qualified preceptors and appropriate patient volume.
- 3) **Implemented Preceptor Development Initiatives:** Training programs for providers have been launched to prepare them to serve as effective preceptors and enhance their teaching skills.



KEY PARTNERS

Internal:	External:
⇒ Chief Executive Team	⇒ Medical Schools
⇒ Human Resources	⇒ Academic University partners
⇒ Departmental VPs	⇒ Residency Programs
⇒ Preceptors	⇒ Dental Schools



RECOMMENDATIONS

- ⇒ **Start with Clear Roles and Infrastructure:** Designate a point person or small team to oversee student coordination. Establish clear internal workflows for onboarding, tracking, and communication to prevent confusion and delays as your program grows.
- ⇒ **Build Strong Academic Partnerships:** Initiate affiliation agreements with schools that align with your mission. Maintain open, collaborative relationships to ensure expectations, scheduling, and student needs are well coordinated and mutually beneficial.

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Healthier You. Healthier Communities.



HEALTH CENTER DESCRIPTION

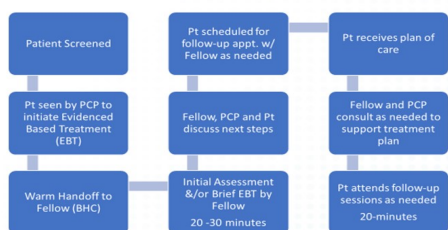
Unity Health Care reaches people wherever they are to provide compassionate, comprehensive, high-quality health care that is accessible to all in Washington, DC. As the largest network of community health centers in the District, our team of compassionate and multicultural health professionals places Unity values into action every day to bring whole-person care and wellness to over 76,000 patients through 283,000 visits annually through our network of over 20 traditional and non-traditional health sites and a mobile medical outreach vehicle. Unity Health Care provides care using a patient-centered medical home (PCMH) model of care. The PCMH model of care uses a team-based approach to provide appropriate care while keeping the patient in the center.

MEASURES/IMPACT

- * Percentage of primary care patients who had a concurrent IBH visit in the same day within a month time course
- * Depression Remission

PROCESS MAP

Patient flow with a positive screen (PHQ2 & PHQ9)



VOICE OF LEADERSHIP

Over the past few months, the Behavioral Health Fellowship has had a meaningful impact on our health center. It has strengthened our capacity to provide integrated, patient-centered care and enhanced collaboration between behavioral health and medical teams. The skills and insights gained through the fellowship are already contributing to improved workflows, increased staff engagement, and ultimately, better outcomes for the communities we serve.

— Gilian Borman, Health Center Director

The collaborative was very helpful to me with streamlining our manual for the program and on-boarding. I felt “stuck”, and the collaborative helped me think through challenges. It was great to hear and see other examples from other health profession programs.



AIM STATEMENT

The Post-Graduate Behavioral Health Fellowship at Unity Health Care aims to teach and train a diverse group of behavioral health clinicians with expertise in delivering responsive integrated behavioral care for the communities we serve; wherever they are to provide compassionate, comprehensive, high-quality health care that is accessible to all in Washington, D.C.



KEY PARTNERS

Internal:

CMIO, CEO, CMO, Sr. Director of Behavioral Health, Health Center Leadership (Medical Director, Nurse Manager, Health Center Director), Provider Champion, Human Resources, Marketing

External:

Academic Partners with local university, Funded by private donor



‘AHA’ MOMENT

A major light bulb moment was realizing that we were already on track and doing a wonderful job with implementation. I had several doubts prior to this collaborative. I also realized that standardized processes are imperative to a successful program.



PROGRAM DRIVERS

- * To increase patient access to mental health support
- * To increase the behavioral health workforce within the Unity health care community-based system.



INNOVATIONS

- ⇒ Standardized Training created for onboarding process to all new providers regarding the BH Fellowship.
- ⇒ Provider Champion required at all host sites.
- ⇒ CMO required all providers to attend a training/presentation focused on PCBH and the Fellowship
- ⇒ Standardized recruitment process created
- ⇒ The CEO requested the training program be featured in the Annual Report.



RECOMMENDATIONS

- 1) Reach out to other programs for guidance
- 2) Don't reinvent the wheel
- 3) Join/create a peer group focused on your specialty/training



VOICE OF THE TEAM

The impact of BH fellow in EOR provide integrated service with primary care teams, providing on-site behavioral health services which allows for immediate assessments and interventions, addressing mental health concerns alongside other chronic health issues. BH fellows work closely with providers, nurses, MAs, and social workers, fostering a team-based approach to patient care.

— Alpha Tessama, FNP, Provider Champion