

APPENDIX J

JOHN PACKHAM, PHD

BIOGRAPHICAL SKETCH

John Packham, PhD is the Director of Health Policy Research in the Office of Statewide Initiatives at the University of Nevada School of Medicine. He coordinates the Nevada Rural Hospital Flexibility Program or “Nevada Flex Program” – a technical assistance center for Nevada rural and frontier hospitals – which is administered by the Nevada Office of Rural Health based in the Office of Statewide Initiatives. He is also the program coordinator for the Nevada SHIP Consortium (Small Rural Hospital Improvement Program), and an active contributor to the Nevada Rural Health Works Program.

Dr. Packham’s areas of expertise include health workforce planning and development, health policy analysis, health services research, program evaluation, and health program administration. He is the co-author of numerous reports and publications including *Health Care Careers in Nevada - 2014-2015 Edition* (2014), “Health Workforce in Nevada” (2013), “Physician Workforce in Nevada” (2013), *Nevada Rural and Frontier Health Data Book – 2013 Edition*, “The Impact of Hospitals and the Health Sector on the Nevada Economy” (2012), “2005 Survey of Licensed Registered Nurses in Nevada” (2005), *Health Care and Health Care Education Opportunities in Nevada* (2005), *Nursing Education and the Nursing Workforce in Nevada*, a report prepared for the Nevada Nurse Task Force (2001), and *Health Care Education in Nevada*, a report prepared for the 70th Nevada State Legislature (1999).

He is also a co-author on numerous Nevada Rural Health Work’s projects, including county-level reports prepared on the economic impact the health sector for each rural Nevada county, health service feasibility assessments for multiple rural communities, and the development of patient and employee satisfaction surveys and protocols for rural and frontier hospitals. He is currently working on the development of “minimum data sets” for health professions in Nevada, undertaking a statewide assessment of nursing program enrollment and graduation trends, and overseeing program evaluation on multiple projects for Access to Healthcare Network, Nevada Rural Hospital Partners, and the Washoe County Health District.

Dr. Packham received his doctorate in sociology from Johns Hopkins University in 1992 and was a Post-Doctoral Research Fellow with the Johns Hopkins School of Public Health and the Örebro County Council, Örebro, Sweden in 1993. Dr. Packham has a wide-range of university level teaching experience on courses ranging from grant proposal preparation to health policy analysis to sociological theory. He has advised a number of undergraduate and graduate students in sociology and public health. He is the recipient of the Nevada Public Health Association’s “Nevada Public Health Leader of the Year” (2009) award and the Nevada Business Journal’s “Heroes of Healthcare” award for research and technology (2006). Dr. Packham is a Past President of the Nevada Public Health Association and is a regular contributor to the *Reno Gazette-Journal* on public health issues facing Nevada.

Health Workforce Recruitment and Retention Survey

Preliminary Data from the Hospital Survey

John Packham, PhD
Director of Health Policy Research
Office of Statewide Initiatives
University of Nevada School of Medicine

Nevada Health Care Workforce Summit
Las Vegas, Nevada
April 8, 2014

Health Workforce Recruitment and Retention Survey

- Focus: Recruitment and retention difficulties faced by hospitals and health providers
- Aim: Improve data on current health workforce demand in Nevada
 - Hospital Survey – February & March 2014
 - Skilled Nursing Facilities Survey – March & April 2014
 - FQHCs & Rural Health Clinics Survey – April & May 2014
 - Other provider types ?
- Repeat on an annual basis – Next February & March

Top Recruitment and Retention Challenges – All Hospitals (n=29)

Recruitment Challenges

- Specialty physicians (4.0)
- Physical therapists (4.0)
- Occupational therapists (3.7)
- Occupational therapy assistants (3.6)
- Primary care physicians (3.5)
- Speech-language pathologists (3.5)



Top Recruitment and Retention Challenges – All Hospitals (n=29)

Retention Challenges

- Registered nurses (3.0)
- Community health workers (2.8)
- Clinical laboratory technologists (2.7)
- Medical assistants (2.6)
- Primary care physicians (2.5)
- Certified nursing assistants (2.5)



Reasons for Challenges

– All Hospitals (n=29)

Shortage of Workers

- Social workers (76%)
- Clinical laboratory technologists (64%)
- Primary care physicians (58%)
- Specialty physicians (57%)
- Occupational therapists (57%)



Reasons for Challenges

– All Hospitals (n=29)

Competition for Workers

- Primary care physicians (63%)
- Specialty physicians (57%)
- Registered nurses (57%)
- Medical assistants (55%)
- Occupational therapy assistants (55%)



Reasons for Challenges

– All Hospitals (n=29)

Non-Competitive Salary

- Physical therapy assistants (36%)
- Occupational therapists (36%)
- Nurse managers (33%)
- Physical therapists (33%)
- Speech-language pathologists (29%)
- Respiratory therapists (29%)



Reasons for Challenges

– All Hospitals (n=29)

Licensure Issues

- Primary care physicians (16%)
- Specialty physicians (14%)
- Respiratory therapists (10%)
- Clinical laboratory technologists (9%)
- Pharmacists (9%)

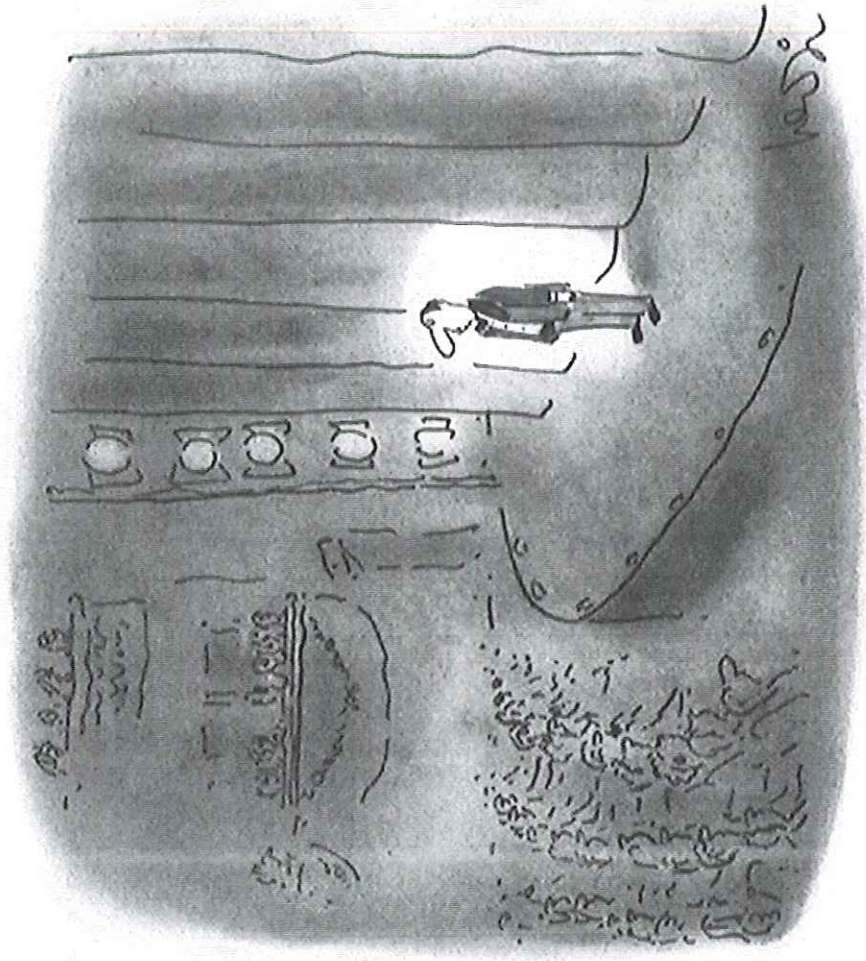
Hospital Survey Data

- Nevada – Statewide
- Urban South (Clark County)
- Urban North (Carson City & Washoe County)
- Rural and Frontier (Remaining 14 Counties)

Recent and Upcoming Reports

- *Health Workforce Recruitment and Retention in Nevada* – (Forthcoming June 2014)
- *Nursing Workforce in Nevada – Findings from the National Council of State Boarding of Nursing’s National Workforce Survey of RNs* (Forthcoming April 2014)
- *The Contribution of the University of Nevada School of Medicine to the Nevada Economy* (April 2014)
- *Nevada Residency and Fellowship Training Outcomes, 2004 to 2013 – Key Findings from the Annual UNSOM Resident Exit Survey* (February 2014)
- *Physician Workforce in Nevada – 2013 Edition* (January 2014)
- *Health Career Careers in Nevada – 2014-2015 Edition* (December 2013)





"Is there a doctor who accepts Medicaid in the house?"



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Health Workforce Recruitment and Retention Survey – 2014

Preliminary Data from the Hospital Survey

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University of Nevada
School of Medicine



Nevada Health Workforce Recruitment and Retention Survey

Hospital Questionnaire

Please indicate the degree of difficulty recruiting and retaining staff in the listed occupations, possible reasons for any difficulties, and estimated number of unfilled openings by occupation in your facility.	a. Recruitment						b. Retention						c. Reasons: Check all that apply					d. Jobs
	1 = Not at all difficult 2 = Slightly difficult 3 = Moderately difficult 4 = Very Difficult 5 = Extremely difficult						1 = No turnover 2 = Some turnover 3 = Moderate turnover 4 = Significant turnover 5 = Extreme turnover						Shortage of Workers	Competition for Workers	Non-competitive Salary	Licensure Issues	Other	Estimated number of open positions
PHYSICIANS																		
Primary Care Physicians	1	2	3	4	5	n/a	1	2	3	4	5	n/a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_ _ _ _
Specialty Physicians	1	2	3	4	5	n/a	1	2	3	4	5	n/a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_ _ _ _
NURSING & CLINICIANS																		
Registered Nurses	1	2	3	4	5	n/a	1	2	3	4	5	n/a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_ _ _ _
Licensed Practical Nurses	1	2	3	4	5	n/a	1	2	3	4	5	n/a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_ _ _ _
Certified Nursing Assistants	1	2	3	4	5	n/a	1	2	3	4	5	n/a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_ _ _ _
Nurse Managers	1	2	3	4	5	n/a	1	2	3	4	5	n/a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_ _ _ _
Nurse Practitioners	1	2	3	4	5	n/a	1	2	3	4	5	n/a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_ _ _ _
Physician Assistants	1	2	3	4	5	n/a	1	2	3	4	5	n/a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_ _ _ _
Medical Assistants	1	2	3	4	5	n/a	1	2	3	4	5	n/a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_ _ _ _
LAB & RADIOLOGY																		
Clinical Laboratory Technicians	1	2	3	4	5	n/a	1	2	3	4	5	n/a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_ _ _ _
Clinical Laboratory Technologists	1	2	3	4	5	n/a	1	2	3	4	5	n/a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_ _ _ _
Radiological Technicians	1	2	3	4	5	n/a	1	2	3	4	5	n/a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_ _ _ _
Radiological Technologists	1	2	3	4	5	n/a	1	2	3	4	5	n/a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_ _ _ _
ADMINISTRATION & INFORMATION TECHNOLOGY																		
Medical Coders	1	2	3	4	5	n/a	1	2	3	4	5	n/a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_ _ _ _
IT Program Managers	1	2	3	4	5	n/a	1	2	3	4	5	n/a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_ _ _ _
IT Technical Support Technician	1	2	3	4	5	n/a	1	2	3	4	5	n/a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_ _ _ _
THERAPY																		
Physical Therapists	1	2	3	4	5	n/a	1	2	3	4	5	n/a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_ _ _ _
Physical Therapy Assistants	1	2	3	4	5	n/a	1	2	3	4	5	n/a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_ _ _ _
Occupational Therapists	1	2	3	4	5	n/a	1	2	3	4	5	n/a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_ _ _ _
Occupational Therapy Assistants	1	2	3	4	5	n/a	1	2	3	4	5	n/a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_ _ _ _
Speech-Language Pathologists	1	2	3	4	5	n/a	1	2	3	4	5	n/a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_ _ _ _
Respiratory Therapists	1	2	3	4	5	n/a	1	2	3	4	5	n/a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_ _ _ _
OTHER																		
Community Health Workers	1	2	3	4	5	n/a	1	2	3	4	5	n/a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_ _ _ _
Pharmacists	1	2	3	4	5	n/a	1	2	3	4	5	n/a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_ _ _ _
Registered Dietitians	1	2	3	4	5	n/a	1	2	3	4	5	n/a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_ _ _ _
Social Workers	1	2	3	4	5	n/a	1	2	3	4	5	n/a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_ _ _ _
Other: _____	1	2	3	4	5	n/a	1	2	3	4	5	n/a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_ _ _ _
Other: _____	1	2	3	4	5	n/a	1	2	3	4	5	n/a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_ _ _ _
Other: _____	1	2	3	4	5	n/a	1	2	3	4	5	n/a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_ _ _ _

Nevada Health Workforce Recruitment and Retention Survey
Hospital Questionnaire

What job position are you currently having the most difficult time filling?

Please describe the most important recruitment and retention challenge currently facing your facility.

Please complete the following information:

Name:	Phone:
Facility:	Email:

Please scan and email this form back to jpackham@medicine.nevada.edu OR fax this form to **775-784-1137**.

If you have any questions about this survey or the uses of this data, contact
Dr. John Packham at 775-784-1235 or jpackham@medicine.nevada.edu



**Nevada Health Care Recruitment and Retention Survey – March 2014
Hospitals in Nevada (n=29)**

Occupation	Average Assessment of Difficulty		Percent of Respondents Indicating Reasons For Difficulties			
	Recruitment	Retention	Shortage of workers	Competition for Workers	Non-Competitive Salary	Licensure Issues
PHYSICIANS						
Primary Care Physicians	3.5	2.5	58%	63%	11%	16%
Specialty Physicians	4.0	2.4	57%	57%	14%	14%
NURSING & CLINICIANS						
Registered Nurses	2.9	3.0	46%	57%	29%	0%
Licensed Practical Nurses	3.3	2.3	33%	50%	17%	8%
Certified Nursing Assistants	1.7	2.5	12%	20%	28%	0%
Nurse Managers	3.3	2.3	33%	38%	33%	0%
Nurse Practitioners	2.9	2.0	54%	38%	15%	0%
Physician Assistants	2.4	1.7	30%	30%	10%	0%
Medical Assistants	2.3	2.6	36%	55%	18%	0%
LAB & RADIOLOGY						
Clinical Laboratory Technicians	2.6	2.2	32%	37%	11%	0%
Clinical Laboratory Technologists	3.4	2.7	64%	41%	18%	9%
Radiological Technicians	1.8	1.9	25%	19%	0%	0%
Radiological Technologists	2.4	2.0	40%	40%	15%	5%
ADMIN & HIT						
Medical Coders	2.7	1.8	52%	43%	14%	5%
IT Program Managers	3.0	1.6	47%	40%	20%	0%
IT Technical Support Technician	2.3	1.7	47%	40%	13%	0%
THERAPY						
Physical Therapists	4.0	2.3	50%	44%	33%	6%
Physical Therapy Assistants	3.4	2.4	50%	50%	36%	0%
Occupational Therapists	3.7	2.4	57%	50%	36%	7%
Occupational Therapy Assistants	3.6	2.0	55%	55%	27%	0%
Speech-Language Pathologists	3.5	2.1	43%	43%	29%	0%
Respiratory Therapists	2.3	2.1	24%	43%	29%	10%
OTHER						
Community Health Workers	2.5	2.8	25%	50%	0%	0%
Pharmacists	2.9	1.9	41%	45%	0%	9%
Registered Dietitians	3.3	1.9	48%	48%	13%	0%
Social Workers	2.9	2.3	76%	44%	4%	8%

**Nevada Health Care Recruitment and Retention Survey – March 2014
Hospitals in Urban Southern Nevada (n=13)**

Occupation	Average Assessment of Difficulty		Percent of Respondents Indicating Reasons For Difficulties			
	Recruitment	Retention	Shortage of workers	Competition for Workers	Non-Competitive Salary	Licensure Issues
PHYSICIANS						
Primary Care Physicians	3.5	2.8	50%	83%	17%	17%
Specialty Physicians	4.0	2.7	67%	67%	17%	17%
NURSING & CLINICIANS						
Registered Nurses	2.8	3.2	31%	54%	46%	0%
Licensed Practical Nurses	2.4	2.4	20%	40%	20%	0%
Certified Nursing Assistants	1.4	2.4	0%	15%	31%	0%
Nurse Managers	3.7	2.4	36%	55%	64%	0%
Nurse Practitioners	4.0	3.3	67%	67%	33%	0%
Physician Assistants)	4.0	6.0	0%	0%	0%	0%
Medical Assistants	N/R	N/R	N/R	N/R	N/R	N/R
LAB & RADIOLOGY						
Clinical Laboratory Technicians	1.8	2.9	25%	13%	13%	0%
Clinical Laboratory Technologists	2.3	3.3	29%	29%	14%	0%
Radiological Technicians	1.0	1.5	0%	17%	0%	0%
Radiological Technologists	1.5	1.8	25%	63%	13%	0%
ADMIN & HIT						
Medical Coders	3.0	2.0	63%	63%	25%	13%
IT Program Managers	2.5	1.8	50%	75%	50%	0%
IT Technical Support Technician	1.8	2.0	50%	75%	50%	0%
THERAPY						
Physical Therapists	3.6	2.3	38%	38%	38%	0%
Physical Therapy Assistants	2.2	2.2	40%	40%	0%	0%
Occupational Therapists	2.2	1.8	0%	0%	0%	0%
Occupational Therapy Assistants	1.8	2.4	0%	0%	0%	0%
Speech-Language Pathologists	2.2	1.6	0%	0%	0%	0%
Respiratory Therapists	1.6	1.6	18%	36%	27%	9%
OTHER						
Community Health Workers	3.0	3.0	100%	100%	0%	0%
Pharmacists	2.4	1.9	11%	44%	0%	0%
Registered Dietitians	3.3	2.1	50%	50%	20%	0%
Social Workers	2.4	2.4	85%	46%	8%	15%

**Nevada Health Care Recruitment and Retention Survey – March 2014
Hospitals in Urban Northern Nevada (n=4)**

Occupation	Average Assessment of Difficulty		Percent of Respondents Indicating Reasons For Difficulties			
	Recruitment	Retention	Shortage of workers	Competition for Workers	Non-Competitive Salary	Licensure Issues
PHYSICIANS						
Primary Care Physicians	2.7	2.3	67%	67%	0%	33%
Specialty Physicians	4.7	2.3	100%	100%	0%	33%
NURSING & CLINICIANS						
Registered Nurses	3.5	3.5	100%	100%	50%	0%
Licensed Practical Nurses	5.0	2.0	100%	100%	0%	100%
Certified Nursing Assistants	1.6	1.7	0%	33%	33%	0%
Nurse Managers	3.3	2.3	33%	67%	0%	0%
Nurse Practitioners	2.3	1.7	33%	100%	0%	0%
Physician Assistants	2.3	1.7	33%	100%	33%	0%
Medical Assistants	1.7	2.7	0%	100%	67%	0%
LAB & RADIOLOGY						
Clinical Laboratory Technicians	1.7	2.3	0%	67%	33%	0%
Clinical Laboratory Technologists	4.3	2.3	100%	100%	67%	0%
Radiological Technicians	3.3	3.7	33%	33%	0%	0%
Radiological Technologists	3.3	2.7	67%	67%	67%	0%
ADMIN & HIT						
Medical Coders	2.7	1.7	33%	33%	0%	0%
IT Program Managers	2.7	1.7	33%	33%	0%	0%
IT Technical Support Technician	2.0	1.6	0%	33%	0%	0%
THERAPY						
Physical Therapists	4.7	2.7	100%	100%	67%	33%
Physical Therapy Assistants	4.3	2.3	100%	100%	100%	0%
Occupational Therapists	4.7	2.3	100%	100%	67%	33%
Occupational Therapy Assistants	4.3	1.7	100%	100%	67%	0%
Speech-Language Pathologists	4.3	1.7	100%	100%	67%	0%
Respiratory Therapists	3.7	3.3	67%	100%	67%	33%
OTHER						
Community Health Workers	4.3	4.7	0%	0%	0%	0%
Pharmacists	3.7	2.0	33%	67%	0%	33%
Registered Dietitians	3.3	2.0	67%	100%	33%	0%
Social Workers	3.3	2.3	33%	67%	0%	0%

**Nevada Health Care Recruitment and Retention Survey– March 2014
Hospitals in Rural Nevada (n=12)**

Occupation	Average Assessment of Difficulty		Percent of Respondents Indicating Reasons For Difficulties			
	Recruitment	Retention	Shortage of workers	Competition for Workers	Non-Competitive Salary	Licensure Issues
PHYSICIANS						
Primary Care Physicians	3.9	2.4	67%	44%	11%	11%
Specialty Physicians	3.8	2.3	25%	25%	25%	0%
NURSING & CLINICIANS						
Registered Nurses	3.0	2.7	58%	58%	8%	0%
Licensed Practical Nurses	3.7	2.3	33%	50%	17%	0%
Certified Nursing Assistants	2.2	2.8	30%	30%	20%	0%
Nurse Managers	2.8	2.1	30%	10%	10%	0%
Nurse Practitioners	2.9	2.1	50%	13%	13%	0%
Physician Assistants	2.3	1.8	17%	0%	0%	0%
Medical Assistants	2.5	2.9	50%	50%	0%	0%
LAB & RADIOLOGY						
Clinical Laboratory Technicians	3.1	2.4	44%	44%	0%	0%
Clinical Laboratory Technologists	3.8	2.4	75%	33%	8%	17%
Radiological Technicians	2.4	1.9	43%	14%	0%	0%
Radiological Technologists	2.8	1.9	44%	11%	0%	11%
ADMIN & HIT						
Medical Coders	2.4	1.7	50%	30%	10%	0%
IT Program Managers	3.4	1.5	50%	25%	13%	0%
IT Technical Support Technician	2.8	1.6	63%	25%	0%	0%
THERAPY						
Physical Therapists	3.8	2.5	50%	33%	17%	0%
Physical Therapy Assistants	3.0	3.0	25%	25%	25%	0%
Occupational Therapists	4.3	3.5	75%	25%	0%	0%
Occupational Therapy Assistants	4.5	2.5	50%	50%	0%	0%
Speech-Language Pathologists	3.8	3.0	25%	25%	0%	0%
Respiratory Therapists	2.9	2.4	14%	29%	14%	0%
OTHER						
Community Health Workers	3.0	3.0	0%	50%	0%	0%
Pharmacists	3.1	1.8	70%	40%	0%	10%
Registered Dietitians	3.0	1.7	44%	33%	0%	0%
Social Workers	3.4	2.1	78%	33%	0%	0%

Recent and Upcoming Reports from the UNSOM Office of Statewide Initiatives

- *Health Workforce Recruitment and Retention in Nevada* – (Forthcoming June 2014)
- *Nursing Workforce in Nevada – Findings from the National Council of State Boarding of Nursing's National Workforce Survey of RNs* (Forthcoming April 2014)
- *The Contribution of the University of Nevada School of Medicine to the Nevada Economy* (April 2014)
- *Nevada Residency and Fellowship Training Outcomes, 2004 to 2013 – Key Findings from the Annual UNSOM Resident Exit Survey* (February 2014)
- *Physician Workforce in Nevada – 2013 Edition* (January 2014)
- *Health Career Careers in Nevada – 2014-2015 Edition* (December 2013)

Additional Information

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