



Midwest
CLINICIANS' NETWORK

NETWORK NEWS

April
2017

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Message from the MWCN President Meeting Challenge with Leadership

Chris Singer, MAN, RN, CPHQ
Chief Operating Officer
West Side Community Health Services



We all are confronted with challenges that inspire us toward action. Whether in the workplace, at home, or out in the community, it is important to meet these challenges with the best tools. Only with optimal tools can we begin to break down barriers and create new pathways toward innovation, collaboration, and eventual resolution of those challenges.

One of the most important tools that can be brought into each and every challenge is effective leadership. All of us can probably recall a time when we entered into a leadership role in our careers or personal lives.

These roles might have been very formal, such as being hired into a supervisor or manager role. Other times may not have been very formal, such as approaching a leader about a safety concern. What we can count on is that we all will find ourselves in a mixture of these situations. To be effective in these leadership roles, it is important to know our style of leadership in these different circumstances.

As we start identifying our styles of leadership, it is first vital to define the situations in which leadership takes place. Formal leadership comes when you are assigned a leadership role, in which you have decision-making authority, whereas, informal leadership relies on shared self-interest without authority to make decisions. In each of these scenarios, we may exercise different leadership styles and traits to tackle challenges and find solutions.

While there are many theories on leadership styles, I will mention just a few. Wikipedia helps us define these very complex concepts into some simple categories:

- Authoritarian: Keeps main emphasis on the distinction of the authoritarian leader and their followers. Direct supervision is key in maintaining a successful environment and followership.
Example: Police directing traffic

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- **Democratic:** Consists of the leader sharing decision-making abilities with group members by promoting the interests of the group members and by practicing social equality.

Example: Board of Directors

- **Laissez-faire:** All the rights and power to make decision is fully given to the workers. This type of leaders provides the followers with all materials necessary to accomplish goals but does not directly participate in decision making unless requested by the followers.

Example: Mentorship

- **Transformational:** Leader works to change or transform followers needs and redirect thinking. Followers are challenged and inspired with a sense of purpose and excitement.

Example: Grass roots community action group

- **Collaborative:** Operate on basis of shared power and management, rather than a top-down structure. Trust and commitment among the leader and followers is vital to facilitate transforming change that reflect purpose, vision, and goals.

Example: Committee

Hopefully like me, you found yourself relating to each of these different types of leadership, knowing that you use each of them at different times for different reasons. Now that we know the different styles we use in leadership, we have to identify how to use those styles to overcome challenges.

1. **Identify and prioritize the challenge.** While many of us would love to bring world peace, we have learned we need to take smaller bites. Think through the impact if you addressed you biggest challenges, and identify which priorities rise to the top.

2. **Create a vision.** Once you have chosen the challenge to address, create a vision for change. This may involve bringing your team into the vision if you are a formal leader or sharing your ideas within the senior leadership of your organization if you are an informal leader. The important step is to not remain quiet—share your vision.



3. **Collaborate with others.** One person didn't build Rome in a day. All leaders need others to overcome the challenge and implement change. Collaboration brings motivation, inspiration, and the road map for taking the next steps.

4. **Make a goal.** Work with your team to make a goal and plan steps and strategies to progress toward the goal. Meet with your partners regularly and often to check progress. If needed, revise your plan if additional challenges are met.

Knowing both the style of leadership and the actions we can take as leaders in the midst of what may seem like unsurmountable challenges, we can break down barriers and move forward one step at a time. The important thing is to step up to a leadership role, whether formally or informally, when the opportunities arise.

To close out this spotlight on using leadership to address challenges, I will leave you with a couple of quotes. Not everyone may agree on their politics, but we have a history of strong leaders in our country who have given us good insight into what true leadership is and how to use it to overcome our greatest challenge.

“The greatest leader is not necessarily the one who does the greatest things. He is the one that gets the people to do the greatest things.”
Ronald Reagan

“A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but ought to be.”
Rosalynn Carter

The Essence of Patient Engagement

Reprinted from the **March?** 2017 “Clinical Health Coach” newsletter.

Meetings, conferences, strategies, articles and talk in healthcare are obsessively centered around the idea of **patient engagement**. Engagement is the new “buzz.” There are a couple of pivotal reasons. First, as provider organizations take on increasing risk, often in concert with health plans, in ACOs or in alternative payment strategies built around value, connecting with patients at the right time and place is essential. Establishing a sustainable relationship with attributed members, connecting to provide assessments and preventative services, and providing services in the timeliest manner to mitigate avoidable clinical exacerbations and cost – these have become potent driving motivations.

Second, many healthcare organizations have also experienced an epiphany – that the greatest underutilized resource in healthcare is likely the patient. Yes, often looked upon as the challenge when faced with the responsibility of population health, leading provider organizations have begun fostering and actively cultivating more vital partnerships with patients.

The realization that 69% of healthcare costs are driven by patient behaviors and that 95% of healthcare decisions occur outside the provider office are compelling parts of this logic. And, there is more. Evidence suggests that most care, especially for those with chronic conditions, is self-care. AHRQ has reported that 95% of diabetes care is just that – self-care. Ironically, patients have become the new opportunity in healthcare, not just the challenge. Achieving patient behavior change and inspiring greater patient accountability may be the real secret sauce for healthcare’s brighter future.

As healthcare organizations search for the optimum patient engagement, success is often elusive. All patient engagement is not the same. There are at least two distinctive levels of engagement that inform the effective approaches. First, **practice level engagement** -- patient programs, services and care engagement initiatives aimed toward improved access, preventive and proactive care, care management -- essential connection strategies that have defined “patient centeredness” for population health.

Second, a companion and much less common, is accountability level engagement – self-care, self-efficacy and psychological engagement focused upon inspired health behavior change and self-care skills development – essential activation strategies for population health.

Most healthcare professionals agree -- **patient behavior** is both the leading challenge and the largest arena of opportunity for changing the landscape of health in this country. Toby Cosgrove, CEO of Cleveland Clinic, was asked in an interview on *Meet the Press* to identify one breakthrough opportunity that could move healthcare to a new level in this country? He didn’t tout better government support. He didn’t advocate more healthcare reform legislation. He said, “inspiring individuals to take more responsibility for their own health” would bring the most powerful result.

Teaching, telling and educating patients has not worked well. For more than 20 years, there has been well established, evidence based consensus guidelines for effectively managing Type 2 diabetes. Yet diabetes exacerbations and related consequences cost more than \$176B

in direct costs annually in the U.S. What providers know regarding such diabetes management is of little value without patients actively participating in self-care and supporting behaviors.

Engaging patients at the accountability level is often hard work, and not the way most care givers and providers have been trained. We have been trained to “do, teach and tell.” Too long, that has been the expectation of healthcare professionals in relating to patients. Physicians, often skeptical that they can actually move or change patient behaviors, simply prescribe things like pills. Not much is required in terms of behavior change, and it is quicker for doctor and patient alike.

Achieving **accountability level engagement** is possible when healthcare professionals develop skills to help patients find their own motivation for change. Such skills enable healthcare professionals to ask, listen and inspire patients. It often involves a shift in style, process and communication – listening to patients and their unique needs versus a more paternalistic view of delivering patient care. It is partnering with patients – it is **clinical health coaching**.



Coaching is an evidence based science, particularly motivational interviewing.

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Proven in the clinical setting over the past decade, these coaching strategies have been found to effectively transform the conversation and the care management process. The result – demonstrated self-care skills, improved health behaviors and acceptance of personal accountability for health – exactly what healthcare has so long sought as a path to better outcomes.

Patient behaviors can change, especially those that support improved health and well-being. This is particularly evident for individuals with chronic conditions. Healthcare professionals with appropriate training and practiced skills are creating a world of difference by partnering with their patients with diabetes, heart failure, COPD and a host of other conditions. Outcomes in clinical measures, patient experience, cost and quality of life are reported from clinical practices which have effectively implemented **coaching strategies**.

As healthcare moves from volume to value, measurable patient outcomes have ever increasing meaning. These outcomes will guide how patients view healthcare as well as how healthcare is reimbursed. Healthcare providers who recognize patients as a resource, who believe in their capacity for behavior change and who spark accountability level engagement will likely lead in this



most notable profession. They will also improve the health lives of their patients in a profound and positive way.

William K. Appelgate, PhD, CPC
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HEALTHY RECIPE: *Healthy Baked Broccoli Tots*



Healthy Baked Broccoli Tots are the perfect low-fat snack. They also make a great side dish or appetizer for your next gathering.

INGREDIENTS:

2 cups or 12 oz uncooked or frozen broccoli	1/3 cup panko breadcrumbs
1 large egg	1/3 cup Italian breadcrumbs
1/2 cup diced yellow onion	2 tbsp parsley (or cilantro, rosemary)
1/3 cup cheddar cheese, shredded	1/2 tsp salt
	1/2 tsp pepper

DIRECTIONS:

1. Preheat the oven to 400°. Grease a baking sheet with a thin layer of oil or line with parchment paper and set aside.
2. Blanch the broccoli in boiling water for 1 minute then remove and shock with cold tap water to stop the cooking process. Drain well.
3. Chop broccoli finely and mix thoroughly with the egg, onions, cheddar, breadcrumbs, and seasoning. Scoop about 1.5 tbsp of mix using an ice cream scoop or your hands and gently press between your hands into a firm ball then shape into a tater-tot shape. It helps to wash your hands after every few tots to keep them from sticking onto your hands. Next, place on your prepared baking sheet.
4. Bake until golden brown and crispy, 19-24 minutes, turning half way. Remove from the oven and enjoy hot with ketchup, sriracha, ranch dressing or your favorite dipping sauce!

Nutrition Facts per 1 serving (6 tots): Calories: 95, Total Fat: 3.6g, Saturated Fat: 1.6g, Cholesterol: 37.4mg, Sodium: 314.4mg, Total Carbohydrate: 11.2g, Dietary Fiber: 2g, Sugars: 1.7g, Protein: 5.4g

Source: <http://gimmedelicious.com/2015/05/17/healthy-baked-broccoli-tots/>



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EARN CME CREDITS | STRATEGIZE WITH EXPERTS IN THE FIELD | RECEIVE ONGOING SUPPORT AFTER THE CONFERENCE



Healthcare providers/professionals based in a Midwest state other than Illinois can apply for a Conference scholarship. For the Scholarship application **[PLEASE CLICK HERE.](#)** Application deadline is Monday, April 3rd, 5:00pm.

[LOOK HERE FOR A BRIEF GLIMPSE AT WHAT TO EXPECT.](#)

For questions, please email us at asianhealthequity@gmail.com.

2nd Annual
**Michigan
LGBTQ Health Summit**
June 7-8, 2017
CROWNE PLAZA HOTEL • LANSING, MICHIGAN

MICHIGAN
Primary Care
ASSOCIATION



The conference will be divided into two days; June 7 will be a focused training for all clinicians followed by a reception for all participants. June 8 will be a full, one day conference intended for all audiences including clinicians, front line staff, nurses, behavioral health providers and administrators.

The agenda will feature best practices in primary care from industry experts, as well as innovative projects and programs that focus on providing quality care for Michigan's LGBTQ population. Our goal is to help your team increase competencies and learn more about how to be sensitive to the unique social determinants and health disparities our LGBTQ communities face. We'll share the full agenda as soon as it's finalized. CEUs will be available. We look forward to seeing you in June!

[CLICK FOR MORE INFORMATION!](#)

DID YOU KNOW?

MWCN offers both patient experience and employee satisfaction surveys to health centers

Patient Experience Surveys

- Electronic options are available
- Medical, dental and behavioral health versions are available in English and Spanish
- Delivers patient input for your health centers to utilize in quality improvement efforts
- Reports available for vulnerable populations
- Provides data from other health centers for comparison

Employee Satisfaction Surveys

- Available electronically
- Allows you to collect confidential feedback from employees
- Provides your organization with data your quality committee can use to improve morale and increase retention
- Compare to employee satisfaction at other health centers

Both are low cost and if you have a custom need for other surveys let us know if we can help. We have assisted health centers with board evaluations, provider surveys, short patient check in surveys and more. Visit the MWCN [website](#) for more information or contact Amanda at acampbell@midwestclinicians.org.

Thank you to the more than 530 primary care providers who have responded to MWCN and University of Chicago's Behavioral Health and Type 2 Diabetes survey!

If you have not yet returned the survey, we would love to hear from you. Please contact Erin Staab, MPH at estaab@medicine.bsd.uchicago.edu or Neda Laiteerapong, MD, MS at nlaiteer@medicine.bsd.uchicago.edu with any questions about the study.



Join MWCN for our National Walk@Lunch Day Challenge on Thursday, April 27, 2017!

This is a great way to show your support of physical activity and a healthier workplace. Please let us know if you participate- either as a group or on your own we hope you walk at lunch.

To enter the challenge, send an email with details on how many staff participated and a photo if possible which may be used for the next newsletter to ricks@midwestclinicians.org. You will be automatically entered to win a prize!

JOB POSTINGS

Illinois

Various Positions

[Community Health Partnership of Illinois \(CHP\)](#) is seeking various positions at our 6 clinics. Harvard Clinic- Staff Dentist (20-25 hrs/wk), and Outreach/Promotores Coordinator (32 hrs/wk). Mendota Clinic- Outreach/Promotores Coordinator (32 hrs/wk), and Dental Assistant (32 hrs/wk). In addition, the following seasonal positions are available at each of our locations- Outreach Medical Doctor and/or Outreach Nurse Practitioner (bi-lingual Spanish/English preferred), Outreach Clinic Support and Assistant Outreach Workers. We offer competitive wages, excellent benefits and a supportive work environment with other dedicated professionals. Eligible National Health Service Loan Repayment Sites. Visit our [website](#) for more information. Interested applicants are asked to submit a current resume to CHP, Attn: HR Director – email bsacco@chpofil.org or fax 312/795-0002.

Various Positions

[The Illinois Primary Health Care Association](#) seeks physicians (FP, IM, PED, OB/GYN, PSY, Med Dir), nurse practitioners, physician assistants, certified nurse midwives, dentists, dental hygienists, LCSWs, LCPCs and clinical psychologists for community health center positions in urban, suburban and rural locations in Illinois and Iowa. To view job opportunities available please send your CV to Ashley Colwell, acolwell@iphca.org.

Various Positions

[Family Christian Health Center](#) in Harvey, IL, a federally qualified, state-of-the-art health center, has multiple openings for Family Practice Physicians, Nurse Practitioners/Physician Assistants, OB/GYN Registered Nurse and Certified Medical Assistants. Excellent benefits package. Contact Regina Martin, HR Manager at rmartin@familychc.org or 708-589-2017.

Indiana

Various Positions

[Echo Community Healthcare](#), in Evansville, Indiana is seeking to hire a full-time Family Nurse Practitioner, Physician Assistant or MD for our all-adult clinic. Our clinics serve the under-insured, uninsured and homeless of the Evansville community. We have four clinics and over 120 employees who are dedicated to service. We offer a competitive salary and a comprehensive benefits package. Please send your resume to Carol Collier-Smith, COO at ccollier-smith@echohc.org or by mail to Carol Collier-Smith, 315 Mulberry St, Evansville IN 47713.

Various Positions

Porter-Starke Services, Inc. (PSS), a CMHC based in Valparaiso is seeking Psychiatrists, Nurse Practitioners, Therapists, and more in offering services for virtually all mental health and addiction needs for adults, children and families. PSS also operates Marram Health Center, a FQHC in Gary, IN, providing comprehensive primary and integrated care. PSS offers competitive salary and a benefit package. Visit the PSS Careers website at <http://www.porterstarke.org/careers/current-job-opportunities/> for both locations, or contact Mark Goodrich (219)476-4582, Recruitment and HR Coordinator at mgoodrich@porterstarke.org for more information.

Physicians

[HealthLinc CHC](#) is seeking to hire multiple Primary Care Physicians. We have multiple Health Centers across Northwest/Northern Indiana with a “Patient-Service-Medical-Home” model. HealthLinc offers a very competitive salary, benefit package and loan repayment options. Contact Mike Lowe, Talent Acquisition Coordinator, by e-mail: mlowe@healthlincchc.org or check out our career website: <http://healthlincchc.org/join-our-team/>.

Physicians

Open Door Health Services (FQHC) in Muncie, Indiana is seeking full-time physicians (FM/IM/DO). Consider this “one-stop shop” clinic proving primary care, pediatrics, dental and behavioral health services. Competitive salary and excellent benefits. Visit www.opendoorhs.org and/or contact Terri Hutchison at tlhutchison@opendoorhs.org or call (765) 287-3043.

Iowa

Various Positions

Primary Health Care, Inc. (PHC) is seeking to hire a variety of positions, including a physician, behavioral health consultant, and a nurse practitioner/physician assistant. Please navigate to our careers page at <https://pm.healthcaresource.com/cs/phc#/search> to search and apply for positions. Contact Rachael Miller at rmiller@phcinc.net for more information.

Various Positions

Peoples Community Health Clinic, Inc. (FQHC) Waterloo, IA. Full time Dentist, Pediatrician, FNP, Psych NP. Loan repayment possible. Full benefit package. Go to www.peoples-clinic.com for more information or to submit CV to Human Resources.

Michigan

Chief Operating Officer

[MyCare Health Center](#), a FQHC located in Macomb County Michigan, is looking for a motivated, full-time Chief Operating Officer for our state of the art facility. MyCare offers a competitive salary and benefit package. For more information please contact Judy Hinson, Business/HR Manager at jhinson@mycarehealthcenter.org or (586) 619-9986 X16.

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JOB POSTINGS

Various Positions

[Cherry Health](#) located in Grand Rapids, Michigan, a community health center, is seeking full time psychiatrists to join our organization to provide quality out-patient care, as well as full or part-time Family Practice/Internal Medicine Physician for our Greenville location (Montcalm Area Health Center). Cherry Street offers a competitive salary with incentive package and excellent fringe benefits including generous loan forgiveness programs. Contact Bob Lackey, by phone at (616) 776-2124, Boblackey@cherryhealth.com.

Various Positions

Western Wayne Family Health Centers (WWFHC) a FQHC with 3 locations is seeking vibrant Internal Medicine Physicians, Family Practice, DO, OB-GYN Physician, Nurse Practitioners, Certified Nurse Midwives, LPN's, Dentist, Dental Hygienist, Therapist, Certified Medical and Dental Assistants, Call Center- Customer Service Reps, Billers and Community Health Workers. We offer competitive salaries and full benefits package including loan repayment through NHSC and NURSE Corps. Forward your CV/resume to: humanresources@wwfhc.org. Please see our "jobs" on our website at www.wwfhc.org.

Various Positions

Please join our family at [MidMichigan Community Health Services](#), an FQHC, located in Houghton Lake, Michigan. We have multiple openings for MAs, LPNs, and RNs, an opening for a PA or NP. A Chronic Care Management nurse position is available. As well as an opening for an LMSW at our Beaverton Location. All positions include Holiday pay, as well as no nights or weekends. Please contact Christine Dunaj for more information at 989-202-4610, or by e-mail at christine.dunaj@midmichiganhs.org.

Various Positions

At Great Lakes Bay Health Centers We Changes Lives Because We Care. We are currently looking for Family Medicine Physicians, Psychiatrist, Nurses and LMSW with and without Child/ Adolescent experience to join our team of caring professionals so we can continue to provide high quality healthcare. As a group of FQHCs we offer competitive salaries and benefit packages including loan forgiveness through the NHSC. Please visit our website at www.glbhealth.org for detailed information of all our open positions or we invite you to contact us through our website or call 989-759-6400 option 3 for the HR department.

Homeless Healthcare Director

Community First Health Centers is seeking a full time Homeless Healthcare Director. The Homeless Healthcare Director provides direct oversight and leadership to the Agency's Homeless Healthcare Program (in both St. Clair and Macomb Counties). This includes a clinic setting, an outreach setting and Behavioral Health components and ensures quality service delivery. Send resumes to Lisa at lmarcangelo@communityfirsthc.org or apply online at www.communityfirsthc.org.

Various Positions

[Grace Health](#), located in Battle Creek, Michigan is seeking a full-time Optician and full-time Registered Nurses (with their current RN license in the State of Michigan). Come be part of a team in a busy health care center, offering a beautiful working environment, excellent wage and benefits. Please send cover letter and resume to Grace Health, 181 W. Emmett Street, Battle Creek, MI 49037. Fax 269-441-1265. E-mail: recruiting@gracehealthmi.org.

Various Positions

[Hegira Programs, Inc.](#) is seeking Psychiatrists, Contract Therapists, Licensed Michigan Social Workers and other potential candidates looking for work in the mental health field at a growing non-profit. For more information, contact us at 734-458-4601 or send a resume to jmiller@Hegira.net.

Missouri

Dentist

Wanted: Dentist. Option of one of two locations, or splitting time between both (local to Springfield & Branson MO). Competitive salary, the opportunity for up to \$30k per year in student loan repayment, generous benefit structure and bonus program. For more information, contact Robert Marsh at rmarsh@fordlandclinic.org

Nebraska

Various Positions

[OneWorld Community Health Centers, Inc.](#) in Omaha, NE is seeking a Family Practice Physician, Pediatrician, Certified Nurse Midwife, Physician Assistant, Nurse Practitioner, Medical Dietitian/Nutritionist, RN Clinic Manager, Outreach & Reproductive Health RN, and Registered Nurse. OneWorld is a FQHC and a Certified Level III Patient Centered Medical Home (NCQA.) Out of 1,400+ Community Health Centers nationwide, we rank in the top 1% in clinical quality. Our clinic is growing, and we need dedicated individuals to come join our team! We offer a competitive salary and generous benefits. Our clinicians are eligible for student loan repayment through NHSC and NURSE Corps Please apply at www.oneworldomaha.org/careers

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JOB POSTINGS

Ohio

Various Positions

Community Health Centers of Greater Dayton is searching for a fulltime FP or IM physician or Nurse Practitioner. Competitive salary and benefits package, including loan repayment for physicians and nurse practitioners. Submit your CV to sfleming@chcgd.org or visit our website at

www.communityhealthdayton.org.

Various Positions

[Centerpoint Health](#) has an immediate opening for a General Dentist in our Franklin, Ohio office. Must have Doctorate and 2 years of dental experience. As well as, an immediate opening for a Family Physician in our Franklin, Ohio office. Must have Doctorate and 1 year of experience. Both positions require passing a background screening. If interested, please apply through Indeed, Monster or call 513--318-1188 and ask for Human Resources.

Clinical Social Worker

Family Health Services of Darke County, Inc. is seeking a CLINICAL SOCIAL WORKER OR PSYCHOLOGIST. This position requires a generalist approach to counseling with experience in individual, child, senior and family therapy. Masters or Doctorate degree in either clinical psychology, or clinical social work required. Independent licensure status and a minimum of two years clinical experience is essential. This position offered on a fee-for-service, contractual basis. EOE Please visit www.familyhealthservices.org for more information. Qualified applicants, please send resume to HR@familyhealthservices.org.

Various Positions

Neighborhood Health Association (NHA) has an immediate opening for (1) full-time family practice doctor with a Suboxone Certification. We also need (1) family nurse practitioner with behavioral health experience. Contact Wilson Forney by email to wforney@nhainc.org. For all other opportunities within NHA visit our website at www.nhainc.org.

Nebraska

Various Positions

[Lakeshore Community Health Care \(LCHC\)](#) is looking to hire GENERAL DENTIST(S) for our expanding Manitowoc clinic & a PSYCHIATRIC NURSE PRACTITIONER for our newly renovated Sheboygan clinic. LCHC offers a competitive salary & benefits package, + possible NHSC loan repayment options. Submit a resume to HR at lchchr@lakeshorechc.org or by mail at PO Box 959, Sheboygan, WI 53082-0959.

*If you have a job posting you would like added to our next newsletter, forward it to
Renee Ricks at*

rricks@midwestclinicians.org

