



NATIONAL  
RURAL HEALTH  
RESOURCE CENTER

# 3RNet Recruitment for Retention Academy

## Session 2

### Building the Foundation of your Recruitment Efforts - Process, Team, and Action Steps

July 8<sup>th</sup>, 2021

# Delta Region Community Health Systems Development (DRCHSD) Program



## Delta Regional Authority

U.S. Department of Health & Human Services



# HRSA

Federal Office of Rural Health Policy

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# Series Topics

- Session 1** Recruiting for Retention Hierarchy: Unleashing Your Most Powerful Recruitment Tool: Culture
- Session 2** Building the Foundation of Your Recruitment Efforts: Process, Team, and Action Steps
- Session 3** Make Your Organization Stand Out – Identifying Unique Selling Points That Health Professionals Want
- Session 4** Marketing on a Shoestring Budget – Free and Low-Cost Tools to Tell Your Story
- Session 5** Collaborative Discussion: Best Practice Sharing

**We need your input!**

# Pre-Polling Questions

I am \_\_\_\_ in my understanding of the four phases of the recruitment process.

I am \_\_\_\_ in my understanding of how the recruiting process in rural areas is different than urban.



# Today's Speakers

**Mike Shimmens**, 3RNet Executive  
Director

**Jennifer Higgins**, CERP, Community  
Operations Director



# 3RNet



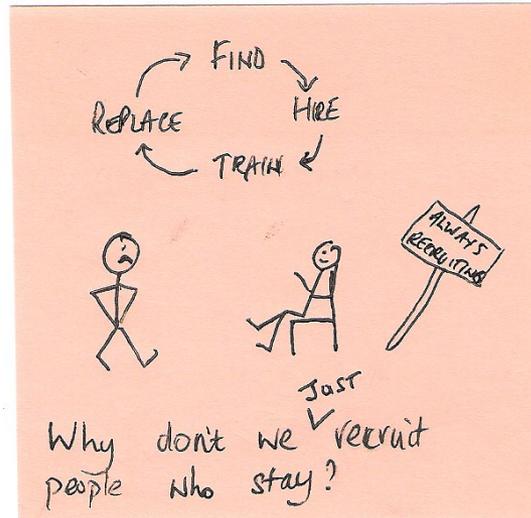
*National Rural Recruitment  
and Retention Network*



## **Building a Foundation of your Recruitment Efforts-Process, Team and Action Steps**

[www.3RNet.org](http://www.3RNet.org)

## Is this your current(former) recruitment strategy?



# A New Normal

- COVID-19 has disrupted your workflow, staffing, recruitment, retention etc. It has affected how you run your business, how you communicate, use new technologies and rely on your managers.



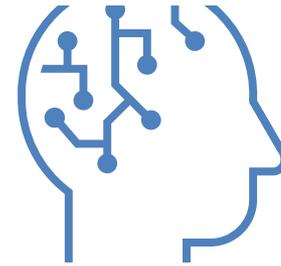
# Core Beliefs of Recruiting *for* Retention



Process and  
Teamwork are Key



Competition is fierce,  
communication  
should be candidate  
driven



Recruitment is both  
a science and an art



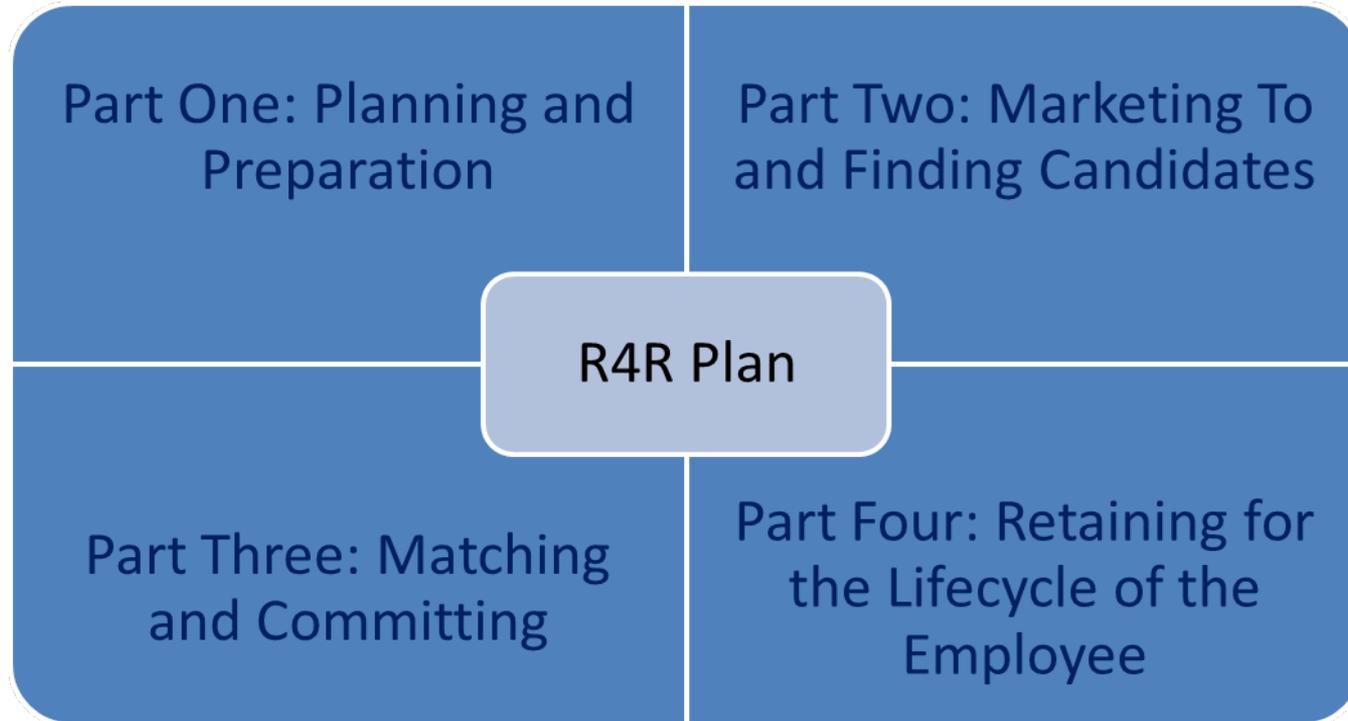
People and Tools  
Exist to help



New Normal: These  
still hold true!



## Four Parts of the Process





# R4R Plan Action Steps

## Part I Planning and Preparation

- Assessing the Need
- Forming a Recruitment Team
- Define Your Opportunity
- Developing a Recruitment and Retention Budget

## Part II Marketing to and Finding Candidates

- Conducting a virtual self assessment
- Writing an Effective Job Ad
- Using Social Media
- Where to Source
- Free/Low-Cost Resources

## Part III Matching and Committing

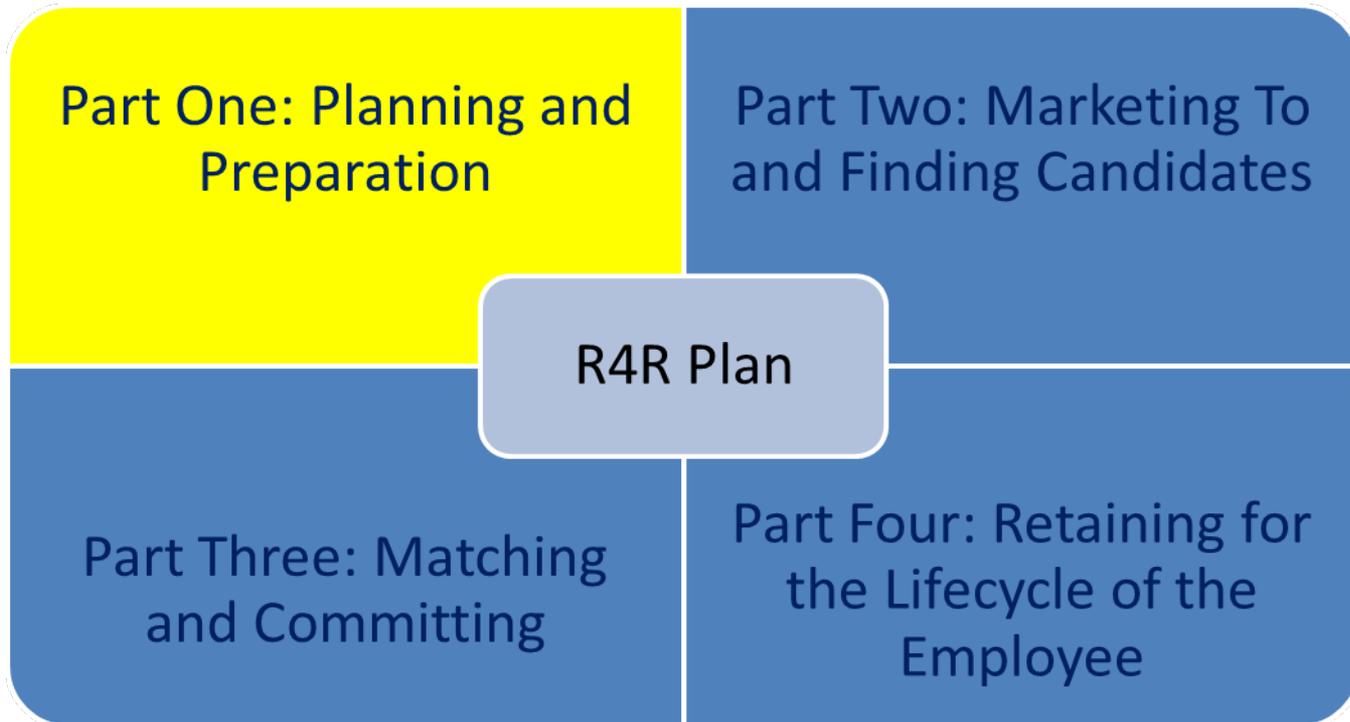
- Types of Interviewing
- Brining them face to face
- Negotiations

## Part IV Retaining for the Lifecycle of the Employee

- Onboarding
- Engagement Surveys
- Stay Interviews
- Work/Life Balance
- Succession Planning
- Compensation Surveys
- Total Compensation Statements
- Communication



## Four Parts of the Process – Part One

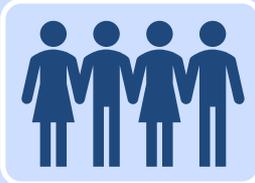


# Part One: Planning and Prep



## Assess the Need

- Conduct a Gap Analysis
- Recruit the right position for you



## Build your Recruitment Team

- It's more than a one-person job
- Look beyond the employer



## Define Your Opportunity

- Discover your Unique Selling Points
- Community, compensation, staff, culture and facilities



## Create a Budget

- Know what it will cost you to recruit



# National Observations

- Thinking recruitment and retention are only HR's role.
  - Create recruitment and retention committee
  - Identify key team members for action items in the R&R process
  - Look beyond your facility for your team
    - Realtor
    - Board members
    - Civic leaders



# Form a Recruitment Team

- Think of your recruitment team beyond your facility, include members of your community
  - Principles of the school
  - Local business people-bankers, real estate agents, Chamber of Commerce. Board Members or other charities
- No matter what the size of your organization this needs to be thought out and roles assigned
- Some members may wear more the one hat in the process, but it is a team effort
- Your efforts will be hard pressed to succeed if you skip this step!



# Assigning Roles

R&R Action Plan Sample FQHC.pdf - Adobe Reader

File Edit View Window Help

Open [Icons] 1 / 9 75% [Icons] Tools Fill & Sign Comment

This file includes fillable form fields.  
You can print the completed form and save it to your device or Acrobat.com. Highlight Existing Fields

Click here for a fillable PDF version of this worksheet.

## Recruitment & Retention Action Plan

The Recruitment Action Plan is a ready-to-use implementation plan complete with objectives and action steps for recruiting and retaining primary care providers. All you need to do is fill in the person responsible for carrying out each action step (Lead Person) and the date by which the action step should be completed (Deadline). After each step is the page number in the manual where you can read more about that particular topic. Please also use the resources section starting on page 131 for additional items that may be of assistance.

**Step 1: Assess need for additional providers and determine potential income for new provider (p. 18-33)**

Action Step	Lead Person	Deadline
1. Determine provider supply and demand.	CFO & Medical Director	
2. Determine potential income for new provider using the clinic and hospital CPT codes and average charge per CPT.	CFO	

**Step 2: Gain support among key local stakeholders for the recruitment effort (p. 34-36)**

Action Step	Lead Person	Deadline
1. Meet and discuss recruitment needs with medical staff and secure their support for recruitment.	Medical Director	

# Define Your Opportunity

- Set your opportunity apart by using Unique Selling Points(USP)
  - **New Normal: What is your USP**
- The USPs will be used in a number of different areas within your recruitment process: job ads, interview questions, on site visits, social media and any additional marketing.
- A fully defined opportunity will
  - Help you understand your strengths and challenges
  - Help you define your ideal candidate
  - Help candidates better understand whether your opportunity is right for them



## Define Your Opportunity (Five Areas)

Community

Culture

Staff

Facilities

Compensation



# National Observations (Continued)

- Compensation concerns
  - Perception that safety net facilities aren't fiscally stable
  - Pay isn't comparable to competitors
  - Paying employees market value
  - Pay isn't the most important thing

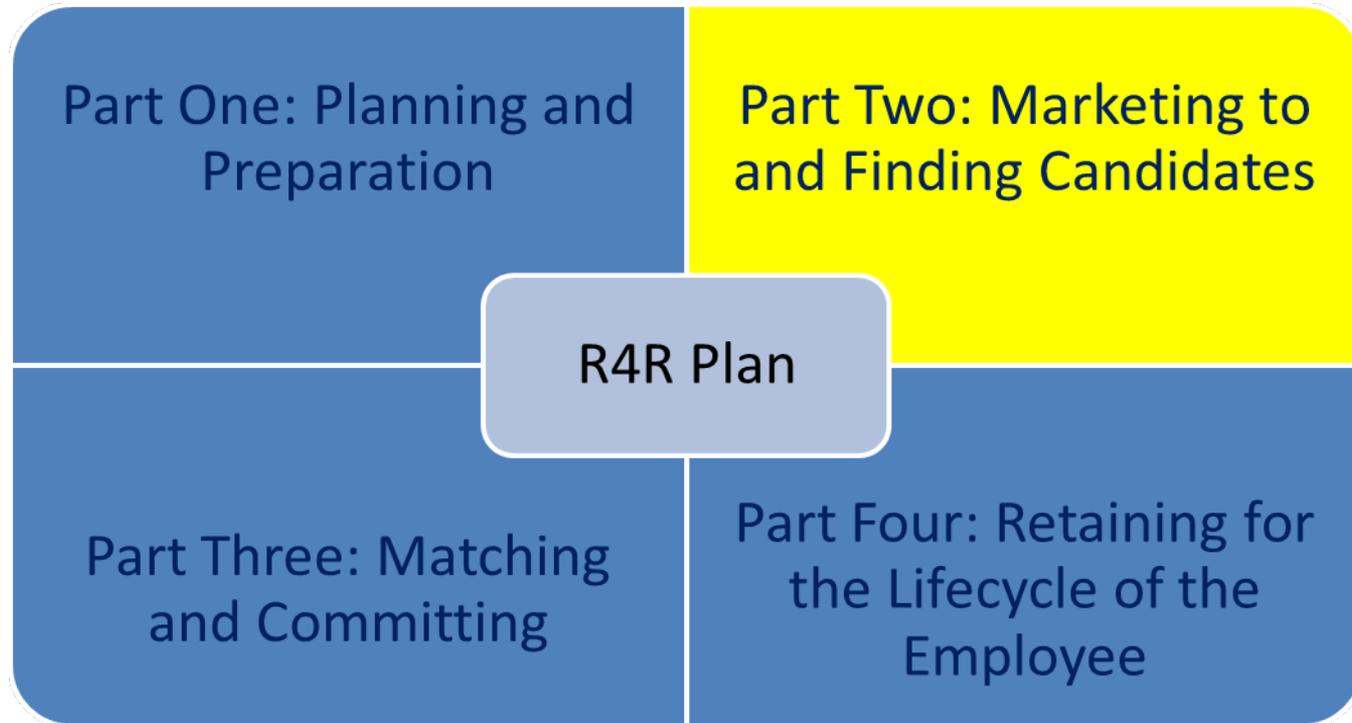


# Define Your Opportunity (Continued)

- Packaging Your Opportunity
  - The USPs will be used in a number of different areas within your recruitment process: job ads, interview questions, on site visits, social media and any additional marketing.
    - Attractive graphics, attractive font, nice layout, short bullet points, emphasis USPs, and contact information including email/phone number.
  - Promotional Materials on Community/Area- promotional pieces from Chamber of Commerce, local tourism agencies, economic development agencies. Include maps, brochures, flyers, posters even videos.
  - Offer this package electronically



## Four Parts of the Process – Part Two



# 3RNet



*National Rural Recruitment  
and Retention Network*

# Your Virtual Handshake



[www.3RNet.org](http://www.3RNet.org)

**You only want one thing in a Job Ad**

**What matters to a  
candidate!!**



# Answer These Candidate Questions

## Belonging

- Am I the kind of person you're looking for
- Acceptance

## Fulfillment

- Will I be content
- Engagement

## Esteem

- Will I be respected
- Employer of Choice

## Prosperity

- Will I thrive
- Employer of Choice





## What's YOUR

# competitive advantage

- **Belonging:** *Your Story, Providers' Stories, Teamwork.* We're looking for a motivated, mission-driven nurse who is looking to be a part of our growth, as well as their own.
- **Fulfillment:** *Quality Care, Clinical Autonomy, Making a Difference.* We see patients from pre-birth on up. We pride ourselves on our ability to provide healthcare for all aspects of our patient's health and wellbeing.
- **Esteem:** *Leadership, Opportunities to Teach, Employer of Choice.* Our team is just that: a team. We thrive around our culture or respecting a team based approach to care.
- **Prosperity:** *Loan repayment, competitive pay, Compensation Package.* Our culture emphasizes our team members health and well being as much as our patients'.



## Writing a Good Ad: Make it Visual



Links to  
Website  
and others



Links to  
Simple  
Videos  
  
\*Idea:  
Testimonial  
video from  
staff



Photos-  
People,  
Facilities,



Maps and  
Attractions



Mobile  
Friendly





## What not to write...

### XYZ Community Health Center, Philadelphia – Family Nurse Practitioner

XYZ Community Health Center a nurse managed organization is seeking a Family Nurse Practitioner to assume the role of the Primary Care Site Director for its Health Annex Center in Philadelphia, PA. The Primary Care Site Director is an integral part of the clinical team and is expected to uphold the health center mission by assuring that all patients receive health care that is competent, caring, and cost-effective. This position includes but not limited to supervising and coordinating the day-to-day clinical operations of the primary care department, clinical oversight and managerial duties. In addition, this position performs clinical duties as well.

Duties include but not limited to:

Clinical Oversight:

Assurance that clinical setting is functional and equipped for daily patient care.

Work with clinical staff (including Front Desk, Medical Assistants, and Nursing, Nurse Practitioners) to maintain or exceed expected weekly / monthly productivity. Assure monthly stats are done.

Ongoing monitoring and adjustment of processes responsible for smooth and effective patient flow.

Oversee Medical Assistant functions including: ordering medical supplies, vaccines, inventory, clinical office needs, and daily patient flow.

Work with Administrative Director and Director of Primary Care Services to cover unexpected clinical absences. Assist with coverage issues as needed. Direct responsibility for daily NP coverage.

Oversee on-site Nursing and Nurse Practitioner practice (e.g. Sharing new clinical policies / procedures, chart reviews as needed for audits, patient care issues).

Facilitate and assist in running clinical staff meetings with focus on primary care team issues and functioning.

Encourage and promote teamwork. Nurture individual team member's strengths and abilities.

Work with Medical Assistants and nursing staff daily to problem solve clinical issues.

Report staff deficiencies to Director of Primary Care Services and Administrative Director.

Routine supervision meetings, at least twice a month, with both Directors to facilitate smooth communication and promote excellence in patient care services offered on-site.

Resource and liaison for other members of healthcare team.... Behavioral Health, Outreach, etc.

Managerial duties:

Collaborate with Director of Primary Care Services and Administrative Director regarding clinical supervision of clinical staff. Ability to request meetings with both Directors and clinical staff as needed to address deficiencies/complaints or clinical concerns.

Report clinical deficiencies to Director of Primary Care Services.

Input into disciplinary action regarding clinical staff. Initiate process when indicated.

Consistent and timely documentation and communication of problems regarding primary care staff.

Sign time sheets for nursing and NP staff.

Assist with MA, front desk performance reviews in collaboration with Administrative Director.

Perform annual performance review of RN in collaboration with Director of Primary Care

of Primary Care and Administrative Director.

Additional responsibilities are assigned.

**QUALIFICATIONS/SKILLS & KNOWLEDGE REQUIREMENTS**

5+ years as a Nurse Practitioner / Demonstration of Clinical Management

Master's degree. Graduate from an accredited nurse practitioner program.

Current CRNP licenses from the Commonwealth of Pennsylvania.

Current nationally recognized advanced practice certification or in progress.

At least 2+ years supervising a clinical team which includes Nurse Practitioners, RNs, Medical Assistants, and administration staff

Great organizational skills and able to meet deadlines

XYZ Community Health Center is a network of community health centers providing comprehensive primary care, dental and behavioral health services. The Network consists of four health centers in Philadelphia; a convenient care clinic in Philadelphia; and one health center in **Anytown**, PA. Today the Network serves more than 20,000 patients annually and is an NCQA certified Patient-Centered Medical Home.

The Network's mission is to provide person-centered, integrated and comprehensive health services to individuals and families across their lifespan. The Network promotes resiliency and well-being among patients, staff and surrounding communities. Network services are targeted to the surrounding communities and the advisory committee that guides services primarily consists of people from the communities served.

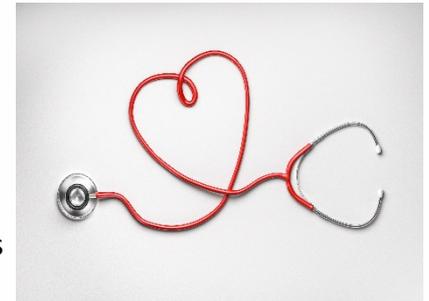
XYZ Community Health Center is an equal opportunity employer. All qualified applicants will receive consideration for employment without regard to race, color, age, religion, gender, gender identity, sexual orientation, national origin, genetic information, and veteran or disability status.

## This might work better...

XYZ Community Health Center, Philadelphia, is seeking a Family Medicine Nurse Practitioner with the passion and skills to deliver high quality healthcare. XYZ has been providing primary healthcare to residents of Philadelphia since 1973 when it was started in a storefront by community organizers. Today, you will join a healthcare organization and a staff of almost 50 practitioners at seven locations, delivering primary medical, dental and behavioral health care to more than 50,000 patients. Watch our video about [why nurse practitioners choose to work at XYZ](#).

We have high expectations for you as one of our nurse practitioners. We need you to:

- Function as a key member of the healthcare team, often in a leadership role
- Provide high quality care that meets specific clinical metrics
- Serve as a mentor to team members and, if you desire, preceptor to nurse practitioner students
- Give critical feedback and insights to help XYZ constantly improve



You should also have high expectations for XYZ as an employer. Our nurse practitioners enjoy the clinical autonomy to practice at the top of their licenses, and you will too. Every day, you should leave XYZ knowing that you have made a positive difference.

XYZ is a registered site for the National Health Service Corps and the [Pennsylvania state loan repayment program](#), giving you the opportunity to apply for \$50,000 or more in loan repayment. We offer a salary that meets market values for the Philadelphia area and is based on experience. XYZ also provides \$2,000 per year in continuing education and professional dues compensation, and your liability insurance will be covered under the Federal Tort Claims Act (FTCA).

[Philadelphia is a vibrant urban center](#) with a relatively low cost of living and many cultural and entertainment opportunities. This historic city, home to the nation's first hospital and some of the best universities, is only an hour and a half from beaches, mountains and farmland.

If we sound like the kind of dynamic, caring organization that meets your requirements, please send your CV to

# Where you Source matters, find what Works for You



# What is working today?

Online Job Boards

Virtual Job Fairs

Employee Referrals

Networking

Specialty Advertising



# Job Boards

- Job boards examples:
  - Practice Link, Practice Match, HealthCareers
  - CareerMD, MDJobsite, 3RNet, NHSC
  - Indeed, Monster

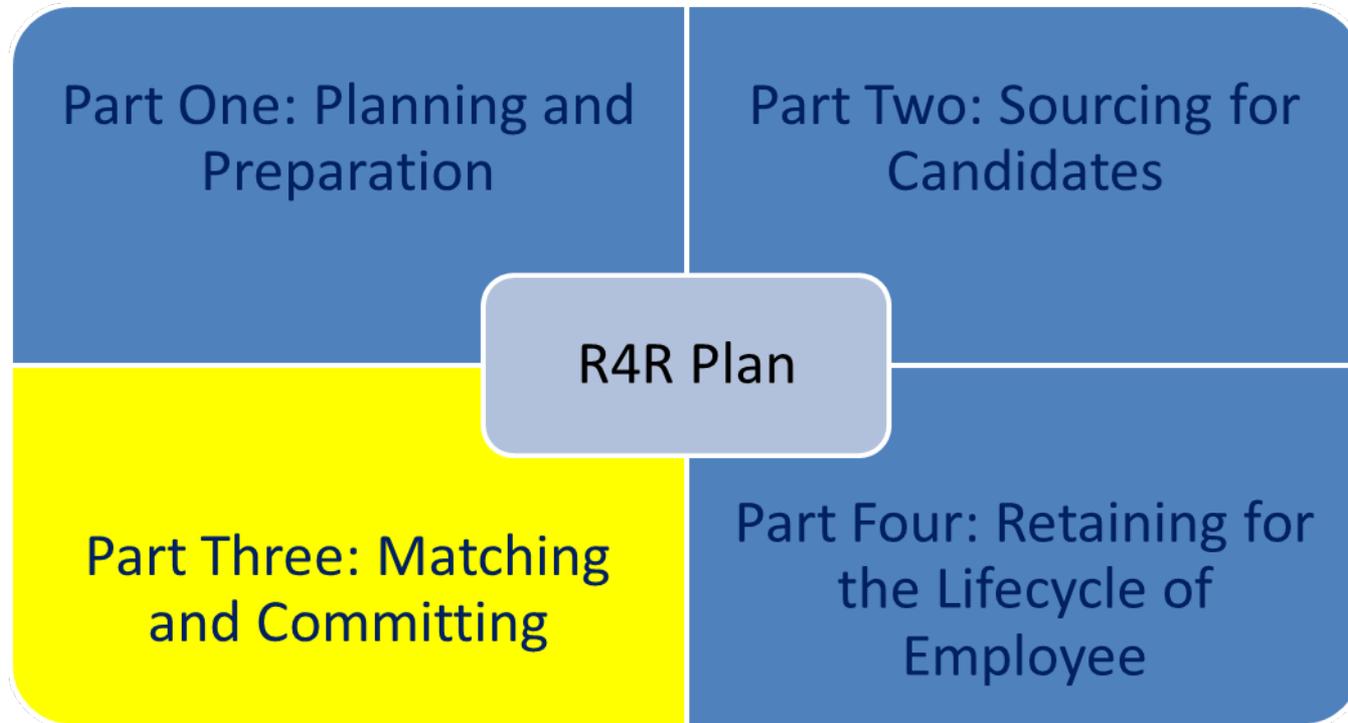


# Employee Referrals

- Some tips for creating an Employee Referral Program include:
  - Offer a Referral Bonus. The set dollar amount can vary by a number of factors from job type to financial consideration.
  - Ensure the rules are defined and simple. Outline how the employee can offer a referral and the terms that need to be accomplished to receive the payment.
  - Make sure the referring employee knows there aren't any negative consequences if it doesn't work out. .
  - Create a working environment that naturally encourages employee referrals. .
  - Leverage social media. One of the main ways employees will contact potential job applicants will be through social media. .



## Four Parts of the Process – Part Three



# Matching and Committing

- Interviewing
  - Behavior based, team, process,  
Spouse/Partner/Family
- Bringing them face to face
  - In person, virtual
- Negotiations
  - Who, how, letter of intent/contract



## Multiple approaches for interviewing

- Behavior-based interview questions – high value but not always providing a full ‘picture’ of whether the candidate fits your need
- Data gathering/fact finding – does the candidate meet your minimum requirements, do you meet candidate’s minimum requirements, etc.
- Open-ended questions – opportunity for candidate to share in a less ‘directed’ fashion



## Case for Behavior-Based Interviewing

- Premise---Past behavior is the best predictor of future behavior
- Not a new concept but becoming more and more prevalent in use
- Minimize the ‘halo’ effect and subjectivity
- Collect meaningful information about possible cultural ‘fit’ for your organization.



## The Essence of the Questions

- More than just an ‘open-end’ question
- There are no ‘magic’ questions
- Frequently used question ‘starters’...
  - “Tell me about a time...”
  - “Describe for me...”
  - “Give me an example of ...”
- **Bottom line—ask for a specific example of a situation or task, learn the action taken and get the result!**

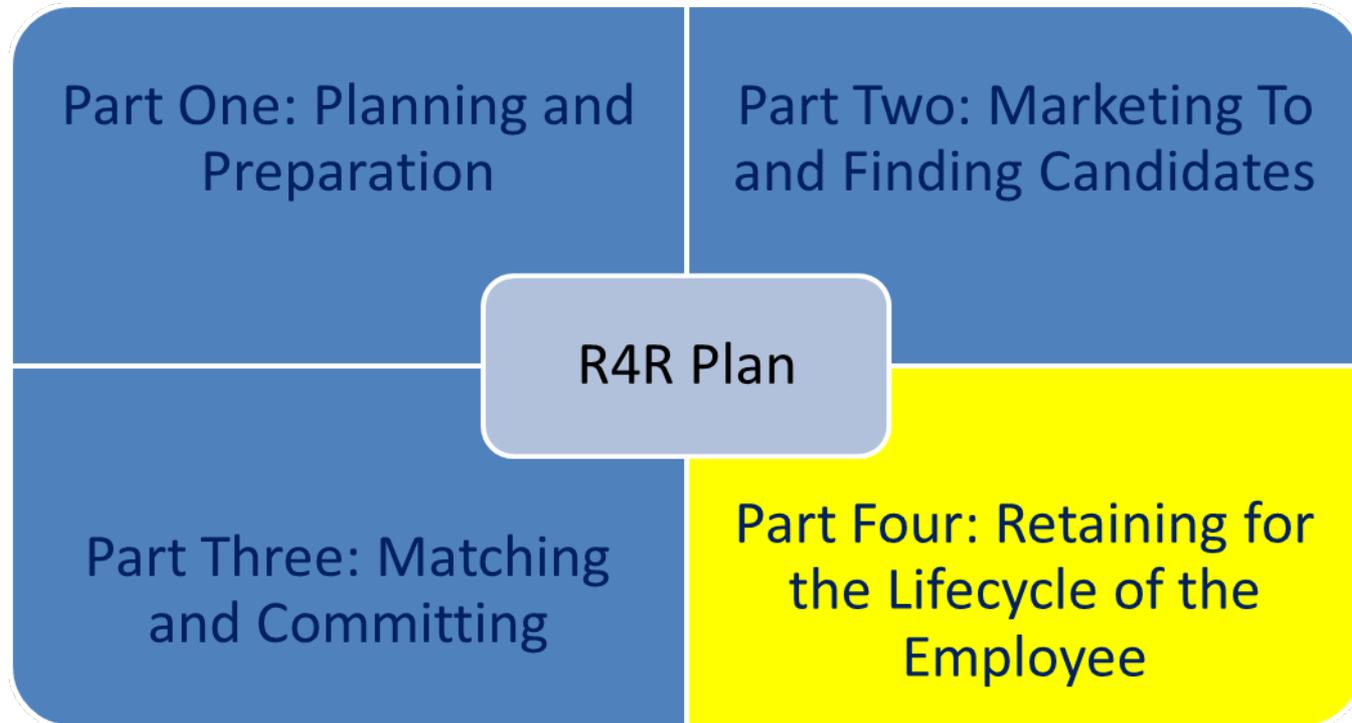


# Interview the Spouse/Partner

- Conducting a Spouse/Partner interview can be a great recruitment and retention tool.
- The person conducting the Spouse/Partner interview should have:
  - Excellent interpersonal skills
  - Knows the community really well
  - Share a common background or interest with the spouse/partner
- The type of information that you should gather includes:
  - Personal education needs
  - Personal interest
  - Housing preference
  - Location of family/friends
  - Geographic and climate preferences
  - Knowledge of the opportunity
  - Why your community interest them



## Four Parts of the Process – Part 4



# Retention Principles

Retention success is possible in any geographic location

Retention starts in Recruitment

Retention is about good fit

No one stays in a bad job, leadership is key



# Lifecycle Retention Strategies

Onboarding

Engagement

Stay Interviews

Succession Planning

Staffing Needs

Work/Life Balance

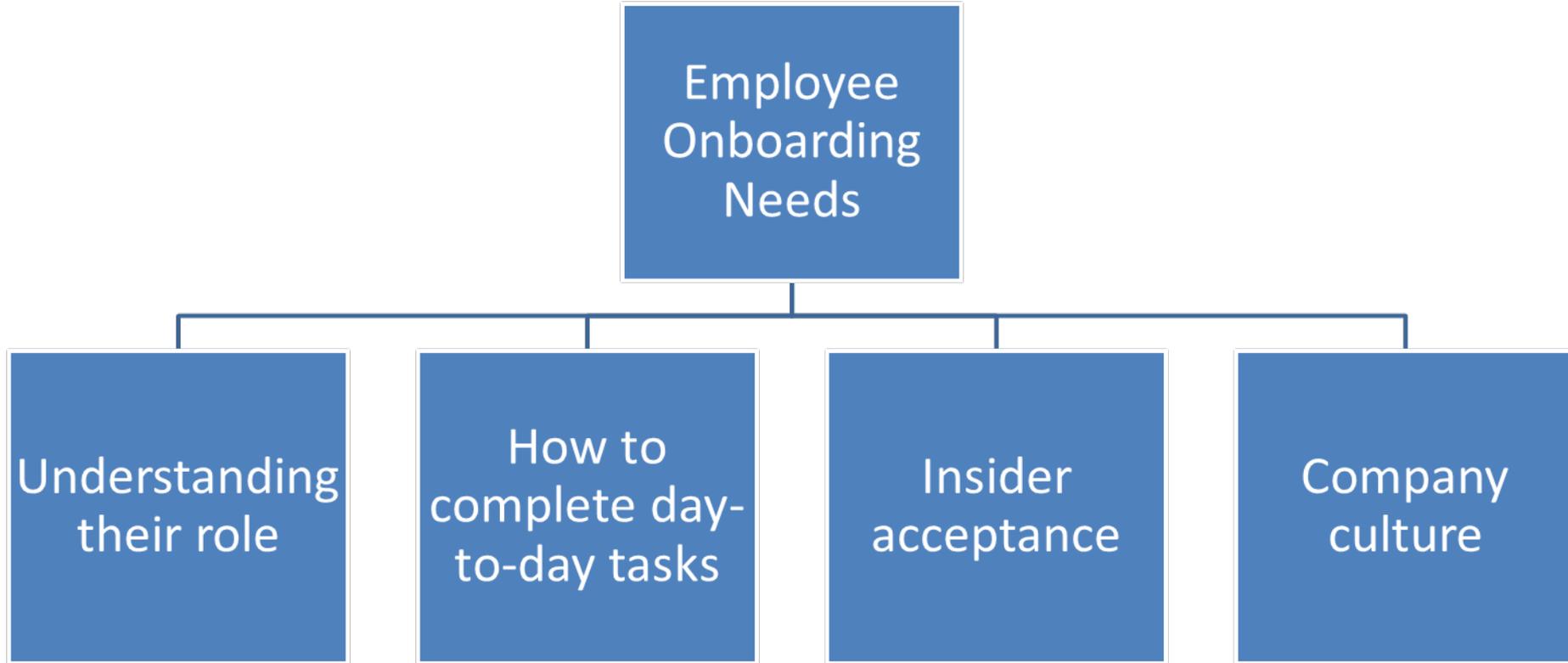
Compensation Surveys

Total Compensation Statements

Unique Benefits



# Onboarding



# Indicators of a Successful Onboarding

- Research has found that the following four indicators suggest that an onboarding program is accomplishing its objectives.

## Role Clarity

- Role interacts
- Understand their role

## Self-efficacy

- Capable
- How they feel

## Social Acceptance

- Interact
- Participate

## Knowledge

- Understand culture
- Values and norms



- Engagement Facts
  - Trust between each leader and his/her direct reports is the absolute most important ingredient for building loyalty and engagement.
  - Poor leadership causes over 60% of all employee turnover. (Saratoga Institute)
  - How associates view their leader impacts how they view everything about their employment relationship!



# Guidelines of Stay Interviews

In person\*

Set  
Expectations

Plan your  
conversation

Ask  
Questions



# Work/Life Balance



- Flexibility in schedules
- Time off to enjoy hobbies
- Work sponsored activities outside of the facility i.e. softball teams, movie nights
- Work is a part of life it shouldn't be a culture where work and life battle
- Engage in Wellness strategies





**Questions?**



# 3RNet

- Mike Shimmens, [shimmens@3rnet.org](mailto:shimmens@3rnet.org)
- 3RNet, [www.3RNet.org](http://www.3RNet.org)
- Thank you!



# RECRUITING GENERATIONS IN THE WORKFORCE

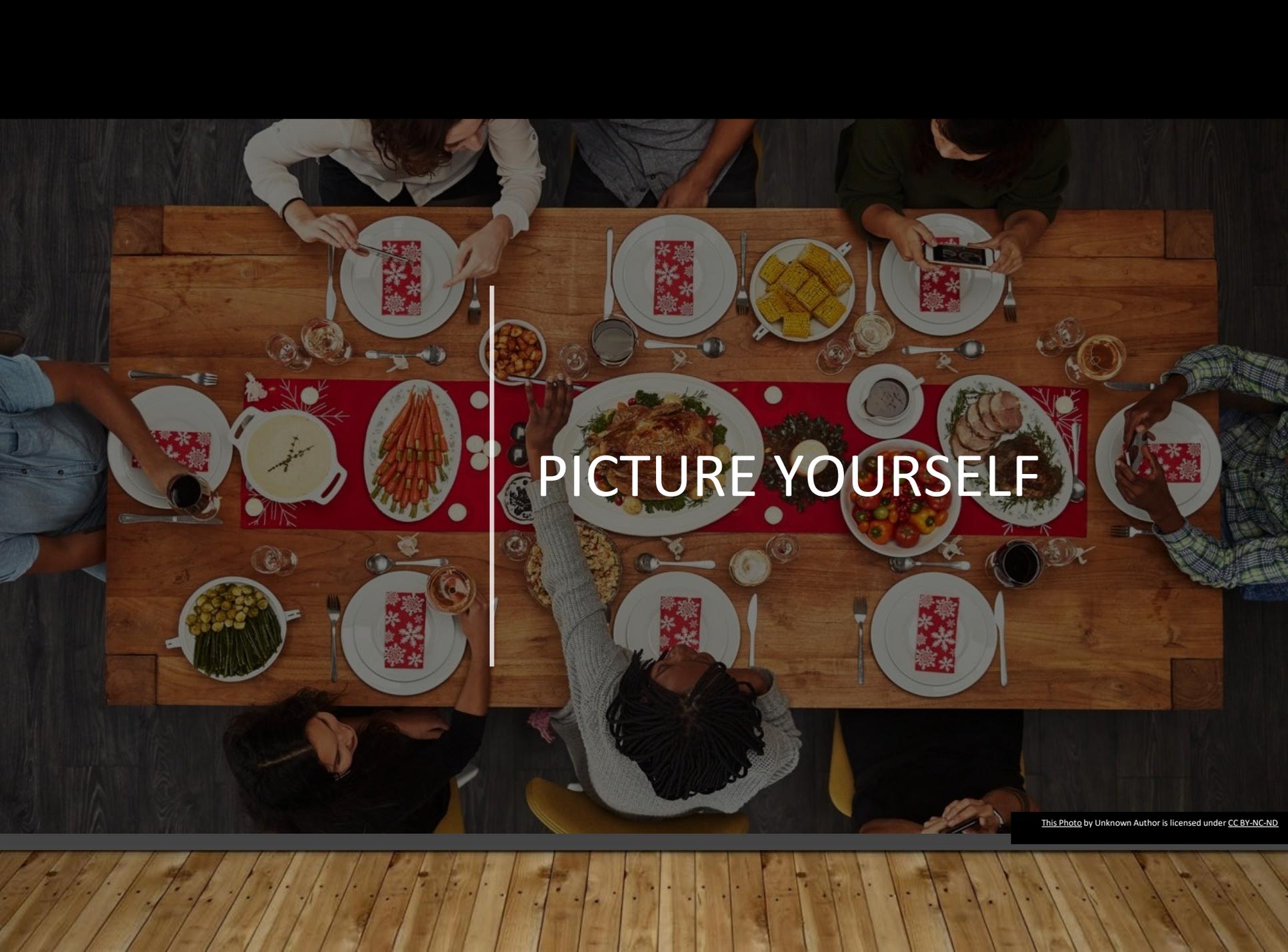
PRESENTED BY JENNIFER  
HIGGINS, CERP



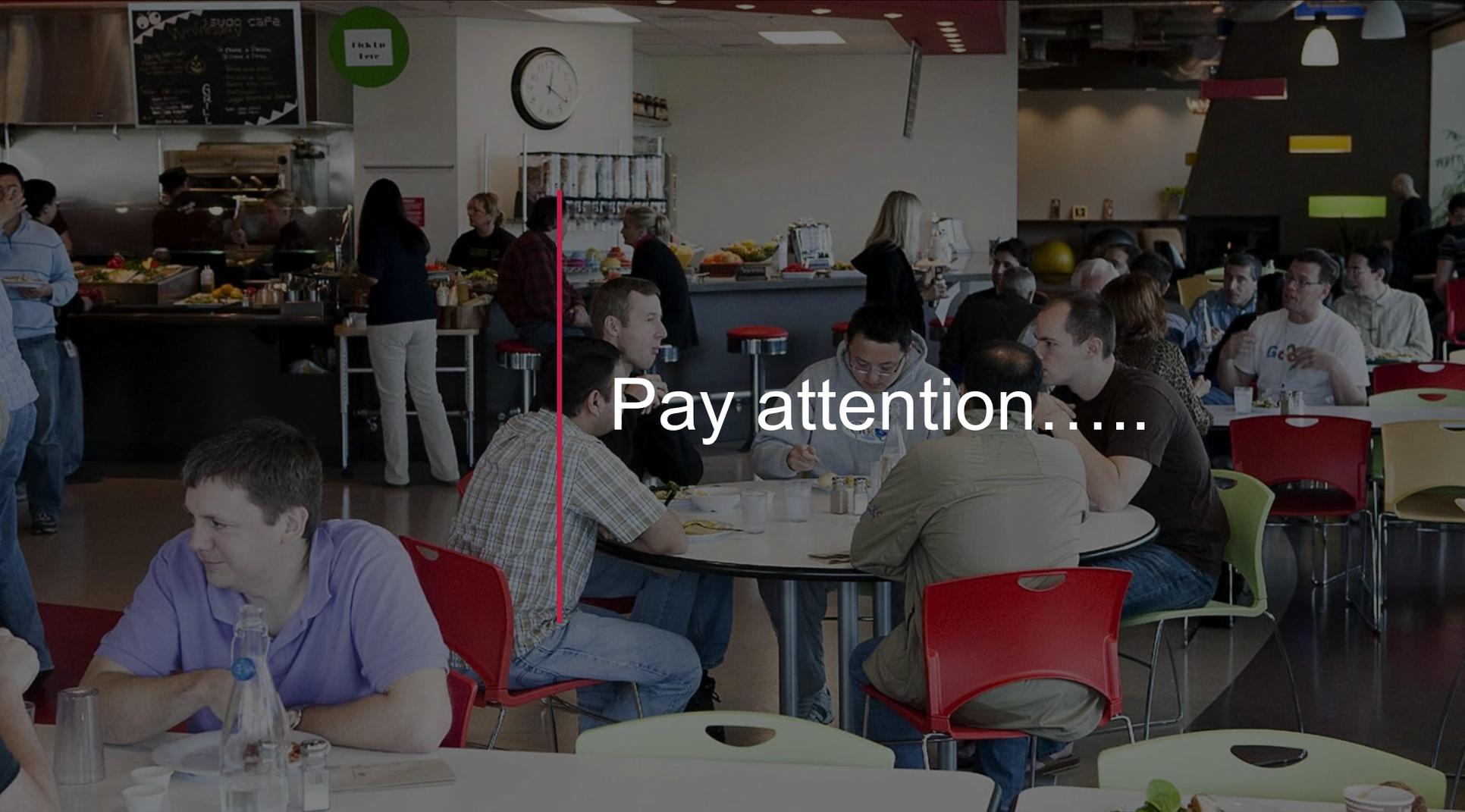
# AGENDA

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- Overview of primary generations in the workplace today
- Best recruitment methods per generation



# PICTURE YOURSELF



Pay attention....



# **IT'S ALL ABOUT RELATIONSHIPS**

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- How we relate to one another
- How we build relations
- Finding common ground
- Being open to learning new ways and ideas
- Respecting those who came before you
- Being aware of what works best for others



# THINGS TO CONSIDER

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- You may be in-between 2 generations
- Your parents/childhood/upbringing matters
- Personality type or interests
- Ask questions

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## PRIMARY GENERATIONS IN THE WORKPLACE



Baby Boomers • 1947-1964



Gen X • 1965-1979



Gen Y (Millennials) • 1980-1996



Gen Z • 1997 or later

# Generations

Boomers 1947-1964 56-73yrs	Gen X 1965-1979 41-55yrs	Gen Y-Millennial 1980-1996 24-40yrs	Gen Z 1997 or later 23 or younger
<b>Experienced:</b> Television, Moon Landing, Watergate, Vietnam	<b>Experienced:</b> MTV, Nintendo, PC's	<b>Experienced:</b> Natural disasters, diversity, mobile technology	<b>Experienced:</b> Economic downturn, Global Warming
<b>Work Is:</b> Expected	<b>Work Is:</b> A difficult challenge	<b>Work Is:</b> A means to an end	<b>Work Is:</b> Consistently evolving
<b>Aspiration:</b> Job security	<b>Aspiration:</b> Work-life balance; Independence	<b>Aspiration:</b> Freedom and flexibility	<b>Aspiration:</b> Structure and stability
<b>Changing Jobs:</b> Loyal to employer; connecting to values	<b>Changing Jobs:</b> If necessary for compensation	<b>Changing Jobs:</b> Is expected	<b>Changing Jobs:</b> constantly
<b>Career Paths:</b> Upward mobility	<b>Career Paths:</b> Need to know options now	<b>Career Paths:</b> Switch frequently and fast	<b>Career Paths:</b> Career "multitaskers"

# HOW TO RECRUIT ACROSS GENERATIONS

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# BABY BOOMERS

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## What they want in a company

- Flexible Hours
- Stability
- Healthcare Benefits

## Recruitment Tactics

- Digital is universal
- Traditional is still a strong influence
- Get to the point

# GEN X

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## What they want in a company

- Growth opportunities and consistency
- Work-life balance
- Stability and company values
- Training and development
- Mentoring programs
- Strong benefits package
- Formal Career Path Development

## Recruitment Tactics

- Digital savvy
- Connected via mobile
- Promote a combination of culture and “day to day” of the role

# GEN Y

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## What they want in a company

- Growth opportunities
- Mentorships
- Flexibility
- Ability to engage digitally

## Recruitment Tactics

- Company Culture
- Benefits
- How do they fit in

# GEN Z

---

## What they want in a company

- Learning opportunities
- Mentorships
- Flexibility
- Ability to engage digitally
- Contribution to the company

## Recruitment Tactics

- Similar to Millennials, promote benefits
- Gen Z is more likely to be entrepreneurial

## BE AWARE OF HOW GENERATIONS ARE SIMILAR AS WELL AS DIFFERENT

*“at the end of the day, there is no “one size fits all.” You need to find a balance between recruiting for the needs of the role, the fit for the company and the fit for the candidate.”*

Quote from [www.krtmarketing.com/blog/generational-recruiting/](http://www.krtmarketing.com/blog/generational-recruiting/)

THANK YOU

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## WORKS CITED

- [www.krtmarketing.com/blog/generational-recruiting/](http://www.krtmarketing.com/blog/generational-recruiting/)
- <https://www.workday.com/en-se/forms/whitepapers/engaging-the-workforce-across-generations.html>
- <https://learn.g2.com/recruiting-millennials-gen-z>
- <https://i.pinimg.com/originals/3a/5a/2f/3a5a2f5b492cf5128339640d113ebbc7.png>

# Survey Monkey Question

In Session 5 of this series, you'll share and learn about recruitment and retention practices at other DRCHSD organizations. What would you most like to hear about from your peers?

# Post-Polling Questions

I am \_\_\_ in my understanding of the four phases of the recruitment process.

I am \_\_\_ in my understanding of how the recruiting process in rural areas is different than urban.

I am \_\_\_ that I will apply the knowledge gained from this educational training to improve my organization's recruitment and retention efforts.

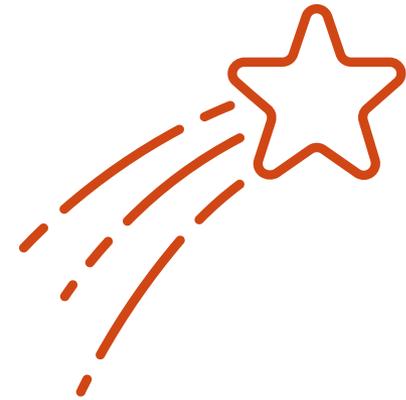


# Please Join Us Next Week!

July 15th, 2021

10:00 – 12:00 pm CT

Make Your Organization  
Stand Out – Identifying  
Unique Selling Points  
That Health  
Professionals Want



# Contact Information

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Robbie Nadeau	Program Coordinator	(218) 216-7021	<a href="mailto:rnadeau-emison@ruralcenter.org">rnadeau-emison@ruralcenter.org</a>
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