



WINTER IS COMING.....HERE!

Sonya Steward-Cass, BSN,
Director of Quality Risk & Compliance, [Fordland Clinic](#)

Wow. Winter 2021. I don't know about you, but there were times I thought we would never get here! I wholeheartedly greeted 2021 and gleefully provided 2020 with a raucous send-off!

I am so honored to be the Board President for 2021. I am looking forward to continuing relationships and gaining new ones as we navigate our new reality in the COVID age. The year 2020 was a challenge, but in some ways, it was a good challenge. I believe hospitals and clinics, healthcare personnel, and entire communities responded to the challenge in an amazing way. While we may have seen the worst in some, we have also witnessed amazing stories of sacrifice, bravery, and compassion. For that, I send my heartfelt appreciation to my healthcare peers across the Midwest, and indeed, across the Nation.

I live in Southwest Missouri, about 40 miles from the "big" Bass Pro and Wonders of Wildlife Museum and about 60 miles from Branson. I have a grown son and mostly grown parents. We live on a large farm with beef cattle, a great hunting beagle, and a cranky chihuahua. I have been an RN for 30 years and obtained my BSN this past June. My experiences lie in Cardiac, Risk Management, Urgent Care, Public School Health and Public Health. I joined Fordland Clinic in July 2015.

COVID touched our family in November. My parents, 80 and 84 respectively, developed COVID with mild to moderate symptoms. However, my 84-year-old father who has COPD did wind up having to enter the hospital where he received excellent care. He received four days of remdesivir and one dose of convalescent plasma and was able to return home (much to his relief and delight). My son had strep-like symptoms and extreme fatigue, nausea, and vomiting. As of the writing of this, I have continued to test negative.

Nothing brings it home to you quite like seeing your own family members ill. Dealing with trying to work and care for them simultaneously, making sure there's food for everyone, and the anxiety. OH! The anxiety!

I believe that for all the fear, exhaustion, and grief of the last year, it has poised FQHC's/CHC's for a better future. Health Systems were focused on keeping people alive. Private practice providers (in our area at least) were not seeing patients in-office to prevent spread. And Health Departments were trying to keep up with contact tracing. All very important jobs and goals. But who stepped up in their communities? The Community Health Centers. We continued to see injuries, chronic disease, DOT physicals. Once daily changes to management of COVID suspect cases settled, we saw ill patients, new patients, and patients who needed COVID testing.

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“The Midwest Clinicians’ Network, Inc.’s (MWCN) mission is to enhance professional and personal growth for clinicians to become effective leaders for their health centers and promoters of quality, community-based primary health care.”

As we move into a New Year, MWCN remains committed to the support and advancement of Community Health Centers. I am optimistic that our communities will remember who helped calm their fears, took care of their families, and continued to serve not only their usual patients, but those left “in the lurch”.

I wish for you good health and prosperity in 2021.....

Sonya

ACU Technical Assistance, White Paper, and More Available for FQHCs Starting Eye Health & Vision Care Programs

The Association of Clinicians for the Underserved is offering a variety of resources to help your health center expand eye health and vision care services in underserved communities. Our recent white paper, [“Integrating Eye Health and Vision Care for Underserved Populations into Primary Care Settings,”](#) and our [recent accompanying webinar](#) with the American Optometric Association both examine the current need and best practices for delivering these services as part of integrated care models for the underserved. Additionally, we are offering free, tailored technical assistance to assist FQHCs seeking to offer eye health and vision care services to their communities. We will also announce our call for applications for small grants to help cover vision service program start-up costs for health centers. For more information and resources, visit our [Eye Health and Vision Care page](#) or email Sabrina Edgington, Director of Learning and Curriculum Design.



WEBINAR: Stop the Revolving Door - The Vital Link between Culture, Leadership & Employee Retention

It hurts when good employees leave. Turnover is costly and erodes continuity of care and teamwork. Healthcare turnover was high before COVID and is rising with the pandemic. What makes people jump ship? What motivates others to stay on, even through difficult conditions? What can we learn from the latest staff retention research?

Research shows an undeniable link between culture, leadership and employee retention. Learn what you can do today to create a culture nobody wants to leave.

Join us on **February 3, 11:30 AM (CDT)** for interactive, information-packed webinar that sheds light on common causes of turnover and what can be done.

Led by healthcare’s culture catalyst, Kristin Baird, RN, BSN, MHA. We’ll answer the questions listed above, and explore how you can curb the turnover trend.

Attendees will:

- Examine the true cost of turnover
- Discover the most common causes of turnover
- Explore the link between culture, leadership and retention
- Identify key actions leaders can take now to curb turnover



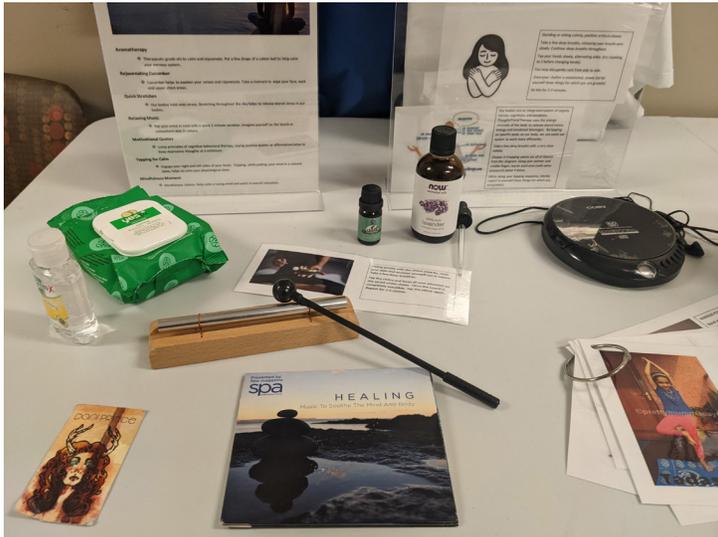
**REGISTER
HERE!**

Addressing Stress Through Wellness

People's Center Clinics and Services (PCCS) is an FQHC located in a densely populated area of Minneapolis, MN. COVID has presented staff with quite a challenge as we adjusted our workflow to meet the demands of the community we serve. PCCS's business has increased 45% with the addition of our COVID drive up testing. With increased workloads, and decreased staff on sight, PCCS took measures to address the stress our providers were experiencing.



Aromatherapy was utilized to assist in calming the central nervous system. Lavender tabs from Elequil were given to all medical staff. Each tab, when attached to their clothing, provided 6-8 hours of a calming lavender scent. Staff responded quite well to this intervention and we quickly had to re-order our supply!



PCCS also collaborated with a yoga instructor to create five 3-minute videos. The videos provided instruction on deep breathing practices and chair yoga stretches for stress relief. These videos were made available to all staff via their email.

Wellness stations were created in the medical, dental and COVID areas of the clinic. We placed these 'stations' within the immediate work space area to allow staff to quickly step away and utilize a 3 minute intervention. Staff are presented with a menu of wellness interventions for their use. Each station includes a CD with calming music, aromatherapy offerings, cucumber wipes for a refreshing feel and a meditation chime for relaxation. In addition, we had written and visual instructions for deep breathing techniques, yoga stretches and tapping techniques. Employees are encouraged to practice self-care at the Wellness Stations by weekly prize drawings.

HEALTHY RECIPE: Ham Casserole with Cauliflower Rice

Ham casserole starts with leftover ham, cauliflower rice, and broccoli. Total comfort food, but it's packed with veggies, low carb, and makes a healthy dinner the whole family loves. Yield: 6 servings Prep Time: 10 minutes Cook Time: 30 minutes



INGREDIENTS:

- 16 oz riced cauliflower
- 12 oz broccoli florets
- 2 c diced ham
- 3 c grated cheddar, divided
- 2 large eggs
- 1 tsp salt
- 1 tsp garlic powder
- 1/2 tsp cracked pepper
- 1/4 tsp mustard powder

DIRECTIONS:

1. Preheat oven to 350 degrees.
2. Steam the cauliflower and broccoli until cooked through and tender.
3. Add the steamed cauliflower rice and broccoli to a large bowl with the ham, 2 1/2 cups cheddar, egg, and spices. Stir well to combine.
4. Spread mixture into 9x13 baking dish and sprinkle the top with remaining 1/2 cup cheese.
5. Bake uncovered for 30 minutes.
6. Serve immediately.

Resource:
<https://thatlowcarbblife.com/ham-casserole/>

Knowledge, Attitudes, Practices, and Perceived Barriers Towards Trauma-Informed Care Among Multidisciplinary Health Professionals Across Federally Qualified Health Centers (FQHC) in the Midwest

Arielle Carmel, MA
Clinical Psychology Department of Northwestern University

Purpose of the Study:

You are invited to participate in a research study that is being conducted by Arielle Carmel, M.A., under the research supervision of Rachel Piszczor, Psy.D., Associate Professor, both from the Clinical Psychology Department of Northwestern University, Downers Grove. The purpose of this research is to investigate the knowledge, attitudes, practice patterns, and perceived barriers towards trauma-informed care amongst multidisciplinary health professionals. The ultimate purpose of the study is to determine if a webinar-based training on trauma-informed care is effective in promoting various aspects of this important care model.

Who can Participate?:

In order to be eligible to participate you should be 18 years and older and be a currently employed licensed health care professional (i.e., medical, dental, or mental health). In addition, to participate in the study you should currently work at a Federally Qualified Health Center (FQHC) within the Midwest. Finally, to participate you should be able to read English and have access to a computer. It is important to note that participation in this study is completely voluntary. If you do not wish to participate in the research study, there is no penalty. If you do not wish to participate in the study but are interested in learning more about trauma-informed care, you will be provided with access to a list of resources.

Study Procedures:

All study participants will be enrolled in the webinar-based study, which will be open and accessible for 6 weeks. Prior to the webinar, all participants will be asked to answer questions from two surveys electronically and delivered via the SurveyMonkey platform. You will be asked to answer basic questions regarding your demographics (e.g., age, race, ethnicity,

sex, profession), although to protect your anonymity, you will not be asked questions that would easily identify you. In addition to answering questions related to your personal and professional demographics, you will also be asked to answer the study measures, which include answering questions related to what you know about trauma-informed care, your attitudes toward trauma-informed care, any practice you engage in with regard to trauma-informed care, and what you perceive to be barriers (e.g., what gets in the way) to trauma-informed care. All participants will then access the online webinar, delivered by Arielle Carmel, which will take approximately 30-40 minutes. At the end of the webinar training, all participants will be asked to answer the same self-report measures to assess post levels of knowledge and attitudes. This will also be done electronically and delivered via the SurveyMonkey platform. The entire duration of your involvement will take up to 1 hour.

Benefits of Participation:

By participating in this study, you will be provided with training and education related to a trauma-informed care model. Therefore, the benefit to participants is an anticipated increase in knowledge and comfort of trauma-informed care as a result. There is also the aim to benefit your clients indirectly through increasing clinician knowledge and comfort as a result.

Contact Information:

If you have further questions or concerns about your rights as a participant in this study, contact James Woods, Ph.D., Northwestern University's Director of Research and Sponsored Programs, at (630)-515-6173 or at jwoods@midwestern.edu. You may also feel free to reach out to Arielle Carmel, M.A. (Email- acarmel96@midwestern.edu) or Rachael A. Piszczor, Psy.D. (Email- rpiszczor@midwestern.edu; Phone- [630]-515-7633) if you have any questions about the study.

Health Literacy in Diabetes Study Opportunity

The University of Minnesota and GogyUp, an adult literacy startup, are seeking clinics to participate in a research study that they are proposing to the NIH's NIMHD. The 1-year project would investigate the impact that a new reading assistance technology may have on type 2 diabetes mellitus patient education. More information about the study and GogyUp's technology can be found here: <https://bit.ly/gup-hl2020>



Utilization of Data to Influence Decision Making

By Jennifer Genua-McDaniel, [Genua Consulting, LLC](#)

Sponsored by [Compliatric](#)



As Community Health Centers navigate through the health care continuum, the request is always, “What does the data tell us?” or, “Do you have any data to support the work that you’re completing?”. As health centers we can say that we have access to a plethora of data; data through our electronic health records (EHR), data from our practice management system, and even data through patient surveys. Every February we submit Uniform Data System (UDS) to the Health Resources Services Administration (HRSA), which in turn provides an aggregate and roll up data to Congress which tells the story of how well community health centers support the health care delivery system. We haven’t even mentioned the data required by our various payors, donors and funders. Data really does influence decision making skills. On a more granular level, how can health centers utilize data to develop appropriate decision-making skills?

Data Driven Decision Making (DDDM) is the process which involves collecting data based on measurable goals, such as the UDS measures Community Health Centers are required to collect. Once data is collected, analyzed, and put in a format that staff and board members can understand, the most common usage is to develop strategies and activities that benefit not only the organization BUT ALSO the patients.

What are the benefits of data driven decision making?

1. Data gives you **CONFIDENCE**: If a community health center wants to start a new service line, the data has to support it. For example, in reviewing the percentage of patients that have an A1C greater than 9%, you may find many patients do not have access to appropriate foot care. How do you demonstrate that having a contracted podiatrist seeing patients two days per week is a vital part of a treatment plan of good diabetic care? With the data. While the data can serve as a benchmark for clinical care that already exists, it can also provide a logical approach when your intuition (or your “gut”) knows it will work. Remember, if your data is flawed or skewed, then the output of data will be inaccurate; so make sure to always review the data before it is entered into your software.
2. You will be **PROACTIVE**: Regardless of which method of analytics collection you use, the data will provide a story and then decisions can be made. As an example, maybe your community health center does not provide in-house dental services. Based on data collected through various means, including patient surveys, a community health center can determine whether bringing dental services in-house would be proactive, especially if dental services are covered through Medicaid expansion and there may be a financial gain.
3. Potential **COST-SAVINGS**: Data is used to improve operational efficiency. In fact, in the Health Center Compliance Manual, Chapter 18 (Program Monitoring and

Data Reporting Systems), HRSA requires that the health center “produces data-based reports on patient utilization, trends and patterns in the patient population, and overall health center performance to determine internal decision-making skills by key management staff and governing board of directors”¹. As rising costs for health care become apparent, community health centers may be able to curb costs by using data as a basis, especially when it comes to supplies and equipment. Regardless of whether we are maneuvering through the COVID-19 pandemic or operating under “business as usual”, real time data which demonstrates cost-savings is becoming the norm.

Community Health Centers understand the value of data, but how do we start? First and foremost, **look for patterns**. Start by questioning your patients via surveys or other means. If patients are having a difficult time coming in for care, are patients asking for extended hours? If your patient surveys do not provide this data, making your surveys more quantitative and analytical would be advantageous. Next, once patterns in your data are identified, ask yourself, “What does this mean? What are my patients asking for? How should this data be presented to senior staff and the board? Is this a project to pilot to see if no show rates improve?”

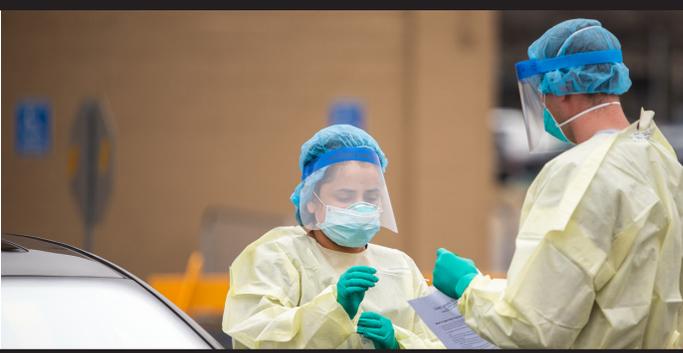
Next, make it a goal to **tie every decision back to data**. If there isn’t any data to tie decisions to, determine how to capture data to support the project. For example, a community health center may be struggling to improve immunization rates during COVID-19. When the initial onset of COVID-19 occurred, there may have been minimal research on how to improve clinical outcomes during a pandemic. If a Community Health Center has a Quality Improvement Committee or something similar, asking questions that will produce data may be an opportunity to create unique data sets.

Lastly, using **data does not have to be extravagant, difficult, or fancy!** Some community health centers collect data using an interface through their EHR which uses a “stop light dashboard ” to determine whether improvements are being made to workflows or systems. Sometimes a simple pilot project to change a process works best. Remember, making changes to improve workflows doesn’t have to be perfect; be sure to spotlight successes and analyze what did not work.

There is no wrong door to navigate through when it comes to data, but it must start at the top with the board of directors and the senior leadership team. Having a data driven mindset will create a forward-thinking generative organization.

¹ <https://bphc.hrsa.gov/programrequirements/compliancemanual/chapter-18.html#title-top>

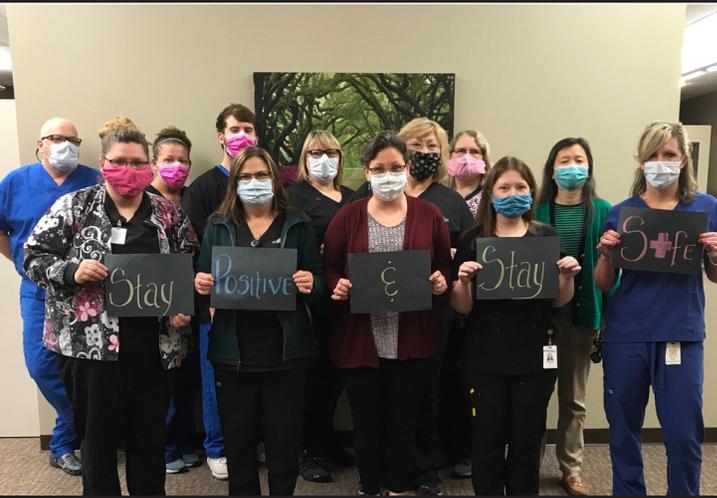
Health Centers in Action during a Global Pandemic!



Thank You
TO OUR
HEALTHCARE WORKERS



Health Centers in Action during a Global Pandemic!



Illinois

Various Positions

Illinois Primary Health Care Association wants to help Physicians, Medical Directors, Nurse Practitioners, Physician Assistants, Certified Nurse Midwives, Dentists, Dental Hygienists, LCSWs, LCPCs and Clinical Psychologists find rewarding careers at community health centers throughout Illinois and Iowa. To take advantage of IPHCA's complimentary recruitment assistance service please contact Emma Kelley, ekelley@iphca.org, or visit www.iphca.org.

OB/GYN Physician

[Shawnee Health Service \(SHS\)](http://Shawnee Health Service (SHS)) is seeking a licensed full-time OB/GYN Physician. SHS offers competitive salary and benefits packages as well as loan forgiveness capabilities. Contact Alex Hansen, Marketing and Recruitment Coordinator, by e-mail ahansen@shsdc.org, or mail 109 California Street Carterville, IL 62918 for more information.

Iowa

Various Positions

PHC is looking for RN candidates for Team RN, Triage, and Care Manager opportunities in Des Moines and Marshalltown, IA. Visit www.phciowa.org/careers for more information.

Family Medicine Physician

The Iowa Primary Care Association is currently recruiting Family Medicine Physicians for multiple FQHCs throughout the state including locations in Keokuk, Sioux City, Leon, Des Moines, Council Bluffs, and Dubuque. Please contact Angela Benjegerdes at abenjegerdes@iowapca.org for more information.

Various Positions

Peoples Community Health Clinic, Inc. (FQHC) Waterloo, IA. Full time Behavioral Health Director/Psychiatrist and AP/AR Controller available. Generous benefit

package. Go to www.peoples-clinic.com for more information or to submit CV to Human Resources.

Kansas

Various Positions

Sharon Lee Family Health Care, an FQHC LAL, is seeking a full-time MEDICAL DIRECTOR to join our expanding primary care team, as well as, a full-time PHYSICIAN with interest and experience in the treatment of HIV/AIDS, and two full time Nurse Practitioners or Physician Assistants to provide healthcare services to a wide range of population. Located in the heart of Kansas City, FHC offers a competitive salary and benefit package. Contact Lisa Harvey, Interim CEO by email at LisaHarvey@swbfhcs.org.

Michigan

Medical Assistants

MyCare Health Center is seeking Medical Assistants to work in our Center Line and Mount Clemens locations. The ideal candidates will have 1-2 years' experience in medical assisting in a Family Practice setting. Must have flexibility M-F 8:00 AM to 7:00 PM. We offer a competitive salary and benefit package. Apply online at <https://www.indeed.com/job/certified-medical-assistant-f8ed77536cd3e4a1>.

Various Positions

Cherry Health is hiring for Medical Assistants, Registered Nurses, Patient Registration Specialists, and more! To see our current list of openings, our comprehensive benefits, and to apply, visit cherryhealth.com/careers or contact Luke Brandsen at lukebrandsen@cherryhealth.com

LPN or RMA/CMA

Sterling Area Health Center (SAHC) is currently seeking to hire a Full Time LPN or RMA/CMA licensed by the State of Michigan, as well as an experienced Full time Front Office RMA/CMA. Sterling Area Health Center utilizes teamwork and partnership with our patients to provide

high quality, comprehensive primary for the entire community, with emphasis on the medically underserved. For more information by mail 725 E. State St Sterling Mi 48659 or check out our link at www.sterlinghealth.net

Medical and Dental Assistants

Family Health Care (FHC) has openings for various positions, including Director of Behavioral Health, Dentist, Dental Assistants, and Medical Assistants. The right candidates are individuals who are dedicated to providing high-quality, compassionate health care. Located in Michigan, we serve many communities, including Big Rapids, Baldwin, Cadillac, Grant, McBain, and White Cloud. FHC offers a competitive salary and benefits package. To see a list of current openings and to apply, visit familyhealthcare.org/careers.

Minnesota

Various Positions

Open Door Health Center is seeking a Medical Director and Psych NP. If you are looking for a work environment that is patient focused and passionate about what we do, then we want to hear from you! To explore these positions, visit our website at www.odhc.org.

Various Positions

[Community-University Health Care Center \(CUHCC\)](http://Community-University Health Care Center (CUHCC)) is hiring full and part-time positions for Certified Medical Assistants, Licensed Dental Assistants, and Registered Nurses. CUHCC is a federally qualified health center (FQHC) with a mission to transform care and education to advance health equity. The health center provides comprehensive primary care, specialty mental health services, dental care and wrap around services to 11,000 patients annually through 60,000 visits and educates 150 students and residents annually. Contact Chinah Midtling, HR Partner, by email midt0020@umn.edu for more information.

Nebraska

Various Positions

[OneWorld Community Health Centers, Inc.](#) in Omaha, NE is seeking a Family Practice Physician, Internist, Pediatrician, Registered Nurse, Nurse Case Manager, and Behavioral Health Therapist. OneWorld is a FQHC and a PCMH. Out of 1,400+ Community Health Centers nationwide, we rank in the top 2% for clinical quality. Our clinic is growing, and we need dedicated individuals to come join our team! We offer competitive salaries and generous benefits. Please apply at www.oneworldomaha.org/get-involved/careers.

Chief Dental Officer

[Bluestem Health](#), a FQHC in Lincoln, NE, is seeking to hire a motivated full-time CHIEF DENTAL OFFICER. This is a Clinical & Administrative position (30 hrs clinical & 10 hrs admin/week). We have newly remodeled space and equipment for 3 full-time dentists and 2 hygienists. Bluestem Health offers a competitive salary and benefit package. Contact Brad Meyer, CEO, by e-mail bmeyer@bluestemlincoln.com, or mail 2246 O St., Lincoln, NE 68510 for more information.

Ohio

Dentist

[CAA of Columbiana County \(CAA\)](#) is seeking to hire a motivated Dentist. We have a brand new facility with medical,

dental, behavioral health, pharmacy and MAT services with sufficient space to grow. CAA offers a competitive salary and benefit package. Contact Dr. Marybeth Shaffer, by e-mail marybeth.shaffer@caaofcc.org, or phone 330-424-7221 ext. 157 for more information.

Various Positions

Community Health Centers of Greater Dayton in Dayton, OH has career opportunities for Family Practice physician, Medical Practice Manager, and part-time Behavioral Health Consultant. CHCGD offers a competitive salary and benefits. Contact Sheryl Fleming at sfleming@chcgd.org or visit our website, <http://www.communityhealthdayton.org>.

Check out our new website!



The new Bureau of Health Workforce (BHW) website is live.

The updated website has a new design and refreshed content to improve how you access BHW programs and information.



Visit compliantfqhc.com for more information

Come learn why FQHCs across the country are making the switch from legacy general employee training systems to **Compliatric**, the **COMPLETE** training and compliance management system designed for FQHCs and HRSA covered entities.

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- Employee Training LMS
- Incident Management
- Agreement Management
- Auditing & Monitoring
- Grant Management
- Exclusion Monitoring
- Credentialing & Privileging
- CHC Board Management