

General State Programs for State Employees

Program/Strategies	States	Details
Employee Compensations	Most have some combination of these benefits	<ul style="list-style-type: none"> Flex work hours, onsite child care, telecommuting, public transit reimbursement, home loan and down payment assistance, flexible spending accounts, tuition assistance for job related classes and/or degrees

State Specific Programs and Approaches for government Employee recruitment and retention

State	Program	Targeted Group	Details	Citation/website
Arkansas	Employee Suggestion System	Any state employee	<ul style="list-style-type: none"> Employees provide feedback and suggestions on how to save funds without cutting services If the suggestions lead to sizable savings, 10% (or up to 5,000) of funds saved goes to employee 	http://www.state.ar.us/dfa/personnel_mgmt/opm_suggestion_overview.html
California	Not named	Public Health Workforce	<ul style="list-style-type: none"> Issue 1: Hiring Procedures thwart efforts to bring best candidates <ul style="list-style-type: none"> Solution: identify management skills, establish performance exams, open the hiring process, and reform exam rules so that graduates of CA educational system are automatically eligible if they meet minimum requirements Issue 2: Bad public perception and lack of recruitment <ul style="list-style-type: none"> Solution: document the state's contributions to quality of life and establish uniform vision of the public health service Issue 3: Can't develop and/or retain promising managers <ul style="list-style-type: none"> Solution: reform classification system, fast-track management development system, provide a mid-career management fellowship and establish a student career experience program (see SCEP program in Federal Government section below) Issue 4: Failure to improve management skills of existing managers <ul style="list-style-type: none"> Solution: invest in management and leadership development, build training costs into allocations for positions and document the training value(s) received 	http://www.post.ca.gov/training/bestpractices/RecruitmentBestPrac.pdf

California	Grow Your Own	Nutrition	<ul style="list-style-type: none"> • Train multilingual/cultural WIC staff as nutritional professionals and internships 	Public Policy Associates, Inc. (2004). Health Care Workforce Development in Michigan. <i>Lansing, MI</i> : Author. *This is a report on model practices around the country.
Connecticut	Career Mobility Program	Mental health and Substance Abuse	<ul style="list-style-type: none"> • Employees can get release time with pay to matriculate for 1 semester for degree related to position 	http://www.ct.gov/DMHAS/cwp/view.asp?a=2903&q=334926
Connecticut	Recognition Initiatives	Mental health and Substance Abuse	<ul style="list-style-type: none"> • Quarter and yearly recognition, Longevity Service Recognition and Distinguished Managerial Service 	http://www.ct.gov/DMHAS/cwp/view.asp?a=2903&q=334922
Connecticut	TRAINCT	PH workers	<ul style="list-style-type: none"> • Online and classroom continuing education for public health workforce (both governmental and non-governmental) 	http://www.tahd.org/trainct.htm
Delaware	Career Enrichment Program	Any	<ul style="list-style-type: none"> • Online and classroom training to enhance job related skills 	http://www.delawarepersonnel.com/training/programs/index.shtml
Delaware	Computer Training	Any	<ul style="list-style-type: none"> • Partnered with local community colleges to provide workshops and classes to state workers at a discounted price 	http://www.delawarepersonnel.com/training/programs/index.shtml
Delaware	Human Resources Development Program	Those interested in becoming a HR professional for any field	<ul style="list-style-type: none"> • Establish position competencies and certificate program for state employees • \$500 for training but eligible to be HR person without HR degree 	http://www.delawarepersonnel.com/training/programs/index.shtml
Delaware	Management Development Institute	Any manager or future manager	<ul style="list-style-type: none"> • Train managers or future managers in related skills (not many details available) • Will receive Management Development certificate or Supervisory Development Certificate upon successful completion 	http://www.delawarepersonnel.com/training/programs/index.shtml

Delaware	Career Development Mentoring Program		<ul style="list-style-type: none"> • Fostering of positive and affirmative relationships between experienced state employees, who will act as mentors, and less experienced employees, the mentees, who want to advance their careers • Acting as an instrument through which the more accomplished employee will be able to pass along their knowledge, expertise, and relevant experiences to their mentee and to offer encouragement and assistance to the mentees in the attainment of the goals they have set for themselves • Providing career mobility to that segment of the workforce population that does not have a college education • 1 Year program 	http://www.delawarepersonnel.com/training/programs/index.shtml
Florida	Public Health Nursing Recruitment and Retention Plan	Public Health Nursing	<ul style="list-style-type: none"> • Raise base salary by 15% to more competitive level • Reclassify requirements and pay grades to reflect increased demands of position • Create new classification for nursing students and graduate nurse awaiting licensure to be between nurse aide and licensed nurse • Allow retired nurses to return without losing retirement pay • Align management positions with other professions • Enhance longevity bonuses • Implement career ladder 	www.doh.state.fl.us/PHNursing/Library/R_R_Plan.doc
Idaho	Not Named	Any	<ul style="list-style-type: none"> • Certified public manager program (classroom), performance management training (online), supervisory development/applied training and IT training 	www.pte.idaho.gov/StateTraining/CPMHome.htm
Illinois	Dental Workforce Development	Dentists and dental hygienist	<ul style="list-style-type: none"> • Develop a scholarship or forgivable loan for students who make a written commitment to teach for 6 years (time chosen because at 6 years, eligible for tenure) • Develop scholarships for professionals in shortage areas • Enhance salaries to be competitive 	http://www.idph.state.il.us/HealthWellness/oralhlth/Dental_Workforce_Census.pdf

Illinois	Dept. of Public Health Nursing Education Scholarship Program	Nursing	<ul style="list-style-type: none"> • A resident of Illinois for at least one year • Enrolled in or accepted for admission to a nursing program in Illinois Regulation, Division of Professional Regulation • demonstrates financial need • Amount dependent upon institution and level of degree being sought • Must be employed in a workforce shortage area and service time must be finished in no more than twice the amount of time funds were received (1 year of funding=2 years of service) 	http://www.idph.state.il.us/about/rural_health/rural_NESP_more_details.htm
Illinois	RN Success Through Excellence in Practice (STEPS)	RN	<ol style="list-style-type: none"> 1. Recruit nursing graduates to work under close supervision 2. RN gains 1 to 3 years experience and then gets 8% raise 3. RNs demonstrate clinical knowledge at unit level and apply it to specific populations (have 6000 hours and BSN for this level) 4. RNs gain 5+ years of experience (8% raise at this level) 	<p>Public Policy Associates, Inc. (2004). Health Care Workforce Development in Michigan. <i>Lansing, MI</i>: Author.</p> <p>*This is a report on model practices around the country.</p>
Indiana	Not named	Any	<ul style="list-style-type: none"> • <u>Centralization</u> of hiring needs • Technology with one stop recruitment tool, internet/TV/radio ads, resume mining capabilities for online sources and virtual job fairs for potential employees • College recruitment and plan= state and national job fair attendance with information sessions, college/university postings, open interviewing on campuses and accessing student resume databases • Career planning by working with relevant professional organizations • Establish public relations campaign • Recruit in community and targeted group events; provide placement assistance and recruitment advice to those in reorganized or downsized departments • On-boarding= half day training about performance oriented, goal-driven workforce and self-service site to answer questions 	www.in.gov/spd/files/recruitment_plan.pdf

Indiana	Strategic Skills Initiative	Nursing	<ul style="list-style-type: none"> • Hire more and new nursing faculty • Establish a clinical simulation center • Develop mobile education facility for nurses on the road • Establish a 3-component nurse re-entry program <ol style="list-style-type: none"> 1. 3 week didactic component- for knowledge and skill update; will develop skills around target population assessment, MDS, clinical skills, medications, documentation, and cultural competency 2. 3 week clinical program- include 1:1 clinical preceptor (2 weeks with faculty, 1 week with clinician); develop competencies around medication administration, basic nursing skills, delegation, documentation, and cultural competency 3. 20-week retention component- use mentoring, 1:1 clinical preceptor, monthly education offerings and brochure, and ongoing faculty support; end goal to apply skills and increase self-confidence of re-entry nurses 	http://www.ai.org/dwd/2500.htm
Kansas	State Loan Repayment Program	Health Professions	<ul style="list-style-type: none"> • Repay graduate health profession loans if student agrees to work in underserved area • This is different than the federal loans 	http://www.kdheks.gov/olrh/FundLoan.html
Kansas	Kansas Bridging Plan	Medicine	<ul style="list-style-type: none"> • Loan forgiveness for resident physician in family practice, general internal medicine, general pediatrics and medical/pediatrics residents who agree to work in rural areas • Paid 50/50 through state and local match • Different than the federal programs 	http://www.raconline.org/funding/funding_details.php?funding_id=1759
Kansas	Workforce Development Loan Program	Any profession	<ul style="list-style-type: none"> • College student agrees to work for state after graduation for loan forgiveness of 2k a year for 4 years 	http://www.kansasregents.org/download/financialaid/wrkfdevlon.pdf

Louisiana	Pay for Recruitment and Retention	Any profession	<ul style="list-style-type: none"> • Special entrance/retention rates driven by the market rather than by qualifications • Pay above the minimum for exceptionally qualified candidates either at hire or within one year be up to a third above minimum in pay range • Premium pay when the employee is performing extraordinary duties which are not an integral part of the regular job • Optional pay is the ability to pay a lump sum or institute a pay increase to keep an extremely well-qualified worker • Have rewards and recognition both of a monetary and non-monetary nature • Institute a Dual Career Ladder where people interested in moving upward but not into management are allowed to do so (i.e. research-oriented persons) 	www.civilservice.louisiana.gov/workforceplanning/toolkit-recruitment.asp
Maine	Access to Medical Education Program	Medicine	<ul style="list-style-type: none"> • Contracted with medical schools to provide preferred access to each school and priority access to need-based funding; costs 5k per student per year to maintain • Recipients required to serve at least 2 primary care rotations in Maine, one in family practice residency in 3rd years and one in a rural area 	http://www.famemaine.com/education/financialAidPrograms.asp
Maryland	Janet Hoffman Loan Assistance Repayment	Public service professions	<ul style="list-style-type: none"> • Maryland residents providing public service in state or local government to low income or underserved • Annual salary may not surpass 60k 	http://www.mhec.state.md.us/financialAid/descriptions.asp
Maryland	Optometry Tuition Remission Program	Optometry	<ul style="list-style-type: none"> • Maryland resident attending Penn College of Optometry can get 8,275 a year for 3 years • Agree to work in MD for every year funds are taken 	http://www.mhec.state.md.us/financialAid/descriptions.asp
Maryland	Graduate Nurse Faculty	Nursing	<ul style="list-style-type: none"> • Pursue degree in graduate nursing in Maryland • Tuition up to 13k a year for 2 years and living expenses 25k a year for 2 years • Agree to work at a Maryland institution for every year funds are received 	http://www.mhec.state.md.us/financialAid/descriptions.asp

Maryland	Maryland Dent-Care Loan Assistance Repayment	Dentistry	<ul style="list-style-type: none"> • Maryland resident practicing dentistry in low income and underserved area as defined by 30% patients fitting this description • Up to 23k a year with 39% supplement amount to help defray tax liability • Total award can't exceed 99k 	http://www.mhec.state.md.us/financialAid/descriptions.asp
Maryland	Tuition Reduction for Non-Resident Nursing	Nursing	<ul style="list-style-type: none"> • Non-MD resident can receive in-state tuition in exchange for working in MD for equal time 	http://www.mhec.state.md.us/financialAid/descriptions.asp
Maryland	Workforce Shortage Student Assistance Grant	Child care, human services, teaching, nursing, physical and occupational therapy and public service	<ul style="list-style-type: none"> • Receive 2k a year for community college enrollment or 4k a year at a 4 year university or college • Agree to work in state for equal to time receiving funds 	http://www.mhec.state.md.us/financialAid/descriptions.asp
Michigan	BSNs and Clinical Training	Nursing	<ul style="list-style-type: none"> • University of Detroit training BSNs to become preceptors for clinical training and restructure the program to eliminate duplicative training 	Public Policy Associates, Inc. (2004). Health Care Workforce Development in Michigan. <i>Lansing, MI</i> : Author. *This is a report on model practices around the country.
Michigan	Nursing Education Certificate	Nursing	<ul style="list-style-type: none"> • Post-bachelor certification • Post-BA certification and 3 option MSN to create more nurse educators; certificate can be counted toward MSN • 12 credit certificate 	Public Policy Associates, Inc. (2004). Health Care Workforce Development in Michigan. <i>Lansing, MI</i> : Author. *This is a report on model practices around the country.

Michigan	Nursing Workforce Development Plan	Nursing	<ul style="list-style-type: none"> • Coaching and mentoring= establish career ladder, distance learning for CEUs, have hospital-based programs similar to Wyoming's CNA to RN program, and recruit non-traditional people into profession • Career Advancement Intra-discipline= certification for pay program, replicated Illinois' STEPS program and CA's Grow your own. • Effective web-based programs= offer CEUs online • Healthcare mobility= develop more/replicated/spread statewide the BSN and Clinical Training Program, Utah's No Repeat Courses for Nursing, Vermont's Online LPN program, NY's CNA to RN program and Nursing Education Certificate. • Partnerships with Schools and Employers= accelerated nursing program (12-18 months), Moving TANF Recipients into Health programs and WV Works program 	Public Policy Associates, Inc. (2004). Health Care Workforce Development in Michigan. <i>Lansing, MI</i> : Author. *This is a report on model practices around the country.
Minnesota	Emerging Leaders Program	Public Health providers	<ul style="list-style-type: none"> • Candidates are public health providers who have been identified as having leadership potential • Consists of 4, 2-day retreats to learn concepts of leadership qualities, having practice time and exploring challenging experimental learning situations and guided self-reflection 	http://www.health.state.mn.us/emergingleaders/index.html
Minnesota	Not Named/needs assessment	Public Health	<ul style="list-style-type: none"> • Collaboration with the Minnesota Department of Health, local health departments, the University of Minnesota School of Public Health • Marketing campaign with brochures, web resources, and speaking opportunities with student groups • Health Career Investigators= work with professor, professional, and policy maker to learn about public health from research, practice and policy angles 	HRSA. (2004). Public Health Workforce Development Efforts in Four States: a Comparison.
Missouri	Environmental Education Scholarship	Environmental related profession	<ul style="list-style-type: none"> • For minority and other under-represented students, both graduate and undergraduate • 1k a year 	http://www.dnr.mo.gov/hr/scholarship.htm
Montana	Montana Rural Physician Incentive Program	Medicine	<ul style="list-style-type: none"> • Dual application by physician and employing organization • Maximum of 45k repayment 	http://www.montana.edu/wwwami/rpip.html

Montana	University of Minnesota Dental Program	Dentistry	<ul style="list-style-type: none"> • Montana pays for priority seats and students receive in-state tuition • Agree to become certified to work in Montana 	http://www.dentistry.umn.edu/
New Hampshire	Workforce Incentive Program	Nursing, education, general science, math, physical science, physics, special education and world languages	<ul style="list-style-type: none"> • Can be either a forgivable loan or loan repayment depending upon when student/employee signs up • Amount determined by school • Must agree to work in NH for each year funds are received 	http://www.nh.gov/postsecondary/financial/WIP.html
New Hampshire	New Hampshire Division of Public Health Performance Improvement Plan	Public Health	<ul style="list-style-type: none"> • Manchester Health Department • Provide a tool kit for employers that integrates competencies into performance evaluation and a training plan • Anticipated finish date of May 2009 	See attached report
New Hampshire	UNH Institute for Health Policy and Practice	Public Health	<ul style="list-style-type: none"> • Use as information clearinghouse/portal for public health initiatives 	http://www.nhhealthpolicyinstitute.unh.edu/index.html
New Hampshire	Not Named	Public health professionals	<ul style="list-style-type: none"> • Minimum requirements for public health professionals • Establish certification and licensure standards • Professional associations should promote high standards of professionalism 	http://www.nhpha.org/

New Jersey	Public Health Program	Public Health	<ul style="list-style-type: none"> Continuing education to attain understanding in accordance with Public Health Practice Standards of Performance for local boards of Health in NJ Build core and leadership competencies via traditional and distance learning opportunities Support implementation of Practice Standards; develop requirements for health officers, registered environmental health specialists, public health nurses, and health educators to complete discipline specific competencies Ensure continuing education through NJ Learning Management Network (NJLMN) 	http://www.nynj-phtc.org/pages/wbt.cfm
New Jersey	NJLMN	Any management position	<ul style="list-style-type: none"> Web system which provides access to continuing education, course calendars, online course registration, and electronic record keeping 	http://www.nynj-phtc.org/
New Mexico	Not named	General Recruitment	<ul style="list-style-type: none"> Use windows-based software to: retrieve job applications, open positions for recruitment at any time and only to employees within own agency, more easily highlight specific qualities, produce ranked applicant list immediately, and develop customized recruitment reports Applicants will have the ability to review job postings from all branches at one site Personnel office: approve salary schedules and salary offers outside parameters, provide oversight with automatic access tool, ensure job postings are consistent with job classification, and approve creation and classification of positions 	http://www.shareinfo.state.nm.us/
New Mexico	Rural Health Care Practitioner Tax Credit Program	Medicine	<ul style="list-style-type: none"> 5,000 for license doctors, osteopathic physicians, dentists, clinical psychologists, podiatrists, and optometrists 3,000 for licensed dental hygienists, physician assistants, certified nurse midwives, certified RN anesthetists, certified NP, and clinical nurse specialists 	http://www.health.state.nm.us/pdf/RHCPTC%20Program%20Overview%20December%2015%202008.pdf
New Mexico	Nursing Loan for Service	Nurses	<ul style="list-style-type: none"> Must declare intent to work in NM shortage area Each year of service, money is forgiven with no more than 12k a year 	http://www.hed.state.nm.us/content.asp?CustComKey=194795&CategoryKey=356705&pn=Page&DomName=hed.state.nm.us
New Mexico	Allied Health Loan for Service	Allied health professionals	<ul style="list-style-type: none"> Physical therapists, occupational therapists, speech language pathologists, audiology, pharmacists, respiratory care, lab tech, mental health, emergency medical services, and nutrition No more than 12k a year 	http://www.hed.state.nm.us/content.asp?CustComKey=194795&CategoryKey=356694&pn=Page&DomName=hed.state.nm.us

New Mexico	Minority Doctoral Assistance Loan	Doctoral students	<ul style="list-style-type: none"> Ethnic minorities or women in engineering, physical or life sciences, math and others where they are underrepresented 15,000 a year Must have a BA from NM school in one of the above disciplines 	http://www.hed.state.nm.us/content.asp?CustComKey=194795&CategoryKey=356504&pn=Page&DomName=hed.state.nm.us
New Mexico	Western Interstate commission on Higher Education Loan for Service	Medical degrees not offered in NM	<ul style="list-style-type: none"> Preferred admission to out of state graduate programs not offered in-state and declare intent to return and practice in NM Loan amount variable by program Dentistry, graduate library studies, optometry, osteopathic medicine 	http://www.hed.state.nm.us/content.asp?CustComKey=194795&CategoryKey=356504&pn=Page&DomName=hed.state.nm.us
New Mexico	Health Professional Loan Repayment Program	Medicine	<ul style="list-style-type: none"> Separate from the federal loan 2 year service in designated medical shortage area Allopathic medicine, osteopathic physicians and physician assistants, advanced practicing nurses, allied health care providers, podiatrist, optometrists and dentists Max 25,000 a year unless in federal shortage area then 35,000 a year 	http://www.hed.state.nm.us/content.asp?CustComKey=194795&CategoryKey=356504&pn=Page&DomName=hed.state.nm.us
New Mexico	NM Nursing Shortage Strategy	Nursing	<p>Double Number of Licensed Nursing Graduates in NM by:</p> <p>A. Expanding Nursing School Capacity</p> <ol style="list-style-type: none"> address faculty shortage by adjusting salaries to market level <ol style="list-style-type: none"> fill faculty vacancies with loan repayment, develop teaching prep course & establish joint PhD program hire additional faculty and offer 12 month contracts retain staff with professional development classes and support for advanced degrees expand enrollment by adding sections and summer classes develop accelerated programs improve clinical rotations to be regional and offer new sites develop seamless transition between programs <p>B. Provide Direct Support to Students</p> <ol style="list-style-type: none"> provide financial incentives with nursing loans create clinical teaching institute reduce attrition with tutoring and mentoring 	http://hed.state.nm.us/cms/kunde/rtshedstatenmus/docs/688577733-07-17-2006-15-49-18.pdf

New York	Not named but is general retention	Any position	<ul style="list-style-type: none"> • Civil service department identifies current and future workforce needs and assists in retraining • Workshops to help develop and implement a career plan 	http://www.cs.state.ny.us/hr/
New York	HR Academy	HR in any position	<ul style="list-style-type: none"> • Training in latest technology and merit system through traditional and web 	http://www.cs.state.ny.us/hracademy/HRAcademyvol10.pdf
New York	Public Management Institute	People interested in management	<ul style="list-style-type: none"> • For advanced degrees • 2 year program where you serve in professional position within a state agency, specialized training, rotational assignments, and mentoring 	http://www.cs.state.ny.us/pmi/
New York	Residency Loan Repayment and Physician Loan Repayment	Primary care, general OB/GYN, Geriatrics, Emergency services and Mental Health	<ul style="list-style-type: none"> • Must be a graduate of NY State high schools, undergraduate, medical school or residency programs • Residency Loan for teaching hospitals to develop training curricula in underserved areas and resident identified would automatically qualify after completing training and securing employment in underserved area • For loan repayment, receive up to 150k a year for 5 consecutive years of service in underserved area 	www.highered.nysed.gov/kiap/scholarships/rplfap.htm
New York	Public Health/ Preventive Medicine Residency Program	Public Health and/or Preventive Medicine	<ul style="list-style-type: none"> • Train physicians in health promotion and disease prevention at population level • Field experience with study towards MPH at Columbia 	http://www.nyc.gov/html/doh/html/phmrp/phmrp.shtml
New York	Health Research training Program	Research	<ul style="list-style-type: none"> • Undergraduate, graduate, and professional levels work with mentors • 10-12 week, full-time summer course and part-time course during academic school year 	http://www.nyc.gov/html/doh/html/hrtp/hrtp.shtml
New York	Dental Public Health Residency Program	Public Health Dentistry	<ul style="list-style-type: none"> • For students at the University of Albany who already have a master's in public health 	http://www.albany.edu/sph/residencies/dph/index.html
New York	Regents Health Care Scholarship for Medicine and Dentistry	Medicine and Dentistry	<ul style="list-style-type: none"> • For minority and disadvantaged youth attending NY schools and agree to work in NY underserved area • 10k a year for 4 years 	www.highered.nysed.gov/kiap/scholarships/rhc.htm

New York	Regents Physician Loan Forgiveness	Medicine	<ul style="list-style-type: none"> • NY resident at NY school and within 2 years of completing primary care residency or completed it within the past 5 years • 10k a year for 2 years in exchange for working with underserved population 	http://www.highered.nysed.gov/kiap/scholarships/rplfap.htm
New York	CNA to RN	Nursing	<ul style="list-style-type: none"> • SUNY and Fox Memorial hospital partnership • Hospital pays tuition and books and retains employees throughout program; 5 semesters to complete program 	Public Policy Associates, Inc. (2004). Health Care Workforce Development in Michigan. <i>Lansing, MI</i> : Author. *This is a report on model practices around the country.
North Carolina	Sign-on Bonus for Mental Health, Substance Abuse, and Development Disabilities RNs	Nursing	<ul style="list-style-type: none"> • For entry level direct care RN positions with unacceptable vacancy rates and are newly hired to work in mental health, development disabilities or substance abuse state facilities • Must work for 36 consecutive months for 30-40 hours a week for a facility are eligible for up to 8,000 • Part-time nurses working 36 consecutive months 20-30 hours a week eligible for up to 4000 • Made in installments over 36 months • Must repay prorated amount if leave service before completion of 36 months 	http://www.ncdhhs.gov/humanresources/hr/2Forms/allforms/REC-rn_bonus.pdf
North Carolina	State Loan Repayment (rural)	Medicine	<ul style="list-style-type: none"> • For primary care, dentists, and dental hygienists • Max 70000 over 4 years and 39% tax stipend for physicians and general practice dentists 	http://www.ncruralhealth.org/services.html
North Carolina	NC Office of Rural Health Recruitment Services	High needs profession	<ul style="list-style-type: none"> • Positions are defined by current state needs • High needs service bonus • Up to 35,000 over 4 years 	http://www.explorehealthcareers.org/en/Funding.532.aspx http://www.ncruralhealth.org/services.html
North Carolina	Residency Program in Dental Public Health	Public Health Dentistry	<ul style="list-style-type: none"> • Must complete an MPH or equivalent prior to residency • Commitment at least 12 months or 24 months if part-time • 24 months necessary for experience in specialized area and management experience • May have a stipend up to 32,000 a year based on grant availability • Does not provide tuition or fees • May provide health insurance if grant funded 	http://www.communityhealth.dhhs.state.nc.us/dental/residency_2.htm

<p>North Carolina</p>	<p>Mental Health, Development Disabilities, and Substance Abuse Recruitment</p>	<p>Mental health, development al disabilities and substance abuse professionals</p>	<ul style="list-style-type: none"> • Recruitment (short-term): reward staff who recruit someone who stays on the job, structured behavior interviews, use realistic job previews, demonstrate job competencies, increase personnel budget, advertise in well-known trade journals and websites • Recruitment (long-term): establish professional core competencies, develop career ladders, establish apprenticeship programs, establish new core curricula for health care in educational institutions, improve public image of the system, recruit from neighboring states, provide financial and other support for increased education, and establish residency and fellowship programs at state facilities to develop in-house expertise • Retention: increase and enhance supervisor skills, develop and train staff in core competencies, develop career ladders and succession plan, develop employee recognition program and advocate for increased wages 	<p>saved as NC MH workforce development</p>
<p>North Carolina</p>	<p>Evidence-Based Practices for Mental Health Workforce Recruitment</p>	<p>Mental Health</p>	<ul style="list-style-type: none"> • Recruitment= web-based registries with matching system and community sponsored events, use rehires, referrals, and in-house job postings • Realistic job previewing • Orientation, socialization, networking ,and professionalism opportunities • Competency-based training • Mentoring • Supporting and training supervisors to support a diverse workforce with= a) enhancing staff relations, b) providing and modeling direct support, c) facilitating and supporting consumer support networks, d)) planning and mentoring programs, e) managing personnel, f) leading training and staff development activities, g) promoting public relations, h) maintaining homes, vehicles, and property, i) protecting health and safety, j) managing finances, k) maintaining staff schedules, l) coordinating vocational supports, m) coordinating policies, procedures, and rule compliance and n) performing general office work 	<p>saved as NC MH workforce development</p>

North Carolina	UNC-CH School of Dentistry		<ul style="list-style-type: none"> Have a special program for those with dental hygiene degree where previous credits and life experience counts toward required credit hours 	http://www.dent.unc.edu/depts/academic/ecol/programs/allied/ -this link takes you to specific web-page as opposed to general website.
North Carolina	NC Institute for Public Health (NCIPH)	PH	<ul style="list-style-type: none"> Develop public health workforce system with clearinghouse of training resources Develop Lifelong Learning Institute with 16 health departments to exchange resources and encourage workforce development Train workforce by= developing and implementing outreach and recruitment plan to ensure an adequate, capable, culturally competent and diverse workforce, fully fund maintenance needs of PH Training Information Network (PHTIN), create PH internships at state and local levels, create PH scholarship, and require training of local Boards of Health 	HRSA. (2004). Public Health Workforce Development Efforts in Four States: a Comparison.
North Dakota	Dental Loan Repayment and Grant	Dentistry	<ul style="list-style-type: none"> Repay up to \$80,000 for 4 years of service 	http://www.ndhealth.gov/oca/Dental%20Loan%20repayment%20Program.pdf
North Dakota	Government Internship	Interested divisions	<ul style="list-style-type: none"> Provide internship opportunities to students in exchange for academic credits 	http://www.workforce.nd.gov/programs/operation-intern/
North Dakota	Tuition Waivers	Any profession	<ul style="list-style-type: none"> For senior citizens, peace officers and fire fighters to further their career or start a new one 	http://www.und.nodak.edu/dept/finaid/Cultural_Diversity_Tuition_Waiver_FY10.html
Ohio	Bureau of Health Professionals State Loan Repayment	Psychiatrists, psychologists, psychiatric NP, LPCC, LISW, and IMFT	<ul style="list-style-type: none"> Up to \$80,000 over 4 years to work in federal shortage area Must see Medicaid/Medicare patients regardless of the ability to pay 	http://www.odh.ohio.gov/odhprograms/chss/pcrh_programs/pcrhfaqs/slrpfaqs.aspx
Ohio	Ohio Dental Safety Net Information Center	Dentists	<ul style="list-style-type: none"> Free CEUs for dentists and dental hygienists in a) oral health for young children, b) clinical operations, and c) financial management 	http://www.ohiodentalclinics.com/

Ohio	State Loan Repayment	Physicians, and mid-level health professionals	<ul style="list-style-type: none"> Physicians= family practice, internal medicine, pediatrics, adolescent medicine, OB/GYN, dentists Mid-level= advanced NP, certified nurse midwives, physician assistants, and dental hygienists Mental Health= general psychiatry, child and adolescent psychiatry, geriatric psychiatry, licensed independent social workers, licensed professional clinical counselors, clinical psychologists/health service psychologist, psychiatric nurse specialist/NP, marriage and family therapists 2 year contract up to 25,000 a year For years 3 and 4, 35,000 a year 	http://www.odh.ohio.gov/odhprograms/chss/pcrh_programs/pcrhfaqs/slrpfaqs.aspx
Ohio	Nursing Educational Assistance loan	Nursing	<ul style="list-style-type: none"> At least part-time student, up to \$3,000 per year Must be a full-time nurse in Ohio for 5 years for complete loan forgiveness. 	http://regents.ohio.gov/sgs/nealp/
Oklahoma	Not named	Rural health	<ul style="list-style-type: none"> Oklahoma State University provides rotation in rural health 	http://www.healthsciences.okstate.edu/uralhealth/
Oklahoma	OK Dental Loan Repayment	Dentistry	<ul style="list-style-type: none"> Minimum 30% of patients must be on Medicaid Up to 25k a year 2 to 5 year obligation 	http://www.ok.gov/health/Child_and_Family_Health/Dental_Health_Service/Oklahoma_Dental_Loan_Repayment_Program/
Oklahoma	University of Oklahoma Dental Hygiene Career Ladder	Dentistry	<ul style="list-style-type: none"> For people with associate's in dental hygiene and want to get the BA Didactic coursework for those living far away 60 hour career ladder with up to 30 hours that can be accrued through various methods leaving 30 hours of course work 	http://dentistry.ouhsc.edu/prospectivestudents_2_2_2.php
Oregon	Internships	Any interested division	<ul style="list-style-type: none"> Paid and unpaid for mainly college students in forestry, education, marketing, office of the governor, legislative and all other divisions 	http://www.oregon.gov/DAS/HR/intern.shtml
Oregon	Oregon Rural Health Services Loan Repayment Program	Rural health	<ul style="list-style-type: none"> Primary care physicians, NP, physician assistants, and pharmacists Hospital or clinic must be at federal health shortage area Will repay graduate school federal loan debt Up to 100k but if break, must repay 150% of what was paid Physicians and pharmacists 5 year max service and 3 year minimum with 20% repaid each year For NPs and PAs, minimum 2 year commitment max 4 years with 25% repaid each year 	http://www.ohsu.edu/ohsuedu/outreach/oregonruralhealth/providers/loan_repayment.cfm

Rhode Island	Work Study/ Internship	Any interested division	<ul style="list-style-type: none"> For students: volunteer or credit hours 	http://www.health.ri.gov/management/human/intern.php
South Carolina	Healthcare Employees Recruitment and Retention Pilot (Sign-on Bonus Pool for critical needs positions)	Healthcare workers	<ul style="list-style-type: none"> No new funding but have flexibility with current funding Bonuses= up to 3k to new employees as sign-on; usually divided up over one year Referral Bonuses= 2k to current employee who refers someone for a critical needs or hard-to-fill position after a minimum of 1 month Retention bonus- up to 5k to stay in critical needs or hard-to-fill position with receipt of job offer elsewhere; limit one per year; 4 can be in lump sum or installments Leave for class= paid educational leave for classes related to mission; no more than 10 credit hours and only when class isn't offered at a different time Paid Practicum= towards completion of healthcare degree Loan repayment= newly employed nurses and psychiatrics in critical needs area; up to 20% or 7500 per year for 5 years Tuition assistance= up to 10 credit hours, allow probationary workers; prepay those pursuing a degree in healthcare 	http://www.ohr.sc.gov/OHR/applicant/OHR-healthcare-retention.phtm
South Dakota	SD State Loan Repayment Program	Medicine	<ul style="list-style-type: none"> Health professional shortage area 2 years = 25k for physicians and dentists; 19k for non-physicians 	http://doh.sd.gov/RuralHealth/StateLoan.aspx
Tennessee	Practice Incentive Grant	Medicine	<ul style="list-style-type: none"> For underserved population with min. 3 year commitment Medical or dental loans Available for student loan repayment or startup costs Amount varies 	http://health.state.tn.us/Rural/haip.html
Tennessee	TN Rural Health Loan Forgiveness Program	Medicine	<ul style="list-style-type: none"> Up to 12k a year Medicine, osteopathic, dental surgery, dental medicine, PA, or NP Work in rural area for each year funding is received 	http://www.tn.gov/CollegePays/mon_college/sch_app_pdfs/RuralHealthApp0808.pdf
Utah	UTAH Healthcare Workforce Program	Medicine	<ul style="list-style-type: none"> 2 year min commitment for loan repayment Dentists, non-physician mental health therapist, NP, and PA 	http://health.utah.gov/primarycare/scholarloanmenu.html

Utah	Not Named	Nursing	<ul style="list-style-type: none"> Establish competency levels for AA, BA, and MA nursing; use information to further education without losing or repeating course credits 	Public Policy Associates, Inc. (2004). Health Care Workforce Development in Michigan. <i>Lansing, MI</i> : Author. *This is a report on model practices around the country.
Vermont	Loan Repayment/ Loan Forgiveness	Medicine	<ul style="list-style-type: none"> NP and primary care providers Terms vary 	http://healthvermont.gov/local/rural/programs.aspx
Vermont	Online LPN	Nursing	<ul style="list-style-type: none"> Provide online LPN certification through the Vermont Technical College 	Public Policy Associates, Inc. (2004). Health Care Workforce Development in Michigan. <i>Lansing, MI</i> : Author. *This is a report on model practices around the country.
Virginia	VA Loan Repayment Programs	Medicine	<ul style="list-style-type: none"> Primary care physicians, psychiatrists, NP, and Pas Min. 2 year commitment, up to 25k a year with extension years being 35k a year 	http://www.vdh.state.va.us/healthpolicy/primarycare/incentives/loanrepayment/vlrp-overview.htm
Virginia	VA Dental Loan Repayment	Dentistry	<ul style="list-style-type: none"> Variable amount but max equal to Virginia in-state tuition 	http://www.vdh.state.va.us/healthpolicy/primarycare/incentives/loanrepayment/dental_lrp.htm
Washington	Loan Repayment and Scholarship Program	Medicine	<ul style="list-style-type: none"> Up to 25k a year for 3 years and years 4 and 5 up to 35k a year 	http://www.hecb.wa.gov/paying/waaidprgm/health.asp
Washington	Internships and Fellowship	Any	<ul style="list-style-type: none"> Undergraduate Internship= 3 to 6 months after completion of one semester and currently be seeking a BA; open to permanent state employees regardless to academic standing Executive Fellowship= lasts 1 to 2 years, completed at least one year of graduate work and actively pursuing a graduate degree Department of Health "In-Training Program"- hiring college students prior to graduation with on-the-job training provided 	http://www.dop.wa.gov/JobSeekers/Other/Opportunities/Internships/ ASTHO Issue Brief, 2006
Washington	Not Named	Public Health Workforce	<ul style="list-style-type: none"> Develop PH standards, provide ph practice orientation Develop the Northwest Center for PH practice at the University of Washington to serve as technical support and training for local public health departments in 6 states and provide a leadership institute for interested parties 	HRSA. (2004). Public Health Workforce Development Efforts in Four States: a Comparison.

West Virginia	Governor's Internship Programs	Any interested division	<ul style="list-style-type: none"> Made available to college students 	http://www.state.wv.us/admin/personnel/jobs/gsip/default.htm
West Virginia	Health Sciences Scholarship	Medicine	<ul style="list-style-type: none"> Practice in underserved areas Medicine= 20k a year for 2 year commitment Non-medical= 10k a year 	http://www.wvrhep.org/scholarships.html
West Virginia	Medical Student Loan	Medicine	<ul style="list-style-type: none"> Must work in underserved area or medical specialty with physician shortage Max 10k a year for 4 years 	http://wvhepcnew.wvnet.edu/index.php?option=com_content&task=view&id=53&Itemid=0
Wyoming	WY Healthcare Professional Loan Repayment	Health care	<ul style="list-style-type: none"> Physicians, dentists and allied health Not to exceed 90k for physicians and dentists and 30k for allied health 	http://wdh.state.wy.us/rfhd/rural/loan.html
Wyoming	Not named	Nursing	<ul style="list-style-type: none"> Provide CNA to nursing training programs in hospitals 	Public Policy Associates, Inc. (2004). Health Care Workforce Development in Michigan. Lansing, MI: Author. *This is a report on model practices around the country.

Programs Run by Non-Government Agencies but are Available to Government Employees

State	Agency	Program	Description	Citation
California	Latin American Health Institute	HHS Management Certificate Program	<ul style="list-style-type: none"> • Happens at community college • 5, 5 week training blocks • human services management, financial management and program development, financial management 2, legal/ethical issues, technical writing, and human resources • 5 consecutive Fridays where students are released from jobs to attend • 4-6 weeks break between to prevent backlog at job • 1500 a student and some financial available • For both public and private workers • Credits can transfer towards graduate degree 	www.lhi.org
California	Latin American Health Institute	Community health Worker Professional Development Program	<ul style="list-style-type: none"> • 1500 a student • 5, 5 week training blocks on consecutive Thursday with 4-6 weeks between sessions • A and P and Medical Technology for the Public Health System and Health Determinants • Adult and Infant CPR/First Aid and Substance Abuse Harm Reduction and Behavioral Change Theory • Tailoring Effective materials= effective and responsible documentation and conflict resolution • Presentation and group facilitation skills • Professional ethics and boundary setting 	www.lhi.org
California	Latin American Health Institute	HIV/AIDS training	<ul style="list-style-type: none"> • 3 course= case management, individual service planning and benefits for people with HIV/AIDS 	www.lhi.org

California	Latin American Health Institute	Professional and Organization Development	<ul style="list-style-type: none"> • For managers and future managers • 1 day sessions= art of balancing stress, development of effective community health materials, basic program evaluation, behavioral modification, program planning, how to access and use national data, basic biostatistics and qualitative research methods for evaluation • Community/Academic Partnership: Building Career Ladders for PH Professionals presentation at APHA (2004). 	www.lhi.org http://apha.confex.com/apha/132am/techprogram/paper_82423.htm
National Conference of State Legislatures	Emerging Leaders Network		<ul style="list-style-type: none"> • Final report not prepared but will get it when developed; anticipated release Summer 09 	

FEDERAL GOVERNMENT PROGRAMS

Program Name	Agency	Profession(s)	Details	Citation
SCEP (student career experience program)	DHHS	Any	<ul style="list-style-type: none"> • Allows students to work in field and get full benefits; put into federal pay grades 	http://www.opm.gov/employ/students/intro.asp
STEP (student temporary employment program)	DHHS	any	<ul style="list-style-type: none"> • Temporary employment (like internships) to try out federal jobs • Must be degree-seeking, taking at least half a course load and minimum legal working age 	http://www.fs.fed.us/fsjobs/step.html
President Management Fellows	DHHS	New MA, JD and Doctoral graduates	<ul style="list-style-type: none"> • 2 year program • 160 hours of classroom training, 4 to 6 months of developmental assignments with optional departmental rotations 1 to 6 months in length • Gives graduates challenging work assignments and potential for accelerated promotions and networking in related fields 	https://www.pmf.opm.gov/

HHS Emerging Leaders	DHHS	Public health educators and program specialists, psychologists, social service analysts and scientists	<ul style="list-style-type: none"> Recruited at GS-9 level for the 2 year accelerated training program with opportunity to advance to GS-11 in 1 year and get cost of living increases; upon successful completion promoted to GS-12 Given mentors, formal training and professional development opportunities Departmental rotations every 90 days (optional) 	http://hhsu.learning.hhs.gov/ELP/
HRSA Scholars	HRSA	Same as Emerging leaders	<ul style="list-style-type: none"> 12 month training program with promotion from GS-9 to GS-11 upon successful completion Mentoring, formal and on-the-job training and job rotations 	http://www.hrsa.gov/about/scholars.htm
Federal Career Intern Program	Any federal agency	Any	<ul style="list-style-type: none"> Two year internship (paid) for GS 5, 7 and 9 with opportunity to transfer into fulltime upon successful completion 	http://www.opm.gov/careerintern/
Health Professional Loans and Repayment programs	Mainly HRSA	Varies by program but usually dental hygienists, dentists, general practitioners, nurses, psychiatrists, physician assistants, osteopathic medicine	<ul style="list-style-type: none"> Available in any federally designated health professional shortage area Up to 100,000 in loan repayment or forgiveness, generally 20k for first 2 years and 30k for the next 2 but can vary by state 	http://bhpr.hrsa.gov/nursing/loanrepay.htm