



# **Recruitment Center: 30<sup>th</sup> Anniversary Impact Report**

Supporting Employers in the  
Recruitment & Hiring  
of Primary Care Providers Since 1994

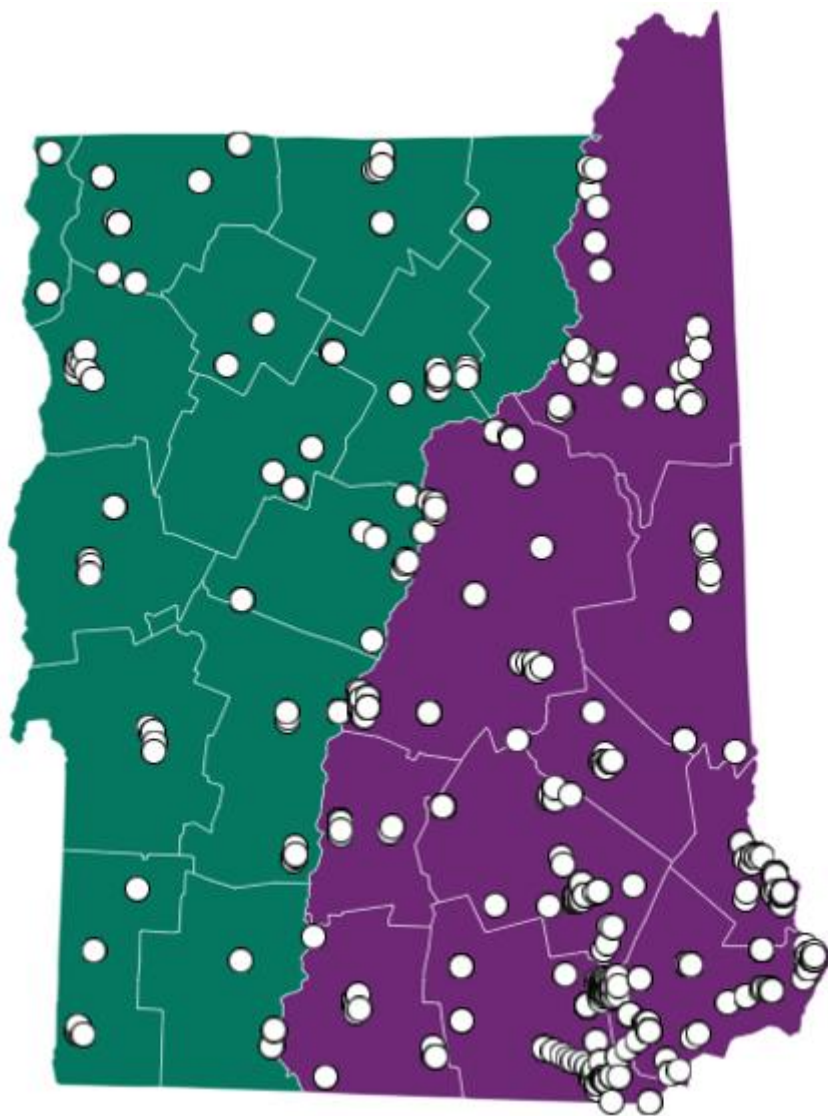
May 2025

The Recruitment Center is a service of  
Bi-State Primary Care Association



Bi-State's Recruitment Center combines local outreach with national strategic marketing campaigns to recruit clinicians to our region.

Our mission is to recruit and retain primary care providers in New Hampshire and Vermont with emphasis on providing access to those in need. We recruit physicians, dentists, physician assistants, nurse practitioners, and masters-level behavioral health and substance use disorder treatment providers.



Since 1994, we have placed **704** clinicians in New Hampshire and Vermont.

Each dot in the map above represents one placement.

## Letter from Bi-State's President and CEO



*Dear Friends,*

As we commemorate the 30th anniversary of Bi-State's Recruitment Center, we reflect on three decades of remarkable impact in strengthening and expanding access to primary care, oral health, mental health, and substance use disorder treatment across New Hampshire and Vermont. This milestone is not only a celebration of longevity but also a testament to the key role the Recruitment Center has played in increasing access to care for populations with limited access to health care services.

The Recruitment Center was established with a mission to recruit and retain primary care providers, with a special focus on the needs of populations with limited access to health care. The Recruitment Center's formation was made possible through an initial grant from the Robert Wood Johnson Foundation to the State of New Hampshire, aimed at building infrastructure to increase access to primary care services. Since our beginnings, the Recruitment Center served as a clearinghouse, connecting providers with communities and practices that aligned with their professional, personal, and family needs. Our work addressed critical gaps, as many communities struggled with a shortage of providers, leaving patients without necessary care and overwhelming existing practices.

Over the years, the Recruitment Center has adapted and expanded to meet the evolving primary care needs of our region. In 2006, we partnered with stakeholders to extend our services to include the recruitment of primary care providers in Vermont and general and pediatric dentists in New Hampshire. This expansion reflected our commitment to addressing oral health needs alongside primary care shortages. In 2016, responding to urgent workforce shortages, we again broadened our scope to include the recruitment of master's-prepared mental health and substance use disorder clinicians. This strategic expansion underscored the Recruitment Center's ability to address emerging challenges, such as the growing need for behavioral health services, through partnering with employers, focused outreach campaigns, and centralized recruitment efforts.

Over three decades, the Recruitment Center has achieved significant milestones, thanks to the strong partnerships we have cultivated with health care organizations, community leaders, and stakeholders in our states and beyond. Together, we have successfully brought providers to the communities that need them most, reducing provider burnout, enhancing access to care, and improving health outcomes for countless individuals and families.

As we look to the future, we remain optimistic and determined to build on this legacy of progress. With your continued support, we will strive to address new challenges, strengthen our partnerships, and sustain the vital work of ensuring access to quality health care for all. Thank you for being part of this journey. We look forward to many more years of collaboration and positive impact.

Sincerely,

A handwritten signature in cursive script that reads "Tess Kuenning".

Tess Stack Kuenning, CNS, MS, RN  
President and CEO

## Our Story

Bi-State's Recruitment Center was formed in 1994 with the mission to recruit and retain primary care providers with an emphasis on populations with limited access to health care.

As small, mostly rural states, New Hampshire and Vermont do not have sufficient health professionals graduating each year to meet the hiring needs of community practices. The Recruitment Center has served an important role in continuously promoting the benefits of practicing in our states to primary care clinicians to build a pool of interested candidates for when new openings arise.

The Recruitment Center's role is to know our practices and their communities. This helps us promote openings to clinicians we meet at national, regional, and virtual job fairs or who we connect with online and through outreach campaigns. We then refer to our client Community Health Centers, hospitals, and private practices, who make hiring decisions.

Our recruiters understand national, regional, and local trends that affect the success of recruitment and retention. They are knowledgeable about the many resources available to help practices, such as loan repayment programs, the process for hiring a doctor that requires a J1 Visa Waiver, or even the requirements for supervised practice that is needed by some new graduates in the behavioral health field.

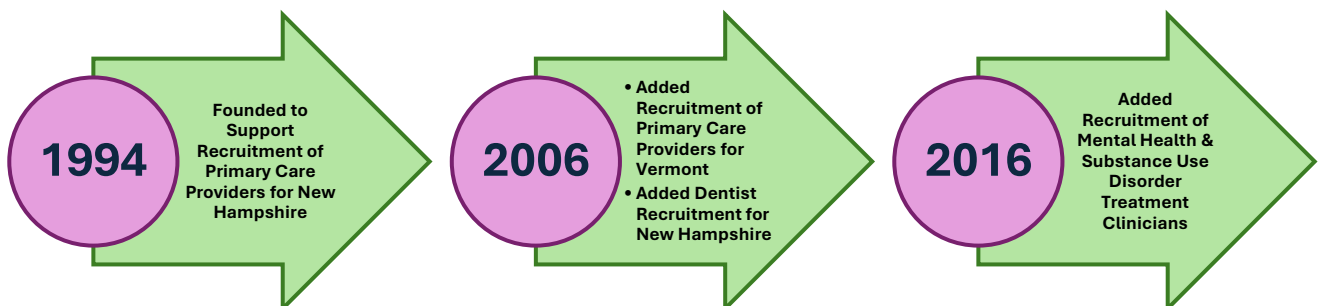
As a centralized resource for practices that are recruiting and for interested candidates, Bi-State's Recruitment Center matches and refers candidates to employers to support and strengthen access to primary care and the economic health of communities across our two states.

*"I worked with Claire to search for primary care jobs in the VT/NH area. She dedicated a significant amount of time getting to know me, what I was looking for in a job... She was also not opposed to working with a new graduate – even though I know that made her job more difficult. The service that Bi-State offers is critical for connecting providers and patients and helping rural locations take exceptional preventative care of our communities."*

Jeanelle Achee,  
Physician Assistant Student



## Evolution of the Recruitment Center



Primary Care • Oral Health • Mental Health • Substance Use Disorder Treatment Providers

## Bi-State's Recruitment Center by the Numbers

203

Primary Care  
Physicians

194

Nurse  
Practitioners,  
Physician  
Assistants,  
and Certified  
Nurse  
Midwives

224

Dentists

31

Behavioral  
Health  
Clinicians

52

Physician  
Specialists

...for a total of **704** providers recruited to  
New Hampshire & Vermont since 1994.

**75%** of these providers were recruited to placement sites designated by the  
Health Resources and Services Administration as populations with limited  
access to health care.<sup>1</sup>



*"Claire Hodgman helped me with my relocation from Ohio to New Hampshire. She helped me get my Curriculum Vitae to several organizations who were in locations where I could come and support my parents. I had an excellent experience with Monadnock Community Hospital, which is a Critical Access Hospital and their Jaffrey Clinic. For 27 years, I have been committed to rural health care and felt this was my calling when I moved to New Hampshire."*

Scott E. Smith, D.O.

<sup>1</sup> Calculation excludes placements with missing or unavailable data.



# Community Health Centers Train the Next Generation of Family Doctors

The Teaching Health Center Graduate Medical Education (THCGME) Program helps communities grow their health workforce by training physicians in community-based settings with a focus on rural communities and those with limited access to health care services. While most residency programs base their training in hospitals, THCGME programs train residents in outpatient settings, especially in Community Health Centers. Long a dream, Bi-State's Recruitment Center is in the process of supporting health centers in each of our states make these innovative programs a reality.

- ❖ **White Mountains Family Residency Program**, an initiative of New Hampshire's Coos County Family Health Services, received accreditation in February 2025! This program will train residents in New Hampshire's rural North Country.
- ❖ The **Maple Mountain Consortium**, a Vermont consortium model, led by Gifford Health Care and involving several Vermont health centers, anticipates accreditation later in 2025. This statewide initiative will have training sites at multiple Vermont health centers and community hospitals.

Both programs are on track for the first class of residents to start in July 2026!

Bi-State and our Community Health Centers understand that there is a high correlation between where a resident trains and where they end up practicing. These programs will not only bring residents into our states, they are also likely to increase the number of doctors who stay and make their home in New Hampshire and Vermont as primary care clinicians.



*"Thanks to Bi-State's Recruitment Center,  
we have successfully connected with  
candidates, a vital contribution to  
sustaining our mission."*

Amy Dennis, MBA, PHR, SHRM-CP, Human  
Resource Director,  
Mid-State Health Center



# Strategic Partnerships Advance Workforce Development and Expand Primary Care, Dental, and Behavioral Health

The Recruitment Center's success over the last 30 years is due in large part to our engagement with employers, partners, and funders that are aligned with our mission and our goals. Working together to support the recruitment of health professionals for New Hampshire and Vermont is essential for addressing workforce shortages, enhancing access to quality care, and meeting the individual needs of local communities. Collaborative efforts between health care organizations, educational institutions, government agencies, and other stakeholders allow for sharing resources, expertise, and innovative strategies that in turn help employers to successfully attract, recruit, and retain health professionals who are well-equipped to serve in rural areas and in other communities where access to health care is limited. We gratefully acknowledge engagement with many long-term partners who have helped advance our work.



# Transforming Access to Dental Services

Bi-State's Recruitment Center has made a transformative impact on access to dental services by addressing critical workforce shortages.

Our key achievements include:

- Recruiting more than 220 dentists to practice in New Hampshire and Vermont.
- Partnering with Community Health Centers to establish new dental centers to expand services in high-need areas.
- Supporting the creation of Harvard School of Dental Medicine's Advanced Education in General Dentistry Residency where residents gain clinical experiences in New Hampshire practices where individuals have limited access to health care services.
- Convening partners to implement innovative workforce models, such as integrating dental hygienists into non-traditional settings under public health supervision, deploying expanded function dental auxiliaries in public health dental practices, and training dental therapists, all designed to enhance the capacity of dental teams and increase the availability of restorative care.
- Partnering with Northeast Delta Dental and regional stakeholders to design and implement a loan repayment program for dentists practicing in New Hampshire, Vermont, or Maine who are helping to increase access to dental care for rural and other populations with limited access to health care.

*"The Recruitment Center at Bi-State is instrumental in bringing quality providers to our state and planning for a strong dental workforce into the future. I met Stephanie while still in dental school, and the Recruitment Center helped set up visits to different offices in the state of NH and introduced me to practicing dentists. It is what encouraged me to work in the beautiful state of New Hampshire after graduation. Bi-State has given me the opportunities to grow in public health dentistry through projects on leadership development, workforce development, and dental residency program development. We have worked in partnership over decades to engage in the relationships with dental training programs to bring the next generation into our health centers. I commend all the work Bi-State does to make the state of New Hampshire great."*

Whitney Goode, DMD, Chief Dental Officer,  
Greater Seacoast Community Health





## Our Oral Health Story

Recognizing the critical need for pediatric and general dentists, the Recruitment Center expanded in 2006 with support from the State of New Hampshire Office of Medicaid Services. This was in response to data revealing significant barriers to dental care for Medicaid enrollees, compounded by the fact that most New Hampshire dentists were in solo private practice, and many planned to retire within 5 to 10 years. These challenges were especially acute in central and northern New Hampshire.

At the time, New Hampshire's only dental residency program was closing, leaving the state without an educational pipeline to train new dentists. The absence of a dental school further exacerbated the issue, creating an urgent need for new recruitment and retention strategies.

Bi-State's Recruitment Center became a cornerstone in mitigating this crisis. Through a focused outreach campaign and a centralized recruitment effort, we promoted New Hampshire practice opportunities to dental students and out-of-state practitioners. The Recruitment Center not only connected candidates with practices that were hiring, we also provided them with professional and community contacts and resources to ensure a successful transition into practice.

Over the years, our direct recruitment efforts and key partnerships have significantly bolstered the dental workforce, enhanced care capacity, and improved access to essential dental services for residents in our two states.



Photo Credit: Greater Seacoast Community Health

*"The partnership between Bi-State Primary Care Association and the DHHS Division of Medicaid Services is long standing and vital to the training, recruitment, and retention of dental providers in the state. Without this partnership, the DMS would not be able to strengthen and maintain our provider network. Support for a new dental residency program, attendance at dental school events to educate students about practice in NH, partnership with rural health centers and Community Health Centers, and partnership with state oral health agencies and organizations all add up to a proven record of success. The net result is an improvement in oral health care delivery to countless citizens across the state."*

Sarah A. Finne, DMD, MPH , Former  
Medicaid Dental Director, NH Department  
of Health and Human Services, Division of  
Medicaid Services

# Leadership Development Program

Bi-State's Leadership Development Program was established in 2008 at the direction of Bi-State's Board of Directors. The Program empowers participants with essential leadership skills to drive impactful change. Through interactive workshops and hands-on exercises, participants wrestle with topics such as authentic leadership and understanding the financial impact of operational planning. Networking opportunities connect participants with colleagues from Community Health Centers across New Hampshire and Vermont, as well as industry experts, enriching their professional circle. The program equips participants to excel in the dynamic landscape of Community Health Centers.

**Over 260 individuals have participated in Bi-State's Leadership Development Program. Many have gone on to serve as health center CEOs, CFOs, Medical and Dental Directors, and other leadership roles.**



*"Bi-State's Leadership Development Program has transformed Little Rivers Health Care, enhancing our Community Health Center's capacity. When I went through the program, we received hardcopy materials; today, I still refer to them regularly. Networking with Bi-State and peers in other health centers significantly bolstered our managers' growth at all levels. I highly recommend Bi-State's Leadership Development Program for its long-term benefits in personal and organizational development."*

Andy Barter, CEO, Little Rivers Health Care

## Our Economic Impact in New Hampshire & Vermont

According to estimates from Rural Health Works, each primary care physician practicing results in adding 24.2 jobs and \$1.4 million in payroll to the local economy.

**4,913 jobs**  
**\$284.2 M**

Rural Health Works estimates that each NP/PA placement adds 12.8 jobs and \$679,799 in payroll

**2,547 jobs**  
**\$135.3 M**

Rural Health Works estimates each dentist placement adds 7 jobs and \$400,000 in payroll.

**1,561 jobs**  
**\$89.2 M**

...for a total of **9,000+ jobs** and **\$500,000,000** in payroll.

### The Recruitment Center Team



**Stephanie Pagliuca**  
Sr. Director of  
Workforce  
Development &  
Recruitment



**Kevin Criscione**  
Program  
Coordinator,  
Workforce  
Recruitment



**Claire Hodgeman,**  
**RACR**  
Recruitment  
Specialist



**Nancy Hoyt**  
Recruitment  
Coordinator for  
Behavioral Health  
& SUD Clinicians



**Janet Hunt**  
Workforce  
Initiatives  
Facilitator

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## Recruitment Center Funders

### NH Department of Health & Human Services

Division for Behavioral Health

- Bureau of Drug and Alcohol Services

Division of Public Health Services

- Bureau of Family Health and Nutrition, Maternal & Child Health Section
- Bureau of Prevention & Wellness, Rural Health & Primary Care Section
- Bureau of Prevention and Wellness, Oral Health Program

Division of Medicaid Services

### Vermont Department of Health

Office of Rural Health & Primary Care

Office of Oral Health

### US Department of Health and Human Services

Health Resources & Services Administration

- Bureau of Primary Health Care

### CareQuest Institute for Oral Health

Endowment for Health

Northeast Delta Dental

Pew Charitable Trusts

## Educational Partners

Harvard School of Dental Medicine

University of New England College of Dental Medicine

Vermont State University

***We appreciate the help and support from our partners and the community.***

***Your contribution to Bi-State's Recruitment Center will leave a lasting impact on access to primary care in our two states.***

## Professional Associations & Other Key Collaborators

3RNET

Association of Clinicians for the Underserved

National Network for Oral Health Access

NH Medical Society

NH Hospital Association

NH Nurse Practitioner Association

NH Society of Physician Assistants

NH Dental Society

NH Dental Hygienists' Association

NH Oral Health Coalition

NH Area Health Education Centers

NH Legislative Commission on the Interdisciplinary Primary Care Workforce

Robert Wood Johnson Foundation

University of Vermont, Area Health Education Center Program Office

VT Medical Society

VT Association of Hospitals and Health Systems

VT State Dental Society

VT Health Care Workforce Development Strategic Plan Advisory Group

## Bi-State Primary Care Association

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[www.bistatepca.org](http://www.bistatepca.org)

[www.bistaterecruitmentcenter.org](http://www.bistaterecruitmentcenter.org)

