



**NORTHCOUNTRY**  
— I N I T I A T I V E —  
Collaborating for better healthcare

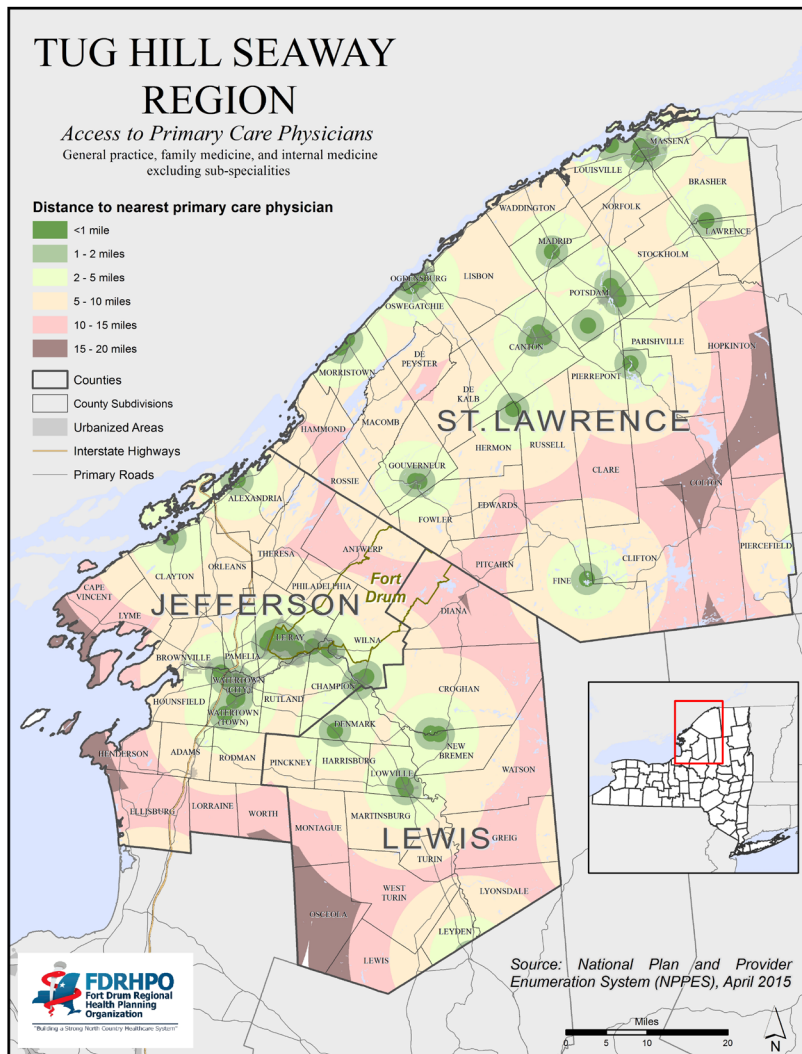
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**National Webinar  
DSRIP & Workforce**

***“Collaborations for Creating a Prized Workforce”***

**March 2019**

**Presented by: Tracy Leonard, NCI Workforce Lead**



# Our Region – Rural North Country in Upstate NY

- ▶ Approximately 251,000 residents (2017)
- ▶ Home to the 10th Mountain Division, roughly 19,000 soldiers and their families — many of whom receive their healthcare in the surrounding communities.
  - The men & women who serve/served our country
  - The families they leave behind in our care
  - 60% reside off the Installation

# Jefferson, Lewis & St. Lawrence Counties: Health Professional Shortage Area

Our communities are rural.

Compared to urban counterparts, **rural populations are typically:**

- Older
- Poorer
- More likely to be uninsured
- Sicker

Occupation	Region (per 100,000)	NYS (per 100,000)	US (per 100,000)
All Physicians	146	403	282
Primary Care	50	84	76
Physician Assistants (PAs)	71	56	32
Nurse Practitioners (NPs)	58	63	53
Dentists	34	76	61
General Psychiatrists	17	19	36

# Fort Drum Regional Health Planning Organization- The Cornerstone

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Non-profit organization initiated in 2005 (grant funded)

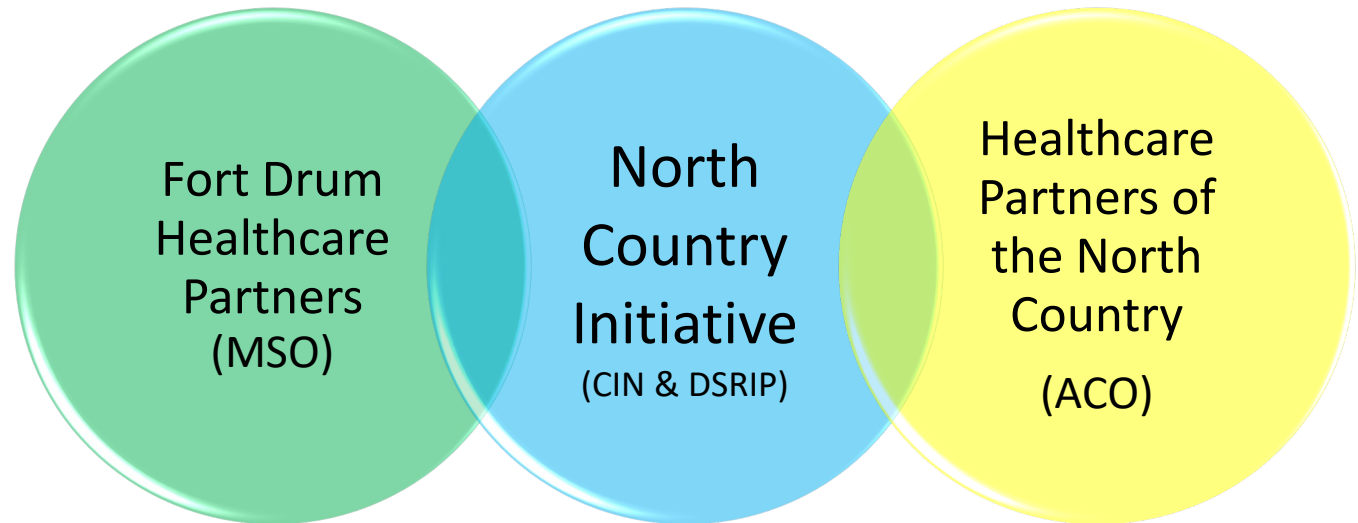
**Mission:** to strengthen the system for health...

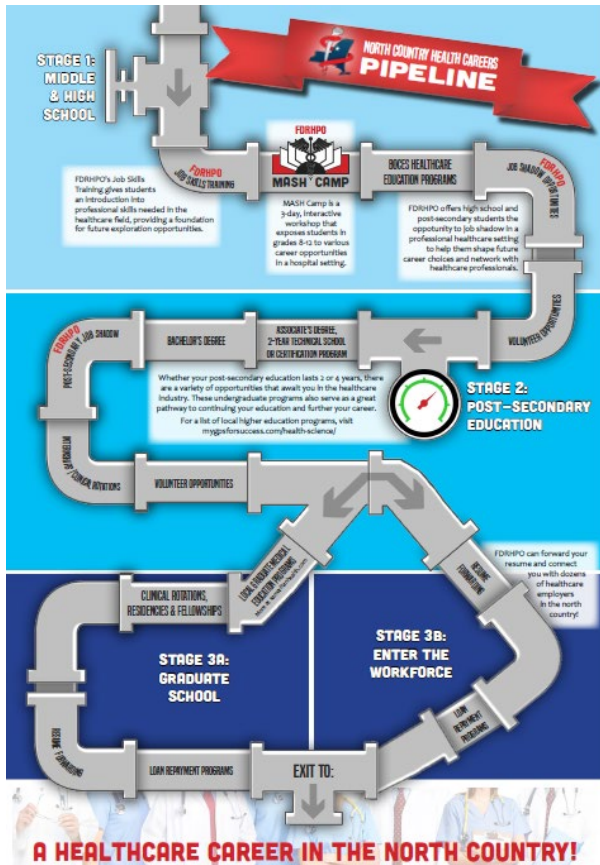
- **For who?** Fort Drum soldiers, their families, & the surrounding civilian community
- **How?**
  - ✓ Analyze the system
  - ✓ Identify needs
  - ✓ Leverage resources to fill gaps through innovation and collaboration
- **Why?**
  - ✓ What's good for Fort Drum is good for the community and...
  - ✓ Strong North Country civilian healthcare system makes a strong Fort Drum

# A Collaborative, Holistic Approach

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**FORT DRUM REGIONAL  
HEALTH PLANNING  
ORGANIZATION**  
*(NYS DOH Rural Health  
Network & Population Health  
Improvement Program  
Contractor)*





## HEALTH CAREER CLOSE-UP

BROUGHT TO YOU BY: **FDRHPO**

### FEBRUARY 2018: PHYSICIAN

**JOB DESCRIPTION:** Physicians are responsible for helping to prevent, diagnose and treat illnesses and injuries. They meet with patients to evaluate an individual's physical, mental, emotional and social health, order diagnostic tests, evaluate test results, prescribe medication and recommend treatment plans.

They may also give advice on general healthcare concerns, such as nutrition, exercise, and hygiene. Physicians can specialize in many different fields — like surgery, radiology, or pediatrics — which add additional duties to their job description.

Depending on a doctor's specialty and work setting, a typical day may involve the following tasks:

- Examine patients
- Obtain medical histories
- Order and interpret diagnostic tests
- Provide preventive care — such as immunizations, screening tests, or wellness education
- Identify and diagnose diseases
- Design treatment plans or prescribe medicine
- Perform surgeries

**WORK ENVIRONMENT:** Medical doctors work in a variety of settings and may work long and unpredictable hours depending on where they work. Some common workplaces for doctors include: hospitals, outpatient facilities, research institutions, government facilities and medical universities.

**PAY:** A doctor's salary will depend on where they work and what they are specialized in. **The average salary for a primary care doctor in the North Country Region is \$222,830 per year.**

**DID YOU KNOW?** THE BUREAU OF LABOR STATISTICS PREDICTS A 13% INCREASE IN PHYSICIAN JOBS FROM 2016 TO 2026, WHICH IS FASTER THAN AVERAGE FOR ALL OCCUPATIONS.

Our region contains several **Health Professional Shortage Areas**, determined by location, facility type, and discipline. Students and physicians may be eligible to apply for loan repayment and scholarships in exchange for a service commitment. Visit [www.fdrhpo.org/loan-repayment-programs](http://www.fdrhpo.org/loan-repayment-programs) to learn more.

CONTINUED ON BACK...

HEALTH CAREER CLOSE-UP FEBRUARY 2018: PHYSICIAN

No matter where you are, the 'North' is always a symbol of guidance and consistency, because it sets the course for all other directions.

**WHEN LOST, ONE FIRST LOOKS TO THE NORTH TO FIND THEIR WAY HOME.**

Here in Northern New York, we believe the same can be said about our healthcare system. Spanning Jefferson, Lewis and St. Lawrence counties, our 'North Country' region is home to some of the finest medical professionals in the state, and we often see our work defining the work of other healthcare institutions across New York and even in the United States.

Starting from the northwest on the picturesque waterfront of Lake Ontario and the St. Lawrence River, our region stretches southeast across the rolling landscapes of the Tug-Hill Plateau and into the rugged beauty of the Adirondack Mountains. Scattered throughout the tri-county area are small waterways perfect for fishing and kayaking; forests for hiking, hunting and observing nature; and rural communities with friendly neighbors, historic buildings and safe schools for children.

Also in our region lies Fort Drum, home to the 10th Mountain Division of the U.S. Army. As a close-knit member of our community for more than 30 years, Fort Drum is home to roughly 18,000 soldiers and their families — many of whom receive their health care in the community.

As a medical professional in the North Country, you will have the opportunity to serve a diverse population and enjoy innovations that cannot be found elsewhere in the state, like our region's robust health information network. You also may be eligible for financial incentives by working in a health professional shortage area.

Overall, you will find that our region is on the forefront of healthcare transformation and advancement, making it an ideal setting for healthcare professionals to learn, grow and thrive.

So, if you're looking for a career in healthcare and you're not sure where to go...

**...LOOK NORTH AND FIND HOME.**

# A Long-term Strategy

# Workforce Snapshot



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## Leveraging Long-term Pipeline

- *Career exploration programs (i.e. MASH Camp & Job Shadow Programs)*

## Collaborating with Institutions of Higher Education

- *Bachelors & Masters Programs at community college (i.e. Nurse Practitioner & Social Worker)*
- *Development of North Country Care Coordination Certificate Program with SUNY Jefferson & SUNY Canton*

## Development & Collaboration of Interdisciplinary Teams

- *Growth of Certified Diabetes Educators, Community Health Workers, BH Peer Supports*
- *Monthly Care Coordination Collaboratives (networking, education, case study, call to action, etc.)*
- *Tobacco Cessation, NDPP & CDSMP systematic referrals*

## Customized Training Videos & System-wide Training/Retraining

- *DSRIP 101, Blood Pressure Measurement, Health Literacy & MEB, Medicaid Health Home, Care Transitions, etc. which have been used by NCI and shared with/utilized by various PPS' (and in India!)*
- *Development of various trainers in the region (i.e. SBIRT, Mental Health First Aid, PCMH Content Experts, QPR, Bridges Out of Poverty, etc.)*

## Regional Expansion of Graduate Medical Education

- *PPS key partner in regional Rural Residency Program Development Grant. Working collectively with partner hospitals, FQHCs and Public Health Depts. to build rural residency capacity & sustainability*

# Incentive Program Success

DY1 - DY3 Totals			
Provider Type	Number of Awards	Award Amount	Total Award Amount by Program
<b>CDE INCENTIVE PROGRAM</b>			
Certified Diabetes Educator	4	\$ 80,000.00	\$80,000.00
<b>LMSW/LCSW INCENTIVE PROGRAM</b>			
LCSW (Grow LCSW)	1	\$ 30,000.00	\$225,000.00
LCSW (Grow LCSW-R)	5	\$ 195,000.00	
<b>PROVIDER INCENTIVE PROGRAM</b>			
Physician Assistant	5	\$ 236,639.00	\$3,210,498.71
Physician	11	\$ 1,356,280.00	
Psych Nurse Practitioner	4	\$ 310,528.71	
Psychiatrist	3	\$ 400,000.00	
Psychologist	2	\$ 90,000.00	
Dentist	2	\$ 163,801.00	
Family Nurse Practitioner	8	\$ 653,250.00	
<b>NURSING INSTRUCTOR INCENTIVE PROGRAM</b>			
Nursing Instructors	4	\$ 120,000.00	\$120,000.00
<b>NURSING INCENTIVE PROGRAM</b>			
Nursing Incentive – Recruit RN	9	\$ 53,250.00	\$208,000.00
Nursing Incentive – Recruit LPN	2	\$ 6,000.00	
Nursing Incentive – Retain RN	15	\$ 97,750.00	
Nursing Incentive – Retain LPN	11	\$ 51,000.00	
<b>Grand Totals</b>	<b>86</b>		<b>\$3,843,498.71</b>



# TRANSFORMATION



The regional proportion of third-graders with **untreated tooth decay far exceeds the statewide measure** (over 40% vs a State rate of 24%). Over the past several years there has also been an **increase in emergency department visits for dental caries**. These conditions are exacerbated by **dental and primary care provider shortages in the region**.

In 2015, the **NCI Provider Incentive Program** assisted the North Country Family Health Center with the **recruitment of Dr. Yong Chang, DDS**, thus allowing for access to dental services for individuals covered by Medicaid, Medicare and managed care programs. Prior to Dr. Chang's arrival, **it had been five years since Medicaid beneficiaries had access to dental services in Lewis County**.

**"I am very pleased to be returning to family practice dentistry at the NCFHC. The agency's mission of providing dental care to patients who need it, regardless of income or insurance status, is a great benefit to our community," says Dr. Chang.**

**Success Story:  
Job Shadow Student  
from 2012 came back  
to region as PCP!**

**In 2012, as a first-year medical student** at SUNY Upstate Medical School, Dr. Katherine McHugh participated in our **Job Shadow Program**. Originally from Lowville, a rural, underserved area, Dr. McHugh demonstrated a sincere commitment and desire to return to the region and practice medicine as a primary care physician.

After this shadowing experience, she shared **"I hope that someday I will be able to demonstrate the same diligence, humanity and grace in my practice."** It is with great enthusiasm that **NCI provided financial assistance to Lowville Medical Associates who successfully recruited Dr. McHugh as their newest Family Physician**.

Dr. McHugh began practice in Lowville in July 2018.





Danielle DeBona, 2010 Job Shadow Student



Danielle Sawyer, 2017, PA

## Students to Professionals: Faces of Success



Jillian Young, 2009 Job Shadow Student



Jillian Young, 2018, FNP

# Lessons Learned

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- Healthcare is not for everyone!
- Recruiting from a rural region (growing your own) generally results in better retention rates
- Not everything needs to be sustained... consistent monitoring & evaluation is critical
- Data driven outcomes are helpful but can sometimes be difficult to track
- Building & maintaining a relationship with participants in the pipeline is essential
- Collaboration with higher education partners results in reduced overhead costs, improved student completion rates and decreased regional vacancy rates
- It's okay to be innovative... perfection can be the enemy of the good
- Celebrate short-term wins
- Building a pipeline takes time but the fruits of your labor will be plentiful!