



**A Network of Partners Addressing Primary Care Shortages
in Frontier and Rural Areas of New Mexico
One Community’s Approach**

This community-based model of training/recruitment/retention, developed in Grant and Hidalgo Counties, has expanded its reach to Luna and hopes to spread to Catron County in 2013.

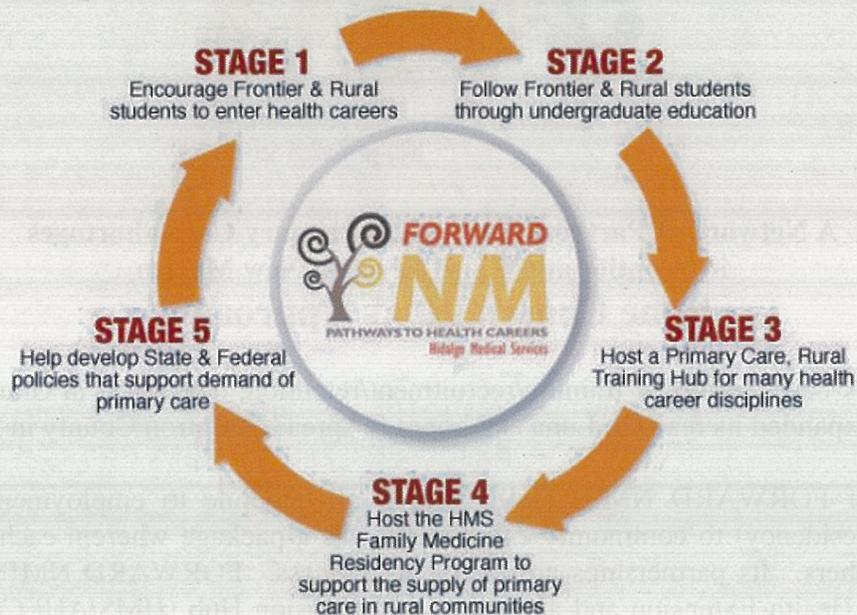
The essence of FORWARD NM™ really says it all--pipeline to employment, to program development (residency) to community engagement. It's a package wherein each component is linked to all others. Its partnerships are key to its success. FORWARD NM™ resounds the image of what Health Extension and an Academic Extension Hub (HMS/AHEC/Gila Regional Medical Center/WNMU/The Wellness Coalition (or its equivalent) can be.

The FORWARD NM™ model was developed to address a broad range of the supply, policy and infrastructure deficits in NM. It addresses the need to reach local children, help them recognize their natural abilities and match them to a health career. The program supports these learners from the moment of self-identified interest, through supplemental educational to increase the likelihood of success in undergraduate and graduate environments, involves undergraduate students in the support of secondary students and provides opportunities for training and experiences in a PC setting throughout their educational process.

The successful dissemination of the FORWARD NM™ model throughout NM is less about program development in the most underserved communities and more about working with organizations that serve underserved populations. These populations need to possess the capacity, capability and desire to ensure the healthy future of their communities and neighboring communities regionally, understand the value of cooperation and collaboration, already be committed to training and improving the lives of people by encouraging them to enter health careers and become public servants in communities of need. These organizations should either be in a place that has a full range of training possibilities or be willing to build the hub/spoke model from the community out through collaborative relations with institutions external to the community.

The FORWARD NM™ model illustrated below outlines the five key stages leading to a successful workforce program. Because each community is unique with potentially unique healthcare workforce needs, goals and objectives, this model will be used as the foundation for a customized toolkit for the community that will be identified. Every element of the FORWARD NM™ model should be reviewed for relevancy and adapted for meaningful implementation.

Our Rural Approach To Primary Care



Grow Your Own!

STAGE 1: Encourage Frontier and Rural Students to Enter Health Careers

This introductory phase of the pathways program consists of multi-faceted methods of identifying interested students and putting infrastructure in place to stay connected to these interested students. Consistent and ongoing methods include curricular programs and outreaches for local, middle school students. These methods yield an increased awareness and interest in health professions. By planting the seed in the mind of a budding young learner, each student is given a point of interest from which to build their educational focus. Venues for outreach include career fairs, classroom presentations, as well as clubs and camps. Once a student has been reached and an interest has been identified, staying connected to the student is key.

Building upon the enthusiastic response to this health career club concept, FORWARD NM™ hosts a SMASH (Summer Math And Science & Healthcare) Academy for incoming high school freshmen who had previously participated in the club. SMASH builds students' math and science skills, exposes them to various aspects of health and health care practice in the community, provides CPR and First Aid training and introduces the biology lab and field of anatomy. SMASH is held on the WNMU campus to foster a sense of familiarity and belonging in the campus environment. An intense version of SMASH, known as HCA (Health Career Academy) is a UNM model that FORWARD NM™ is hosting in Silver City as the first rural HCA site. HCA is an intense 6-week version of SMASH is designed as a non-residential, day-long summer program for economically disadvantaged high school sophomores, juniors and seniors focusing on increased ACT preparation, strengthening of academic competitiveness and core competencies, promotion and awareness of each student's cultural identity and the assets of "home" and communities. Students will also learn healthy behaviors to convey to their families. Of note is that while the program is hosted in Silver City, students travel from outlying areas

such as Rodeo, Lordsburg and Deming on a daily basis for this summer enrichment. In the first week, students who had never met before exhibited signs of teamwork, camaraderie and faculty witnessed support systems under development for one another.

Other methods of reaching this demographic include: (1) a 2-session health career readiness class to every ninth grader in the local school systems. This curriculum serves to build stakeholder relationships and allows the program to reach students in the academic setting; (2) *Health Career Scholarship Program*, which provides annual scholarships for graduating high school seniors from the community who are pursuing a college education leading to a health career; (3) mock interview sessions to help students be better prepared for in-person educational interviews, like UNM’s Combined BA/MD Program.

The illustration below outlines the contacts made with the secondary education system during 2012 and as set forth above, the model has expanded these programs to include a new after-school club in Deming, the second SMASH Academy and the *new* HCA Academy in Silver City.

| 2012 HOW WE PARTNER WITH OUR SCHOOLS | |  | |
|--|--|--|--------------|
| Elementary School Activities | | | |
| ACTIVITY DESCRIPTION | LOCATION | # OF STUDENTS REACHED | |
| Dental Health Presentations | Grant County | 208 | |
| Middle School Activities | | | |
| Dream Makers Health Career Club – Spring 2012 | LaPlata Middle School | 24 | |
| Dream Makers Health Career Club – Fall 2012 | LaPlata Middle School | 24 | |
| Math and Science Academy - Summer 2012 | LaPlata Middle School | 8 | |
| <i>Expanding Your Horizons</i> STEM Workshop (Science Technology Engineering and Math) | Grant, Luna Catron and Hidalgo Counties (Girls Ages 10-15) | 257 | |
| Career Day | Dugan Turango Middle School | 180 | |
| High School Activities | | | |
| Student Volunteerism | Grant and Hidalgo County | 9 | |
| Teen Maze | Hidalgo County | 300 | |
| HMS Health Career Scholarships | Grant and Hidalgo County | 7 | |
| Student Mentoring and Shadowing | Grant and Hidalgo County | 3 | |
| Introduction to Health Careers (every 9 th grader) | Lordsburg, Animas, Aldo Leopold HS | 66 | |
| Career Fairs (Spring and Fall) | Cobre School District | 107 | |
| Career Fair | Silver High School | 70 | |
| Career Fair | Animas High School | 240 | |
| Workforce Readiness Curriculum | Aldo Leopold High School | 44 | |
| TOTAL ENCOUNTERS | | | 1,547 |

as of 12/31/12

STAGE 2: Follow Rural and Other Interested Students through Undergraduate Education

The University of New Mexico hosts a combined BA/MD program, in which students from rural and disadvantaged backgrounds are accepted on full scholarship to the university with reserved spots in UNM’s medical school. Students participate in program activities throughout their

undergraduate studies. The model hosts several BA/MD students each summer for their Summer Practicum. This four-week experience enables the community to maintain contact with local and other rural students. During the practicum, students shadow local health care providers in their fields of interest. They also participate in community service projects with local organizations in order to increase their connectedness to the community, gain a better understanding of rural patient populations and develop a clear understanding of the social determinants of health.

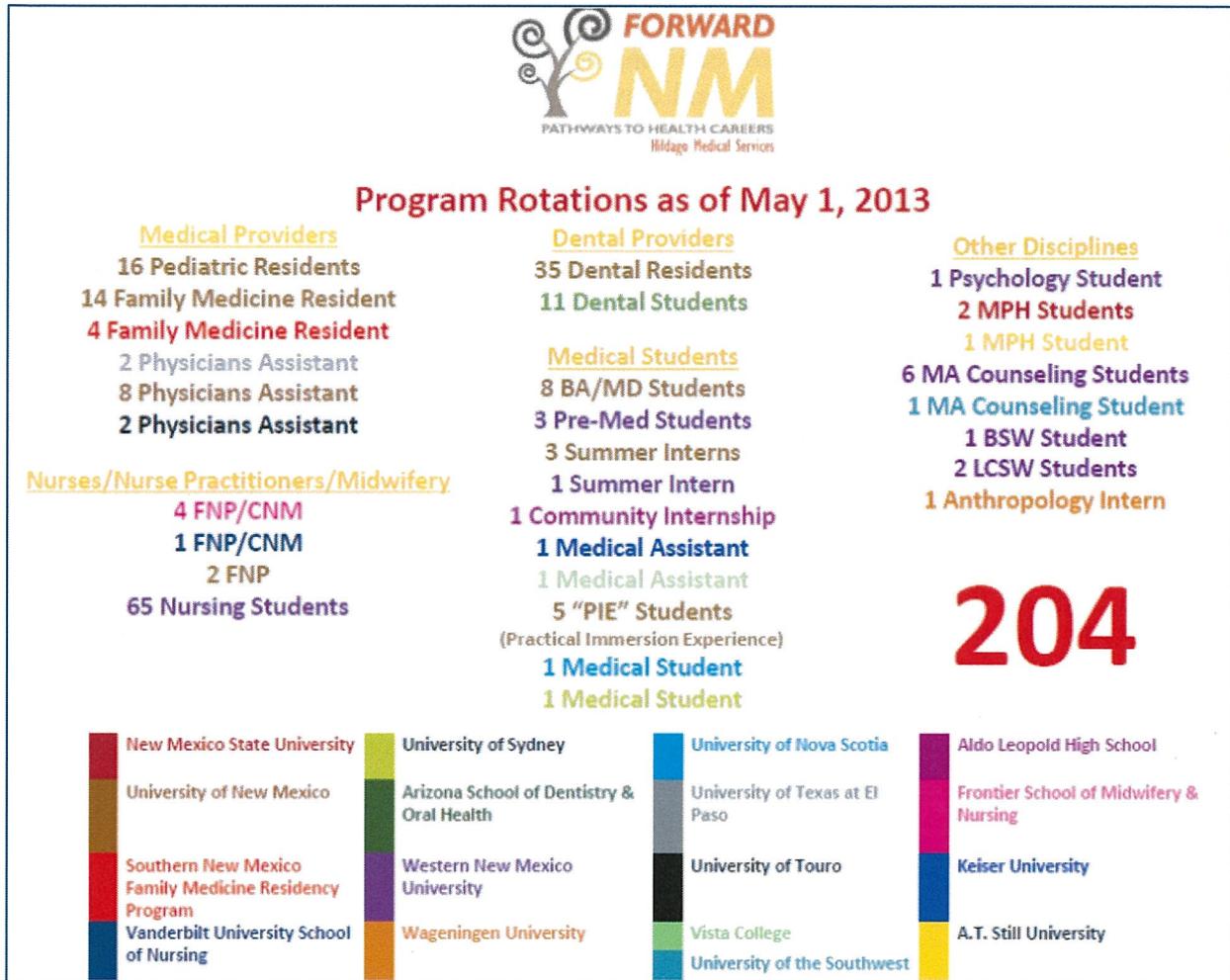
FORWARD NM™ hosts a Summer Internship Program for undergraduate students raised in the target community. The internship program provides students with exposure to all operations of a Community Health Center. During the eight-week internship, students complete four modules focusing on medical, dental, family support services, and administrative departments. Students are given responsibilities appropriate to the department and their abilities, such as helping to schedule patient appointments, take blood pressure, height, and weight measurements, observing procedures, shadowing the CEO or other executives, which includes attendance at board meetings, and participating in community outreach opportunities. Students are required to complete and submit reflective essays at the end of each learning module about their experiences. All students participating in the first year of the program reported increased knowledge of rural community-based practice and increased interest in PC fields.

FORWARD NM™ also encourages college students to engage in volunteer and mentor opportunities in the clinic environment and during various outreaches. Once these students have cleared institutional guidelines and are approved to shadow/mentor or volunteer, we link these students to providers for shadowing experiences, offer them opportunities to volunteer in the clinic environment, and often engage these students as leaders in FORWARD NM™ program curriculum with younger peer groups. The FORWARD NM™ staff also co-hosts WNMU's pre-med club focusing on goals such as MCAT prep classes, lining up clinical hours qualifying them for post-graduate degree programs, community outreach, one-on-one consultations, mock interviews, shadowing experiences inside the clinic, scholarships and medical school applications. WNMU students help facilitate health career club activities as well as SMASH and HCA, mentioned above. These activities further connect WNMU students to primary care and the Community Health Center setting while also providing opportunities for local community service activities that will strengthen their medical school and other health career training program applications.

STAGE 3: Provide Rural Training for Students and Residents

FORWARD NM™ hosts a diversified training hub model wherein learners include undergraduate students, medical students, family medicine and pediatric residents, dental students and residents, physician assistant students, family nurse practitioners, certified nurse midwives, nursing students, as well as behavior health learners. FORWARD NM™ engages multiple universities and multiple degree programs in affiliation agreements. These rotations provide students and residents with exposure to rural community-based practice settings and enable the community to identify individuals interested in returning to the community to practice in the future. The FORWARD NM™ model has yielded successful recruitment of providers who have completed rural rotations at HMS. Inter-disciplinary training, Preceptor development and community immersion experiences are integral to the success of the training hub.

The illustration below demonstrates the diversified training hub model wherein FORWARD NM™ has hosted 204 learners from January 1, 2010 through May 1, 2013:



STAGE 4: Host A Residency Program to Recruitment to support the supply of primary care in Rural Communities

Under the FORWARD NM™ model, HMS has developed a 1+2 Family Medicine Residency Program. Residents complete their intern year of residency at UNM (in an urban center) and their second and third residency years at HMS in rural practice. HMS received program accreditation by ACGME, the national accrediting body, as well as HRSA’s Teaching Health Center designation in May of 2013.



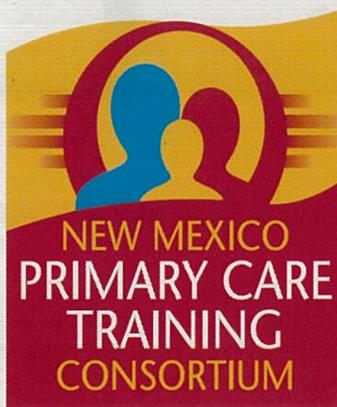
In addition, the FORWARD NM™ model has focused on provider retention through collaboration with local hospital by offering CME accredited training, a UNM-affiliation for providers to access UNM health library resources, and Project ECHO, a telehealth program in which rural providers and UNM sub-specialists co-manage complex patients in the PC setting, while expanding rural providers' knowledge and experience in specific sub-specialty fields such as diabetes, hepatitis C, rheumatology, and chronic pain management. This is one example of utilizing existing resources to reach community providers in a positive light.

STAGE 5: Help support state and federal policies that support the demand for primary care. Healthcare Workforce Summit.

In an effort to address the health professional primary care shortage in New Mexico and beyond, the FORWARD NM™ model brought together 75 individuals from a broad range of local providers, non-profit organizations, local and state agencies as well as national attendees, for a two-day summit concerning health professional workforce training and development in rural New Mexico communities. Participants broadly endorsed further promotion of state and federal policies that support rural PC training opportunities for students from frontier and rural areas. The Summit also provided a venue to link potential partners in addresses PC shortage solutions.

New Mexico Primary Care Training Consortium.

To help support the expansion of PC training and increased quality of PC training, the FORWARD NM™ program objectives include the coordination of a network of all family medicine residency programs in New Mexico to advocate, recruit and develop resources for all PC residency programs in New Mexico. This will help all residency programs identify residents best suited for each of the residency program locations and connect graduates to high need practice locations in rural New Mexico. This method serves as an example of innovations that other disciplines could consider in supporting supply and demand of PC providers.



FOUNDING MEMBERS:

| | |
|---|--------------------------------------|
| Eastern NM Family Medicine Residency Program | Dr. Karen Vaillant, Program Director |
| HMS Family Medicine Residency Program | Dr. Darrick Nelson, Program Director |
| Northern NM Family Practice Residency Program | Dr. Luis Rigales, Program Director |
| Southern NM Family Med. Residency Program | Dr. John Andazola, Program Director |
| UNM Family Medicine Residency Program | Dr. Dan Waldman, Program Director |

FORWARD NM™ Partners.

The FORWARD NM™ model is dependent upon the relationships its program staff has built with community stakeholders statewide. The partners and stakeholders are linked to each spoke of the hub model and fostering the ongoing and evolving needs of each learner and partner is key to the success of the model.

Our Partners & Stakeholders

U.S. Office of Primary Care and Rural Health
New Mexico Department of Health, Office of
Primary Care & Rural Health
Gila Regional Medical Center
First Born, Silver City
The Grant County Community Health Council
Western New Mexico University
University of New Mexico
New Mexico State University
The Silver Consolidated School District
The Cobre School District
The Lordsburg School District
The Animas School District
Aldo Leopold High School
**Southern New Mexico Family Medicine
Residency Program**
Arizona School of Dentistry & Oral Health
Southwest Bone & Joint, Silver City
Surgical Associates, Silver City
Thomas Hickey, M.D., Silver City
Nathan Williams, M.D., Silver City
Cassie Health Center for Women, Silver City
Silver Health Care
Southwest Family Medicine
The Volunteer Center of Grant County

The Kiwanis
Silver City Rotary Club
The American Association of University Women, Silver City Chapter
Southern Area Health Education Center
New Mexico AHEC Advisory Board
New Mexico Academy of Family Physicians
Workforce Solutions
Eastern New Mexico Family Medicine Residency Program
Northern New Mexico Family Medicine Residency Program
University of Texas at El Paso
Vanderbilt University School of Nursing
University of the Southwest
Frontier School of Midwifery & Nursing – Kentucky
University of Sydney
Touro University
University of Nova Scotia
A.T. Still University
The Sparks Ear, Nose & Throat Clinic
Sierra Dermatology
Amos Lash, M.D.
EmCare
Rural Radiology Associates
Hospital Care Consultants



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• Illustrates Forward NM Founding Network
• Illustrates Grant County Partner
• Illustrates Forward NM Network Partner

As of 5/1/13

Quality Improvement and Evaluation.

The FORWARD NM™ program maintains consistent and ongoing, self-reflective quality improvement processes to break down barriers as they are identified, improve systems and maintain quality training experiences. The following outcomes hail from an exit evaluation that each learner completes at the end of their rural rotation training experience:

- 82% of our Learners are from NM
- 86% agreed or strongly agreed that the rural training experience was worthwhile.
- 94% state the experience demonstrated:
 - They could work successfully in a rural community
 - They have a better understanding of the role of a health professional in a rural community
 - They have a better understanding of the health issues in a rural community

- While 52% of learners grew up in a rural community of 20,000 or less, 63% agree or strongly agree that they are interested in rural practice in southwest New Mexico.
- 71% said that family dynamics affect the decision where to practice.

For more information about FORWARD NM™, contact Charlie Alfero, Executive Director of the Center for Health Innovation at Hidalgo Medical Services. calfero@hmsnm.org.