

2024 RURAL HEALTH CARE SYMPOSIUM

RANCHO BERNARDO INN

Incubate – Igniting the Spark for a Sustainable Community-based Physician Retention & Recruitment Strategy

**Judson Howe
Adventist Health**



1

Creating a Sustainable Strategy for Primary Care

Presented at the 2024 Rural Health Care Symposium



2

Adventist Health

North Coast Network



Judson Howe
President
Adventist Health North Coast Network



3

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4



Six hospitals



94 clinics



Value-based
arrangements for 56,000
community members

“The percentage of U.S. doctors in adult primary care has been declining for years and is now about 25%.”

“More than 100 million Americans don't have usual access to primary care, a number that has nearly doubled since 2014.”

“In the next decade, California will need an additional 4,100 primary care providers to meet projected demand.”

Let's Get Healthy California



7

North Coast Network | Challenge

North Coast
shortage of

45

**Primary Care
Physicians**

In 2022, North
Coast hired

3

**Primary Care
Physicians**

North Coast 2023
average is

1,040

**Open Days for
PCP Position**

Average new
patient lead time is

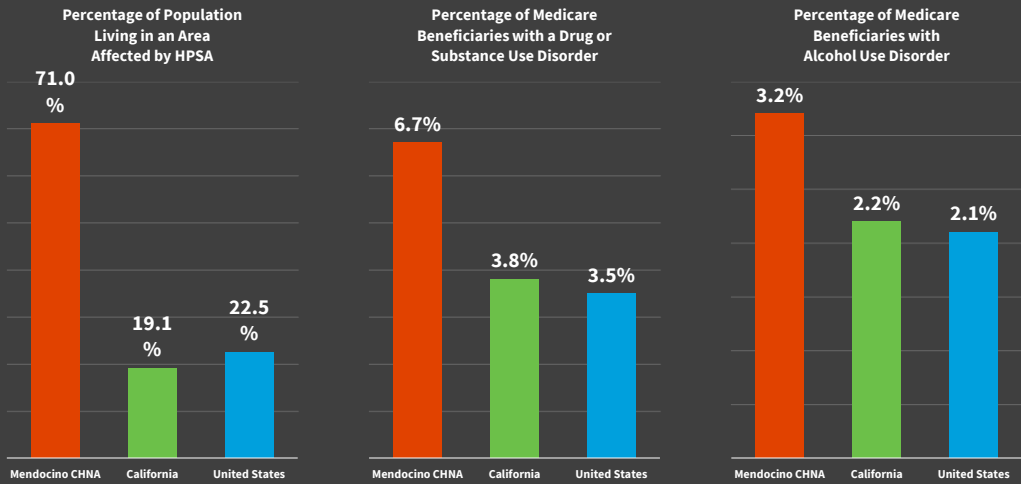
60

**Days for
Available PCP**



8

Current Conditions | Mendocino CHNA in Context



9

Physician Burnout



Fee-for-Service Model



Non-Flexible Contracts & Visit Schedules



Misaligned Values



Workflows Requiring 8:00 PM Inbox Management



10

Patient Impact



No Same-Day
Availability



Limited Care for
Social Needs or
Multiple Issues



Inhibited Specialty
Referrals



Capitated Members
Not Receiving
Cost-Reducing
Preventative Care

11

91,000 Missed Primary Care Visits

12

“If access to health care is considered a human right, who is considered human enough to have that right?”

Paul Farmer

Pathologies of Power: Health, Human Rights, and the New War on the Poor

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13

“Latino, Black, and Native American populations make up the majority of residents of health professional shortage areas.”

Let's Get Healthy California

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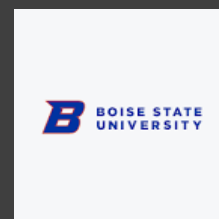
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How can we redesign our value proposition to earn the practices of primary care physicians?

15



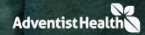
David Schmitz, MD



16



Benjamin Anderson



17

National Coverage

Shots HEALTH/HEALTHCARE

How One Hospital Entices Doctors To Work In Rural America

Published 11/19/21 12:05 AM EST

4 Minute Listen

CBS NEWS

Critical condition: The crisis of rural medical care

Published 11/19/21 9:00 AM EST

POLITICO MAGAZINE

How a Tiny Kansas Town Rebooted Its Struggling Hospital into a Health Care Jewel

An innovative enter found a way to recruit doctors, help refugees and make money delivering babies.



18

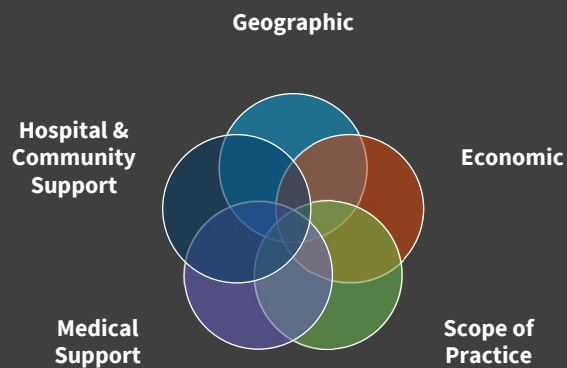
Incubate

Creating a sustainable strategy for primary care in our community

Rural Community Apgar Questionnaire

Understanding the communities' strengths, benefits, and areas of improvement needed for successful recruitment and retention of providers to the community.

Five Classes



Rural Community Apgar Questionnaire

Rating	Apgar Factor* (Advantage)	Apgar Class
1	Climate	Class 1: Geographic
2	Recreational opportunities	Class 1: Geographic
3	Community volunteer opportunities	Class 5: Hospital and community support
4	Teaching	Class 3: Scope of practice
4	Perception of community	Class 1: Geographic
5	Moving allowance	Class 2: Economic
5	Signing bonus	Class 2: Economic
6	Demographics/patient mix	Class 1: Geographic
7	Emergency medical services	Class 4: Medical Support
8	C-section	Class 3: Scope of practice
8	Religious/cultural opportunities	Class 1: Geographic
9	Hospital sponsored CME	Class 5: Hospital and community support
10	Mid-level supervision	Class 3: Scope of practice
10	Endoscopy/surgery	Class 3: Scope of practice



21

Rural Community Apgar Questionnaire

Rating	Apgar Factor* (Challenge)	Apgar Class
1	Stability of physician workforce	Class 4: Medical Support
2	Mental health	Class 3: Scope of practice
3	Call/practice coverage	Class 4: Medical Support
3	Specialist availability	Class 4: Medical Support
4	Affordable housing	Class 2: Economic
5	Allied mental health workforce	Class 4: Medical Support
6	Administration	Class 3: Scope of practice
7	Transfer arrangements	Class 4: Medical Support
8	Access to larger community	Class 1: Geographic
9	C-section	Class 3: Scope of practice
9	Nursing workforce	Class 4: Medical Support
9	Ancillary staff workforce	Class 4: Medical Support
10	Loan repayment	Class 2: Economic
10	Affordable childcare	Class 2: Economic



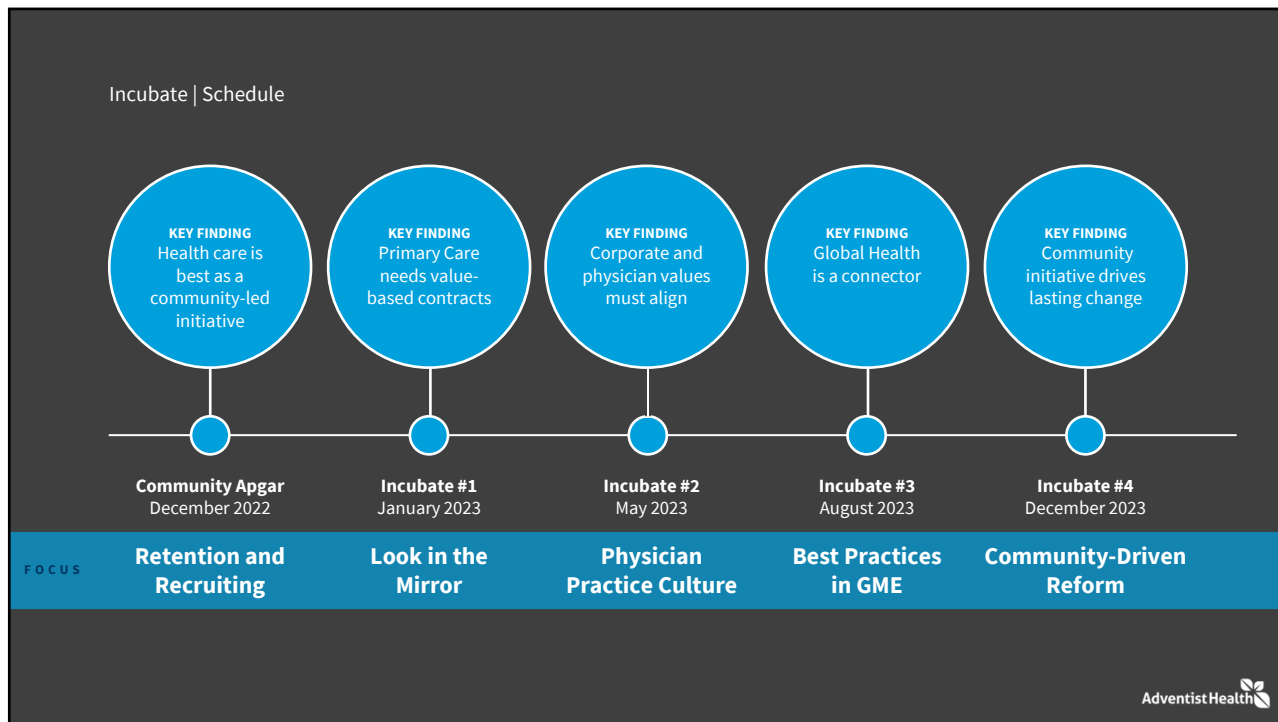
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I am the problem.

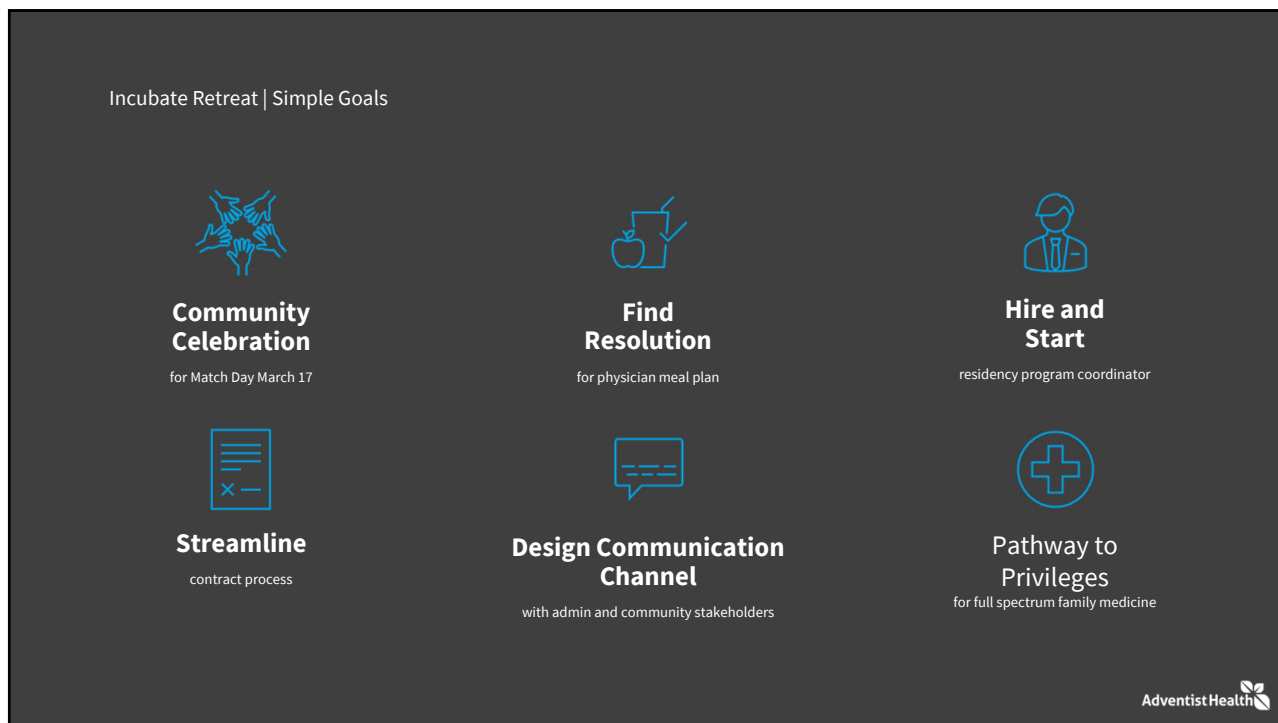
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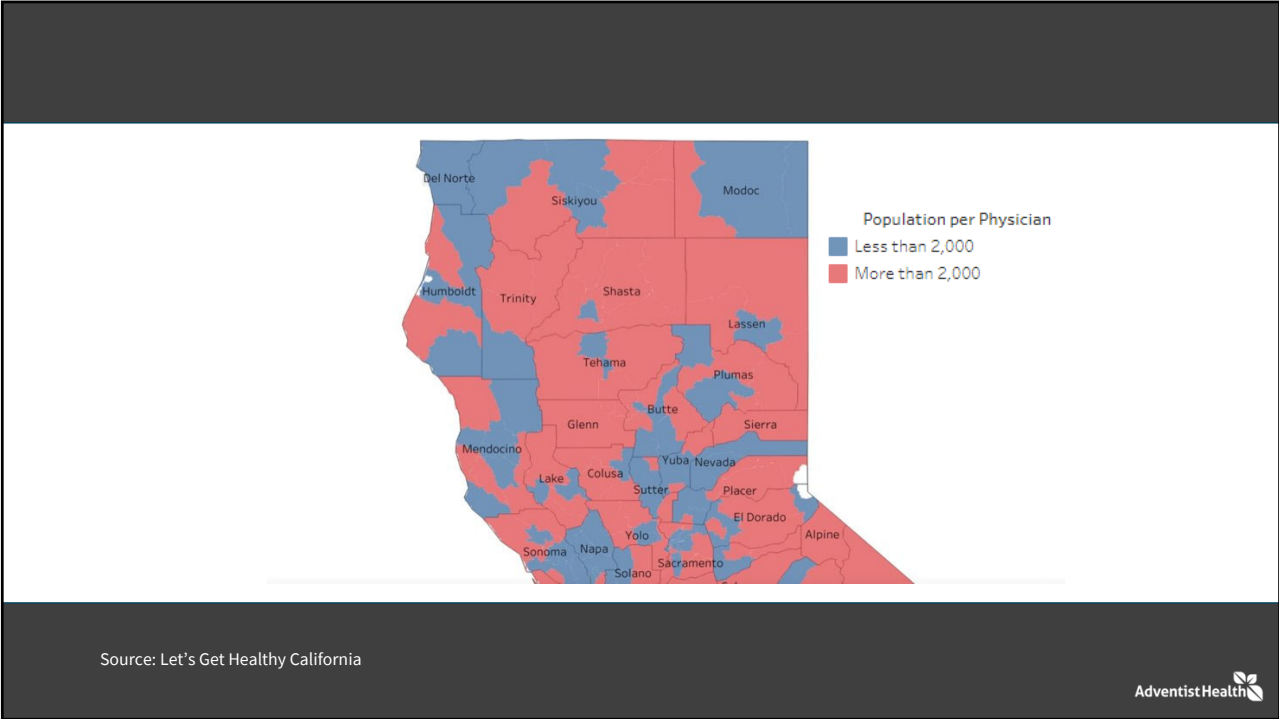
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25



26



27

Flexible Value-based Contracts

- Health-based incentives versus utilization
- Alignment of personal values with work
- Pro-rated

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28



29



30

How can physicians in countries with limited infrastructure thrive, while doctors in rural areas of the United States burn out?

31



32



33

Renowned for groundbreaking research influencing the Affordable Care Act and conceptualizing “accountable care organizations” (ACOs).

Advocate for innovative, community-led health system reform and Rippel Foundation Board Trustee.

Holds a BA and MD from Harvard and an MPH from the University of Washington.



Professor Elliott Fisher

34

50 Leaders United for Community-Led Solutions

- Improve primary care access
- Enhance quality of life
- Increase social cohesion



35



36

One Table Mendocino

“Harnessing the power of Mendocino County coalitions and programs to collaborate on projects that improve long-term community wellness.”



37

Social Determinants of Health Focus



Lindsay Hunt, MEd

Rippel Foundation

Housing Insecurity

Behavioral Health

Extended Care Management



38

Vital Conditions for Health and Well-Being



Factors People Depend on to Reach Their Full Potential

<https://health.gov/our-work/national-health-initiatives/equitable-long-term-recovery-and-resilience/framework>



39

Recruiting



Cara Eberhardt, MD



Mike Cline, MD



40



Emily Bender, MD



Noha Eshera, MD



Roger Woodruff, MD



41



Ellen (Abell) Williams, MD



Tim McVay, DO



Todd Stephens, MD



42



43

"We're rekindling physicians' passion by crafting a culture that reignites their joy in transforming lives."

44



A community



Flexible, Value-based contracts



Viable workflows



45

Questions and Answers



Judson Howe
President
Adventist Health North Coast Network



46

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Thank You

Judson Howe

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