



**Midwest**  
CLINICIANS' NETWORK

Leadership, Growth and Quality Health Care

# NETWORK NEWS

October  
2019

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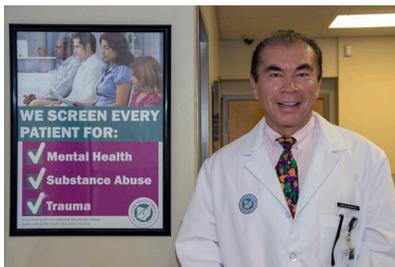
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## Message from the MWCN President

### *Miracle on the Mountain*

Ronald Dwinells, M.D., MBA, CPE, FAAP  
CEO, [ONE Health Ohio](#)



Are all successful health care outcomes a result of good solid scientific principles?

My chosen profession as a physician has been quite satisfying. I have witnessed many amazing and incredible lifesaving and life-altering results through my years in medicine. Some would consider them miracles. In medical school, I was taught scientific principles, reasoning

and methodologies to solve problems related to ailments afflicting human life. I understood cause & effect; interventions and results; life and death. But, as I progressed in my profession, there were often incredibly amazing “effects” and results that I could not explain. Why? Divine intervention? Fate? It just is? Or, do miracles happen in health care? We didn't learn about that in medical school, residency or fellowship training!

A “miracle” recently happened to me while climbing Mt. Elbrus in Russia. Elbrus is a daunting twin-peaked volcano mountain that rises 18,510 feet above sea level and is the continental high point of Europe. My team of eight climbers were on a cache climb (carrying supplies and equipment to another level) ascending from 10,000 feet to over 14,000 feet to drop off a load of supplies. It took us over nine hours to make the climb causing us to mis-time the trip as it related to daylight. Incoming clouds and fog darkened the skies and visibility became very poor as the sun descended. As a result, we lost our main trail and fumbled into an alternative one that was much steeper and full of scree.



## CONTACT US

Midwest Clinicians' Network  
321 W. Lake Lansing Road  
East Lansing, MI 48823  
517.381.9441  
[info@midwestclinicians.org](mailto:info@midwestclinicians.org)  
[www.midwestclinicians.org](http://www.midwestclinicians.org)

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**MIRACLE ON THE MOUNTAIN**

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All of us in the climbing party fell at one time or another. My “behind” landed on some protruding rocks exactly on the spot I had injured in a race just a few weeks prior. It left me with significant pain and a whopping limp. With no time to recover and heal because we were supposed to make the exact same climb the next morning (to carry the rest of our equipment and supplies), I had to make the difficult decision to abandon our summit attempt scheduled two days later.

Back in the U.S. three days later, still in much pain and limping, I had to make another decision about participating in a half-marathon race in Pike’s Peak, Colorado. It is a race I schedule for in advance every year. It is called the Pike’s Peak Ascent and is a grueling and tortuous race on trails that eventually lead to the summit. I did this race last year and really liked it, but now with my hip pain—what to do? Finally, I decided to at least start the race and see how far I can go.

The first three miles were incredibly difficult. I was suffering from excruciating pain and a severe limp as I ran along the trails—uphill!

But, a very odd thing happened around the three-and-a-half-mile mark... the thoughts and feeling of pain surreptitiously vanished. It was as if pain just floated away without me knowing it. I wasn’t even consciously thinking or feeling it and didn’t even realize it until I summited when I recognized the pain was gone! How could this happen? I was more elated that I no longer had pain than getting the beautiful finisher’s medal and the finisher’s jacket. Incredibly, I have been pain-free since. I do not have a medical explanation for this—It’s a miracle!

My point about this article is that goodness in life abounds if we let it. Sometimes we aren’t even aware of it until later. Consider, how fortunate we are that every day we are able to perform miracles for our patients. Yes, patients often view what we do as miracles and isn’t that a beautiful thing? I say we, in the health care profession, are very blessed people and am glad I can perform miracles... as well as receive them!



# Hiring Successfully at Your Health Center with Behavioral Interviewing

By Lisa Mouscher, *Sogence Training and Consulting*

Imagine this scenario: you interview several candidates for a position at your health center, extend an offer, and feel relieved that you've hired a great addition to your team. However, your excitement dwindles when the employee begins, as you quickly discover they lack the skills or fit you initially believed they had.

Does this situation sound all too familiar? The culprit is usually easy to spot: interviews that provide an incomplete picture of the candidate's skills and fit for your organization's needs. Thankfully, it doesn't have to be that way! Great interviewing can lead to great hires, and hiring well is a skill you can learn.

Where do you start? Before you move forward with any type of interview, you'll want to make sure to have an up-to-date job description that incorporates both the hard skills and the soft skills required. Throughout your interviews, ask only questions related to the qualifications listed in the job description.

There are many types of interviews that can be used during the hiring process, and one of the most effective is built around behavioral based questions. This type of interview is designed to provide detailed information about the candidate's behavior in situations they've dealt with in the past, rather than discussing what they think they would do, or what they believe they should do.

Why use behavioral interviewing? Because past behavior is often an excellent predictor of future performance, especially in fast paced, challenging environments where decisions are made quickly and actions usually come from the gut. Behavioral Interviewing provides a window into the candidate's skills or potential, the kind of employee they would likely be in your workplace, and the type of environment they are truly seeking.

Behavioral questions usually begin with "Tell me about a time when you..." For example, to gain an understanding of a candidate's customer service approach, you might say "Tell me about a time when you dealt with a particularly difficult situation with a customer." To learn about a candidate's ability to handle conflict, you might ask for an example of a time when they had a significant conflict with a co-worker. As you put together your interview, a broad selection of behavioral based questions can be found on the internet, often organized around specific competencies.

When asking each question, the interviewer is looking for a "STAR" response from the candidate. "STAR" is an acronym that stands for Situation or Task, Action, and Result. To gain the information you are seeking, ask the following questions, one question at a time:

- "Tell me about a time when..."
- "What actions did you take?"
- "What was the result?"

These questions are just the beginning. A wealth of information can be gained by following each answer with related probing questions. Each question becomes an opportunity to understand how



the candidate reacted to relevant situations in the past. For example, what specific actions did they take? What did they do next? Then what happened? What challenges did they run into? How did they handle them? What was the result?

You may also find it helpful to include a few questions that are not behavioral, such as, "As you think about the jobs you've held in the past, what did you most enjoy and hope to experience in your next job?" and "What do you hope you never have to do or experience again?" These questions can help you gain an understanding of the candidate's motivation and fit for work in a community health center environment.

Effective, legally compliant interviews take thought, preparation and consistency. To that end, ask your Human Resources department for guidance regarding topics that are safe to discuss and those that should be avoided, and run your interview questions by your HR department before you begin. Ask each candidate the same set of questions and follow up each answer with appropriate probing questions to gain clarification and a deeper understanding of the details. And throughout the hiring process, stay away from questions or discussion around legally protected information.

When you complete each interview, refer back to the position requirements included in the job description. In what ways is the candidate a good match? What are your concerns?

Before an offer is made, consult with your Human Resources department to help ensure that you've made a legally compliant hiring decision. In addition, make sure to follow any specific policies, procedures or guidelines your organization requires during the entire process.

Your health center's ability to fully achieve its mission is strongly influenced by the quality and stability of your workforce. Behavioral based interviews can help you hire candidates with the right skills, abilities, and attributes to be successful at your health center for the long term.

*Lisa Mouscher, CEO and Lead Consultant at Sogence Training and Consulting, works with Community Health Centers nationwide, conducting training programs to strengthen the management skills of CHC leaders, managers and supervisors; and helping CHCs to create a culture of customer service.*

# The Pathways Community HUB model – An Accountable Approach to Engage Communities in Improving Outcomes

By Mark Redding, Research and Quality Director, [Pathways Community Hub Institute](#); Risk Reduction Research Director, [Akron Children’s Hospital](#) and Rick Wilk, MPH, MBA, Director of Operations and Development, [Pathways Community Hub Institute](#)

Our nation continues to experience among the worst health outcomes and the highest cost per capita for health care in the developed world.

**A whole person approach is needed** - Modifiable risk factors within medical care, social services, and behavioral health are interlinking and interdependent in their impact. An expectant mother who is homeless, depressed, and lacks prenatal care may not achieve a positive outcome if just one of any of these factors is addressed. A whole person approach, assuring each of these risks and others are addressed, has evidence to not only improve the birth outcome. Mom may be able to complete her education, achieve employment and economic stability. The infant can be impacted by safe sleep learning, parenting and literacy support for mom and through these interventions there is evidence for better school and future economic success of that child. We know the risk factors and the evidence-based interventions that can address those risks. We need a system of care that has trusted relationships with the community and can accountably assure these risks are addressed in a whole person approach to care. Our siloed and fractured system of medical, social and behavioral health care presents a challenge to communities. The Pathways Community HUB model is designed to help address this challenge.

**The Pathways Community HUB(PCH) model** - The PCH model has more than 20 years of experience and research in efforts to engage communities in finding those at greatest risk and assuring they connect to evidence based social, medical and behavioral health intervention. Starting in Mansfield Ohio there are now more than 35 communities nationally utilizing the PCH model. PCH National Certification and it’s related quality and value based payment requirements has been identified as critical to success in achieving the outcomes and sustainability. National Certification and technical support for PCHs is provided by the Pathways Community HUB Institute ([pchi-hub.com](#)).

As outlined in the recent [Association for Maternal and Infant Health Program \(AMCHP\)](#) announcement for “Best Practice” designation - Each PCH represents a network of at least two and up to 30 community care coordination agencies (CCAs). The CCAs are most often developed from existing community-based organizations that have the current staff with the knowledge and trust of the community to be served. The CCAs deploy and or hire and support CHWs who reach out to those most at risk, assess medical, social and behavioral health risk factors, and confirm that risks are addressed using standardized Pathways. The CCAs contract with their local HUB for outcome payments achieved by their CHW workforce. The HUB



establishes financial agreements with available funding including managed care organizations

(MCOs), public health, and others. The HUB provides payment to the network of CCA agencies based on confirmed and comprehensive risk mitigation outcomes as documented in Pathways. The HUB also provides training, technology support, data management, quality improvement, supervision, training and related services.

The PCH model provides an accountable framework for communities who want to build infrastructure for effective care coordination proven to document both outcome improvement and cost savings.

Certification, helps provide funders and policy makers assurance that community networks have met specific operational, health outcome, and cost of care improvement benchmarks that have been demonstrated in peer reviewed research to produce positive outcomes and cost savings.

The model has been deployed to serve the needs of multiple specific at-risk populations from twinkle to wrinkle. Areas of focus have included at-risk mothers, adults with multiple chronic conditions, re-entry populations, Substance Use Disorder (SUD), employment, adult education, struggling elementary school students and others.

**In Summary** - The evidence based value based PCH model network of community agencies works as a team to identify risk, connect clients to intervention, and track outcomes. The network is accountable in achieving critical whole person risk reduction outcomes utilizing standardized Pathways.

Efforts to build sustainable funding streams have led Pathways HUBs to develop braided funding streams by contracting with health systems, health plans, federal, state and local governments, and in partnership with philanthropy and United Ways. Communities working towards and achieving national Certification have been able to demonstrate outcome improvements and cost savings. They have realized improved outcomes for the individuals served as well as full engagement, employment and capitalization of the wisdom, relationships, trust and innovation at risk communities can bring to our otherwise broken system off health and social services.

For more information, contact [Pathways Community Hub Institute](#).

# DON'T MISS OUT

October 31 - November 1, 2019

The focus of the 14th annual conference is **Community Centered Care and the People We Serve**.

Attend the conference to examine new community care innovations and health care delivery models that promote health equity, prevent and manage chronic diseases, and ensure access for all.

For more information, visit  
[www.manyfacesconference.org](http://www.manyfacesconference.org)



Earle Brown Heritage Center  
Brooklyn Center, MN



**Clinical Health Coach®** is the leading clinically focused health coach training that equips care managers, care coordinators and health coaches with patient-centered communications strategies to engage and activate patients in their self-care and treatment. Over 4,000 practitioners have completed the training. Clinical health coaching supports Medical Home quality measures by improving clinical outcomes, and lifting patient experience. Join our **Clinical Health Coach Online** training at any time for convenient, self-paced training. **Clinical Health Coach Fusion training** is offered at least twice per year in Des Moines, Iowa and periodically in locations across the country.

To learn more about our training solutions, please visit our web site at [www.clinicalhealthcoach.com](http://www.clinicalhealthcoach.com) or contact Kathy Kunath @ [kathy.kunath@iowacc.com](mailto:kathy.kunath@iowacc.com). For health centers interested in enrolling teams through Clinical Health Coach Fusion, please consider applying for discounted pricing through the Scout Program at [www.clinicalhealthcoach.com/scoutprogram](http://www.clinicalhealthcoach.com/scoutprogram).

# MWCN Webinar Opportunity

Wednesday, October 30th

## “MA Apprenticeship Program at a Community Health Center”

Speaker: Tara Hillman-Macleod, Clinical Manager at [Grace Health](#) in Battle Creek, MI  
Wed, Oct 30, 2019 12:30 PM - 1:30 PM EDT

Members are invited to hear Tara talk about the MA Apprenticeship Program at Grace Health.

Registration link: <https://attendee.gotowebinar.com/register/7531751808574724355>



REGISTER NOW

## HEALTHY RECIPE: Roasted Butternut Squash Couscous Bowls

*A feel-good roasted veggie dinner! You won't miss the meat in these roasted butternut squash couscous bowls with pecans, avocado, couscous, and a delicious sauce.*



### INGREDIENTS:

- 4 cups chopped butternut squash (~1 medium)
- 2 tbsp olive oil
- 1/2 tsp EACH: dried parsley, dried oregano
- Fine sea salt and freshly cracked pepper, to taste
- 1 cup couscous
- 1 cup vegetable stock (or broth), or chicken stock
- 1 tsp butter
- 1-2 large ripe avocado(s), thinly sliced or chopped

- 1/2 cup honey roasted almonds or pecans
- Optional: fresh arugula

### DRESSING:

- 1 clove garlic, minced
- 1/2 of 1 small shallot, minced
- 1 tbsp grainy Dijon mustard
- 1 tsp EACH: dried parsley, dried oregano
- 2 tbsp red wine vinegar
- 1/2 cup + 2 tbsp olive oil

### DIRECTIONS:

1. Preheat the oven to 400 degrees F. Peel and chop the butternut squash into small, bite-sized pieces. Place on a sheet pan and toss with the olive oil, dried parsley, dried oregano and salt + pepper (to taste; I add 1 teaspoon salt and 1/2 teaspoon pepper). Toss ingredients together and place in the oven. Roast for 10 minutes, remove and stir around, and return to the oven for another 7-10 minutes or until crisp tender (timing will depend on the size of the squash; I chop mine pretty small). Remove the squash tray from the oven and set aside.
2. Prepare the dressing by combining all of the ingredients in a mason jar and shaking well to combine.
3. Meanwhile, add the broth, stock, or water to a small pot. Add in the butter and bring to a boil. Once boiling, remove from heat. Stir in the couscous and cover the pot with a lid. After about 5 minutes the liquid should be absorbed. Fluff with a fork. Stir in 1/3 cup of the prepared dressing.
4. Assemble the bowls: fill up 4 bowls with even amounts of the dressed couscous. On top add the roasted butternut squash. Add fresh avocado and a handful of arugula to each bowl and top with even amounts of the almonds or pecans. Spoon the remaining dressing evenly (shake again before topping if needed) over the bowls to taste preference. Enjoy immediately.

Resource and additional great tips!\_  
<https://www.chelseasmessyapron.com/roasted-butternut-squash/>

# JOB POSTINGS

## Illinois

### Executive Director

Eagle View Community Health System in Oquawka, Illinois is seeking Executive Director candidates effective immediately. Eagle View is a two-site federally qualified health center. For a full position description and application information please contact [administration@eagleviewhealth.org](mailto:administration@eagleviewhealth.org).

### OB/GYN Physician

Family Christian Health Center (FCHC), a federally qualified health center, is seeking to hire a motivated full-time board certified OB/GYN PHYSICIAN, NURSE PRACTITIONERS (PSYCHIATRY & FAMILY PRACTICE). We offer a competitive salary and excellent benefit package. Please contact Regina Martin, HR Manager, [rmartin@familychc.org](mailto:rmartin@familychc.org) or phone, 708.589.2017 for more information. FCHC is a participant in the Loan Repayment Program through National Health Service Corporation.

### Various Positions

Community Health Partnership of IL (CHP) has several openings to work in a rewarding environment with dedicated professionals: Mendota, IL, DENTIST, 32 hours per week (full benefits) Spanish bilingual preferred, LCSW Spanish bi-lingual required; Harvard, IL, MD/DO 1 day per week/10 hours, Spanish preferred but not required. CHP offers excellent benefits, generous PTO and CEU support. To learn more & apply please contact [HR@chpofil.org](mailto:HR@chpofil.org), fax to 312.578.1454 or visit our website [www.chpofil.org](http://www.chpofil.org).

### Various Positions

Illinois Primary Health Care Association seeks Physicians, Nurse Practitioners, Physician Assistants, Certified Nurse Midwives, Dentists, Dental Hygienists, LCSWs, LCPCs and Psychologists for positions in urban, rural and suburban community health centers in Illinois and Iowa. To take advantage of IPHCA's

complimentary recruitment assistance service please contact Ashley Colwell, [acolwell@iphca.org](mailto:acolwell@iphca.org) or visit [IPHCA-Job Seekers](http://IPHCA-Job Seekers) for more information.

## Indiana

### Medical Director

Raphael Health Center (RHC) is actively seeking a full-time MEDICAL DIRECTOR. We are a full service, faith-based, urban FQHC located in Indianapolis, Indiana. The Medical Director will mentor other MD's & NP's primarily serving the uninsured and underserved. To learn more about our competitive salary and benefit package, contact Heather Cornett at [cornett@raphaelhc.org](mailto:cornett@raphaelhc.org).

### Various Positions

ECHO Community Healthcare is seeking to hire a motivated full-time General Dentist in Evansville, Indiana. Our beautiful, state-of-the-art dental clinic opened in January 2019 and our compassionate staff currently serve 800+ dental patients. We offer a competitive salary, benefit package and moving expense assistance. Loan reimbursement is also an option. Contact Carol Collier-Smith, COO, by e-mail, [ccollier-smith@echohc.org](mailto:ccollier-smith@echohc.org). Visit our website at [www.echohc.org](http://www.echohc.org) for more information.

## Iowa

### Various Positions

Primary Health Care, Inc. is seeking to hire a variety of positions including: Medical Director; Dentist; Pediatric Dentist; Psychiatric Nurse Practitioner and More! 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](mailto:rmiller@phcinc.net) for more information.

## Various Positions

Come work in the state where people are "Iowa Nice" and we boast low cost of living and high unemployment rates. The Iowa Primary Care Association is in search of Family Medicine and Internal Medicine Physicians, Pediatricians, Psychiatrists, Dentists, Physician Medical Directors, Dental Medical Directors, Family Nurse Practitioners, Physician Assistants, Psychiatric Nurse Practitioners, LISW, LMHC, LMFT, LMSW, and Psychologists for Iowa's Community Health Centers. You can find our jobs posted with benefits and details at [www.iowapca.org](http://www.iowapca.org) under Workforce and Job Board or contact Katie Kenny at [kkenny@iowapca.org](mailto:kkenny@iowapca.org).

## Kansas

### Family Practice Physician

Improve Your Quality of Life/Day Schedule: 32 clinic hrs. - 8 administrative hrs./FQHC Clinic Setting/Highly Collaborative Environment/Competitive Salary & Benefits/National Health Service Corps Program Active/M.D. or D.O. Send CV to Community Health Center in Cowley County, Inc., Attention CEO, P.O. Box 643, Winfield, KS, 67156 or email [dbrazil@cowleyhealthcenter.org](mailto:dbrazil@cowleyhealthcenter.org).

## Michigan

### SUD Therapist

Muskegon Family Care is seeking a SUD Therapist. We are a Federally Qualified Health Center, offering Federal & State loan reimbursement, competitive salary and benefit package. Visit our site at [mfc-health.org](http://mfc-health.org) to complete an application or contact Ashlee Koone by email [koonea@mfc-health.org](mailto:koonea@mfc-health.org) or phone (231) 737-1711.

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# JOB POSTINGS

## Minnesota

### Ophthalmic Technician

Grace Health is hiring for an Ophthalmic Technician position. For more information, please visit our website at <https://www.gracehealthmi.org/>. To apply, please send resume & cover letter to [recruiting@gracehealthmi.org](mailto:recruiting@gracehealthmi.org).

### Various Positions

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

### OB/GYN Physician

Community First Health Centers is currently looking for a few excellent providers to join our team! We are looking for a Physician (MD/DO) for our Algonac and Port Huron locations and Dentist for our brand new dental operation at our Port Huron facility. If interested or for a complete listing of our available opportunities, please visit [www.communityfirsthc.org](http://www.communityfirsthc.org). Community First Health Centers is Federally Qualified Health Center with location in northern Macomb and St. Clair counties that offers an excellent compensation and benefits package. For more information, please contact Christi Romero; HR Director at (810) 794-4982 ext. 150 or [cromero@communityfirsthc.org](mailto:cromero@communityfirsthc.org).

### Various Positions

Open Door Health Center is currently hiring for medical, dental and behavioral health positions. To explore these positions and more, visit our website at <http://www.odhc.org> or email: [hr@odhc.org](mailto:hr@odhc.org).

## Nebraska

### Various Positions

OneWorld Community Health Centers, Inc. in Omaha, NE is seeking a Behavioral Health Therapist, Physician, Physician Assistant, Nurse Practitioner, and Registered Nurse. 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 care about our employees, and it shows; in 2018 we were named one of the Best Places to Work in Omaha®. We offer competitive salaries and generous benefits. Our clinicians are eligible for student loan repayment through NHSC and NURSE Corps. Please apply at [www.oneworldomaha.org/careers](http://www.oneworldomaha.org/careers).

## Ohio

### Various Positions

Community Health Centers of Greater Dayton in Dayton, OH has career opportunities for Family Practice physician and Nurse Practitioner. CHCGD offers a competitive salary and benefits. Contact Sheryl Fleming at [sfleming@chcgd.org](mailto:sfleming@chcgd.org) or visit our website, <http://www.communityhealthdayton.org>.

### Chief Medical Officer

[Asian Services In Action \(ASIA\)](#) is seeking a Chief Medical Officer. ASIA is the largest comprehensive health and social services organization for the Asian American, Pacific Islander (AAPI), immigrant, and refugee communities in Northeast Ohio. ASIA's International Community Health Center, an FQHC providing pediatric to geriatric primary health care, delivers comprehensive, culturally and linguistically appropriate healthcare on a sliding scale to all community members, especially those who face economic or language barriers to care. The CMO directs and oversees clinical services at ASIA-ICHC and provides direct supervision of clinical providers. ASIA offers a competitive benefits package. For more information please contact [cmosearch@asiaohio.org](mailto:cmosearch@asiaohio.org) or apply directly to our website <http://www.asiaohio.org/about-us/employment/>.

### Medical Director

[Neighborhood Health Association](#) located in Toledo, Ohio, is seeking to hire a full-time MEDICAL DIRECTOR. Reporting to the CMO, the MEDICAL DIRECTOR provides direction and oversight for all clinical staff and clinically related programs. Contact Rebecca Shields, HR Director at [rshields@nhainc.org](mailto:rshields@nhainc.org).

*If you have a job posting you would like added to our next newsletter, forward it to Renee Ricks at [ricks@midwestclinicians.org](mailto:ricks@midwestclinicians.org)*

