

NATIONAL
ACADEMIES

Sciences
Engineering
Medicine

Exploring Opportunities to Improve Patient Access to Care through Strategic Changes to Graduate Medical Education: A Workshop

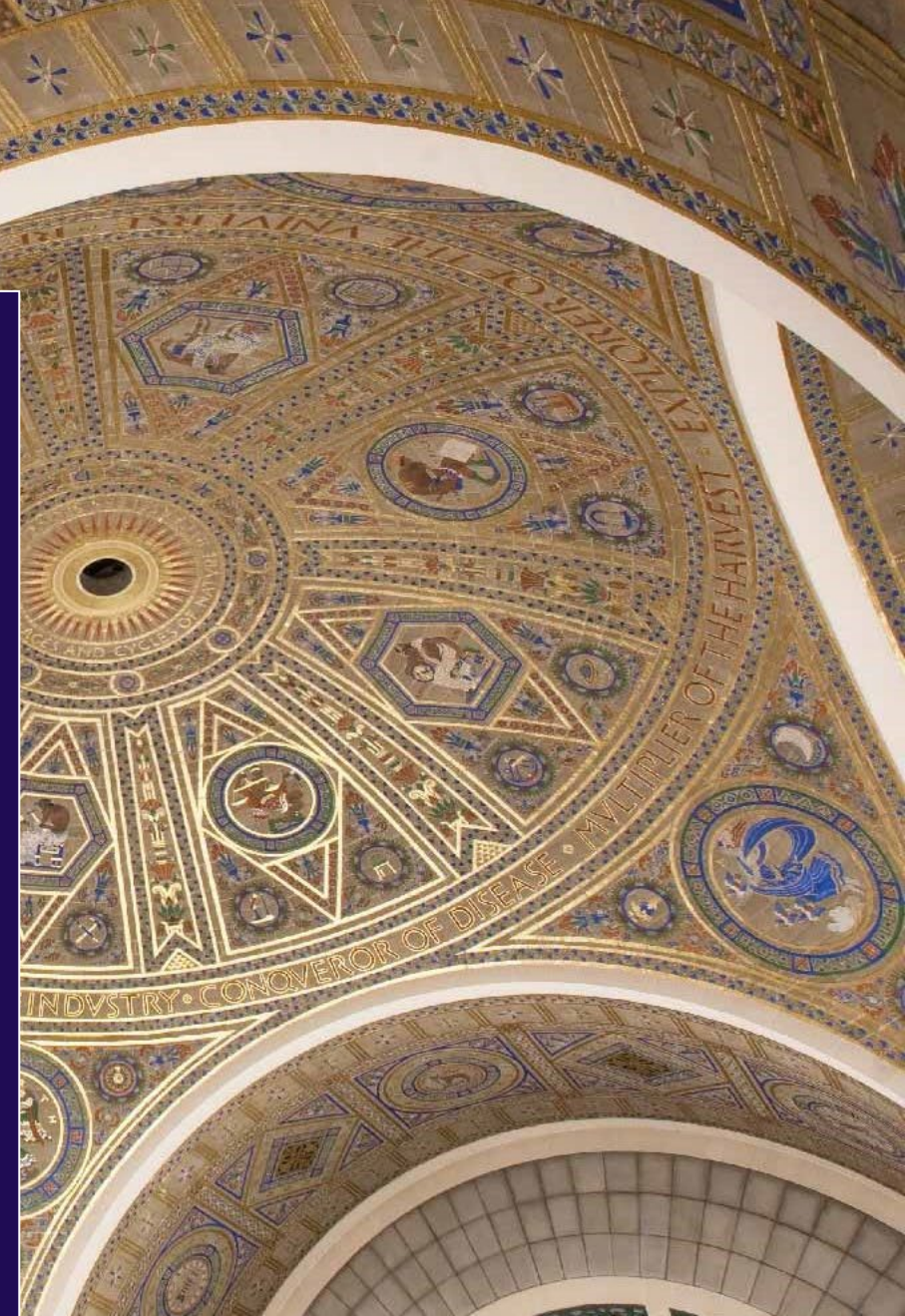
March 24-25, 2026

Session IV: Gaps and Needs

Strengthening and Sustaining the Physician Workforce to Meet the Needs of the US Population

Facilitator: Erin Fraher

Co-Director, Program on Health Workforce Research & Policy
Cecil G. Sheps Center for Health Services, UNC Chapel Hill



Session IV: Gaps and Needs - Strengthening and Sustaining the Physician Workforce to Meet the Needs of the US Population

- 1) Identify specialties experiencing workforce shortages, particularly in underserved areas;
- 2) Explore strategies to increase the proportion of trainees entering these shortage specialties;
- 3) Discuss approaches to ensure equitable geographic distribution of these specialists and identify successful or potential models to build and sustain them.

Speakers:



Natasha Bray, DO MEd (Virtual)
Dean
OSU College of Osteopathic Medicine at the
Cherokee Nation in Tahlequah, Oklahoma



Daniel Elswick, MD, FACLP
Professor & Dana L. and Peggy M.
Farnsworth Endowed Chair of Educational
Psychiatry, West Virginia University



Benjamin Jarman, MD, FACS
Vice President of Medical Education
Emplify Health by Gundersen



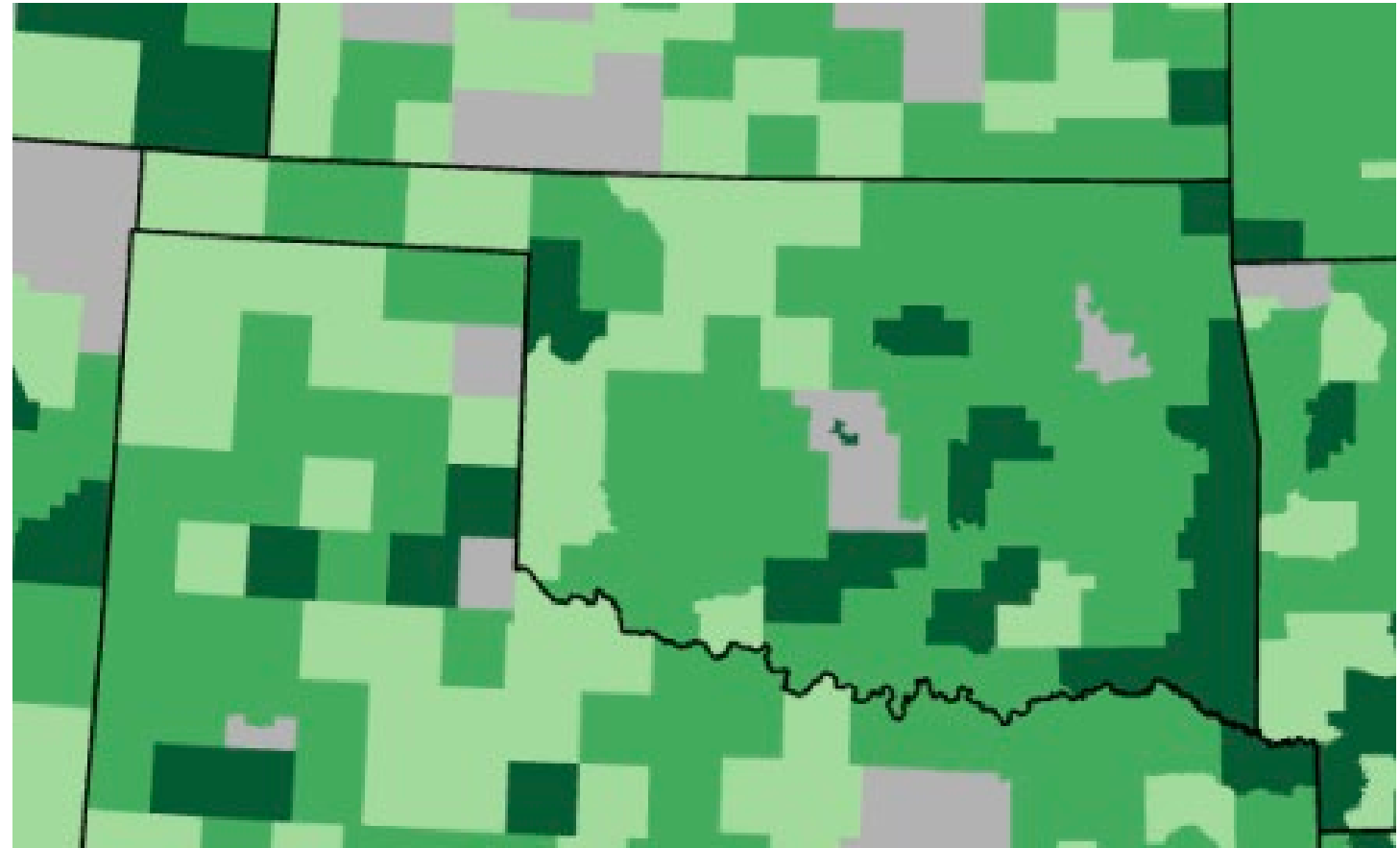
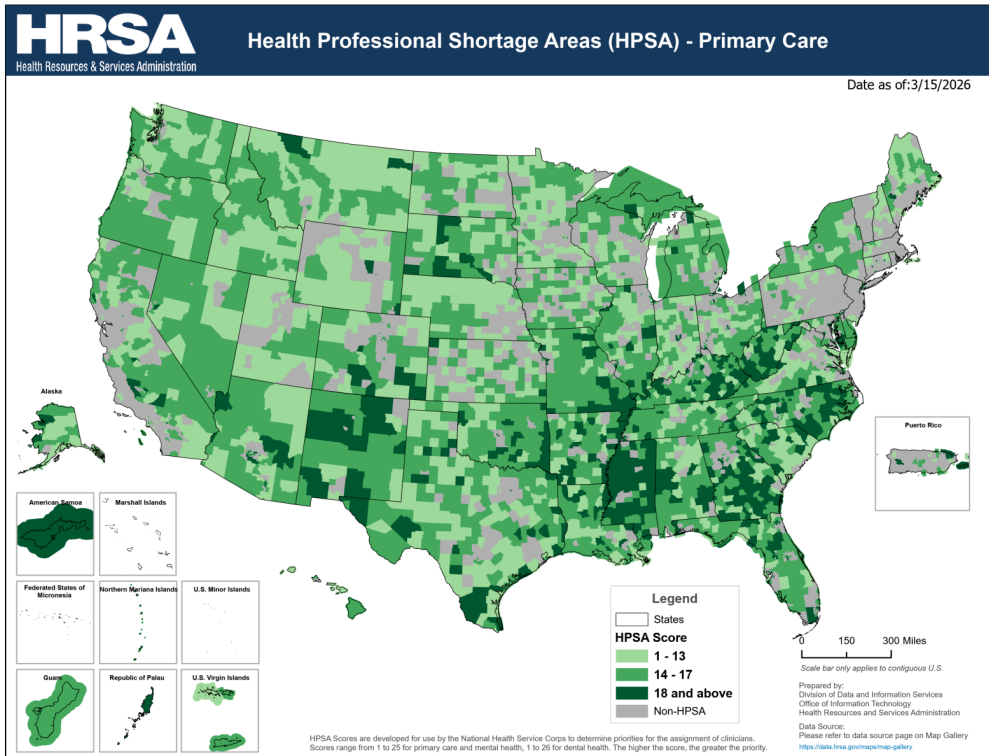
COLLEGE OF
OSTEOPATHIC MEDICINE
at the Cherokee Nation

Natasha N. Bray, DO, MSEd

Oklahoma State University College of Osteopathic Medicine

Dean, Cherokee Nation Campus

Oklahoma



Physician Pathway Strategy



R³

Recruit **RURAL** students,
Educate in a completely **RURAL** environment from day
one, **RURAL**-based residencies.

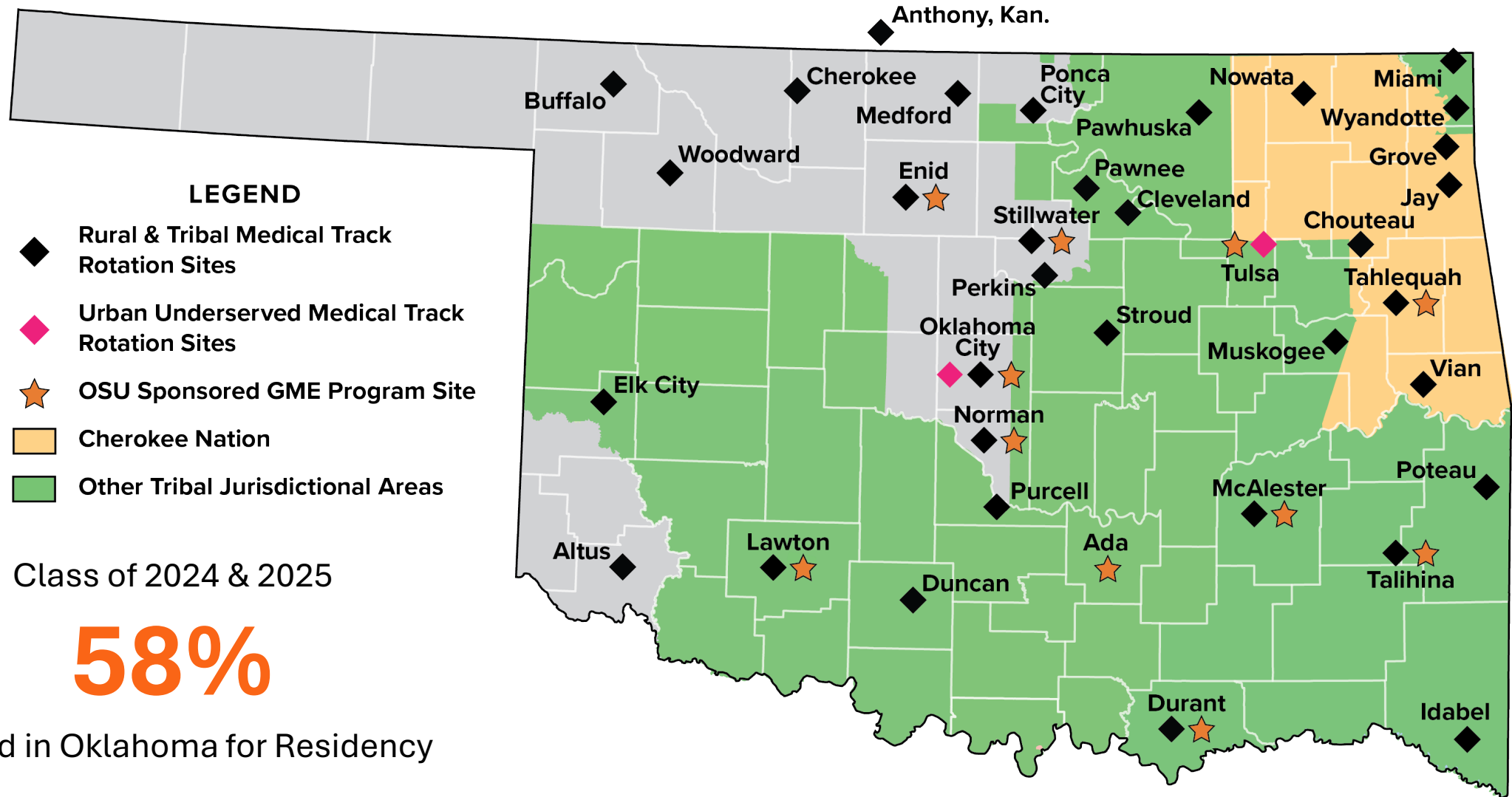
K-12

Undergraduate
Education

Medical School

Graduate
Medical
Education

Our Students Train Where They Will Practice



Rural & Tribal Residency Programs

2025 SNAPSHOT

Cherokee Nation (Tahlequah): 33 slots
(family medicine & pediatrics)

Chickasaw Nation (Ada): 12 slots
(family medicine)

Choctaw Nation (Talihina): 15 slots
(family medicine)

Durant: 15 slots
(family medicine)

Enid: 12 slots
(family medicine)

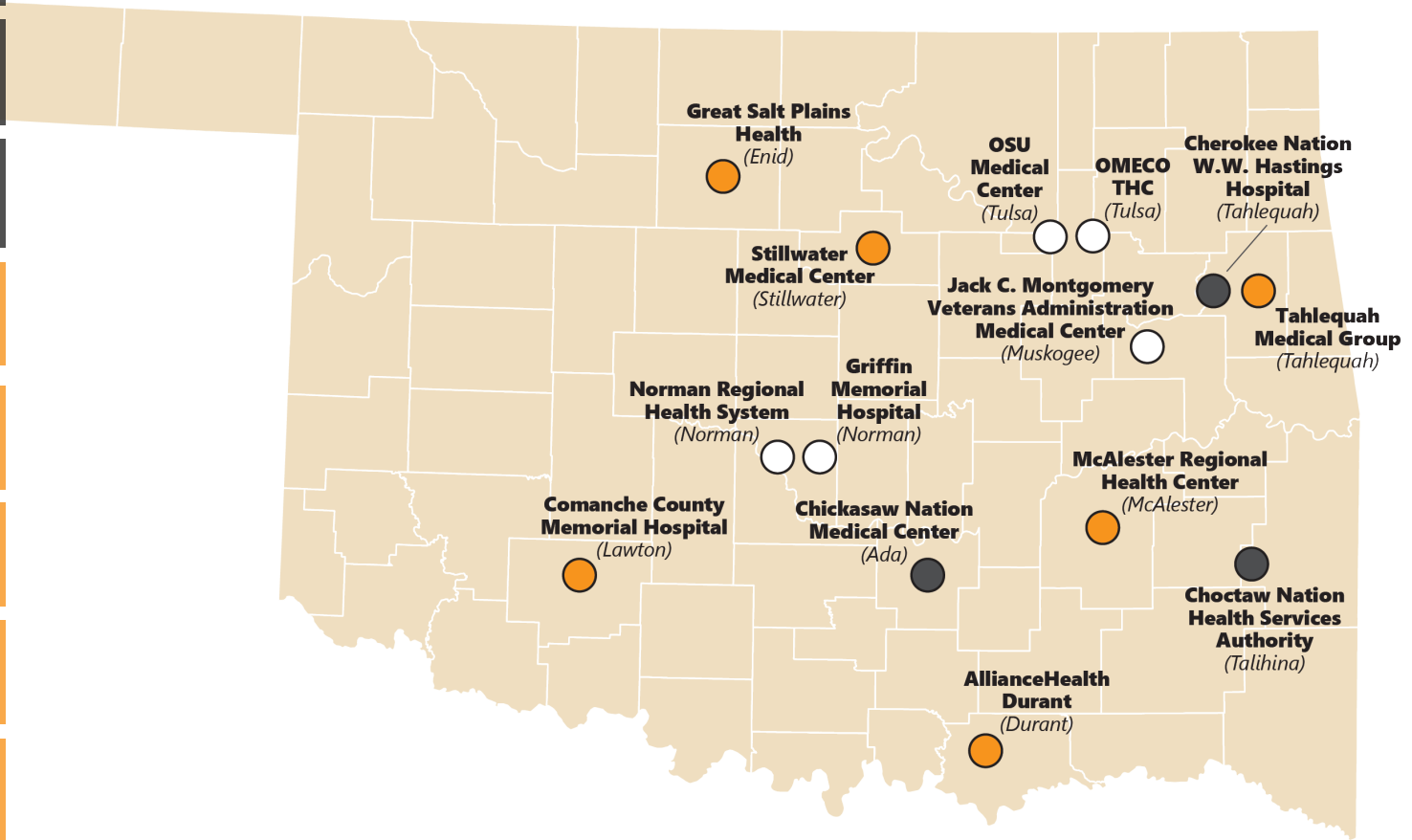
Lawton: 36 slots
(family medicine & emergency medicine)

McAlester: 12 slots
(family medicine)

Stillwater: 15 slots
(internal medicine)

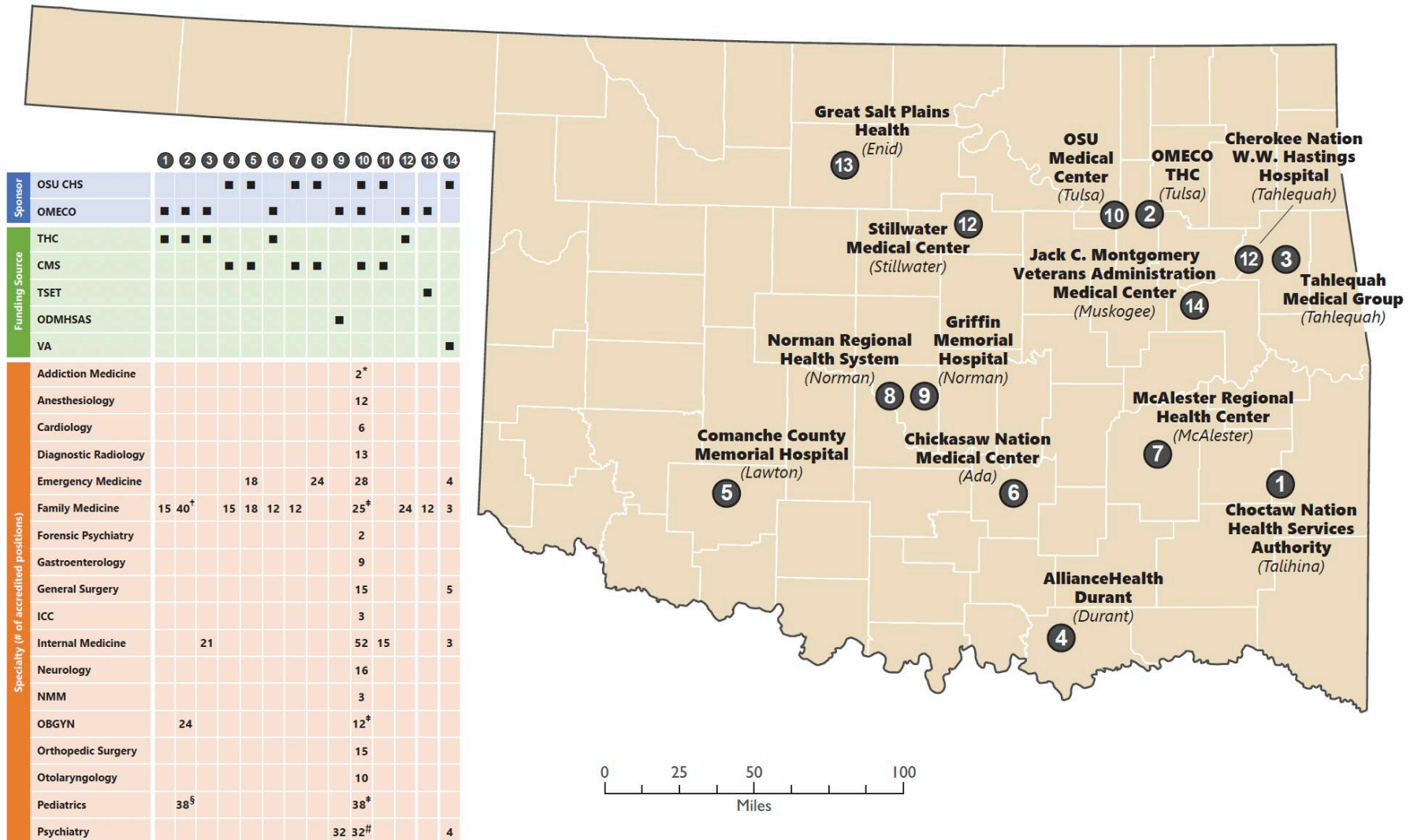
Tahlequah: 21 slots
(internal medicine)

4 tribal healthcare residency programs, **60** residency slots



7 rural residency programs, **111** residency slots

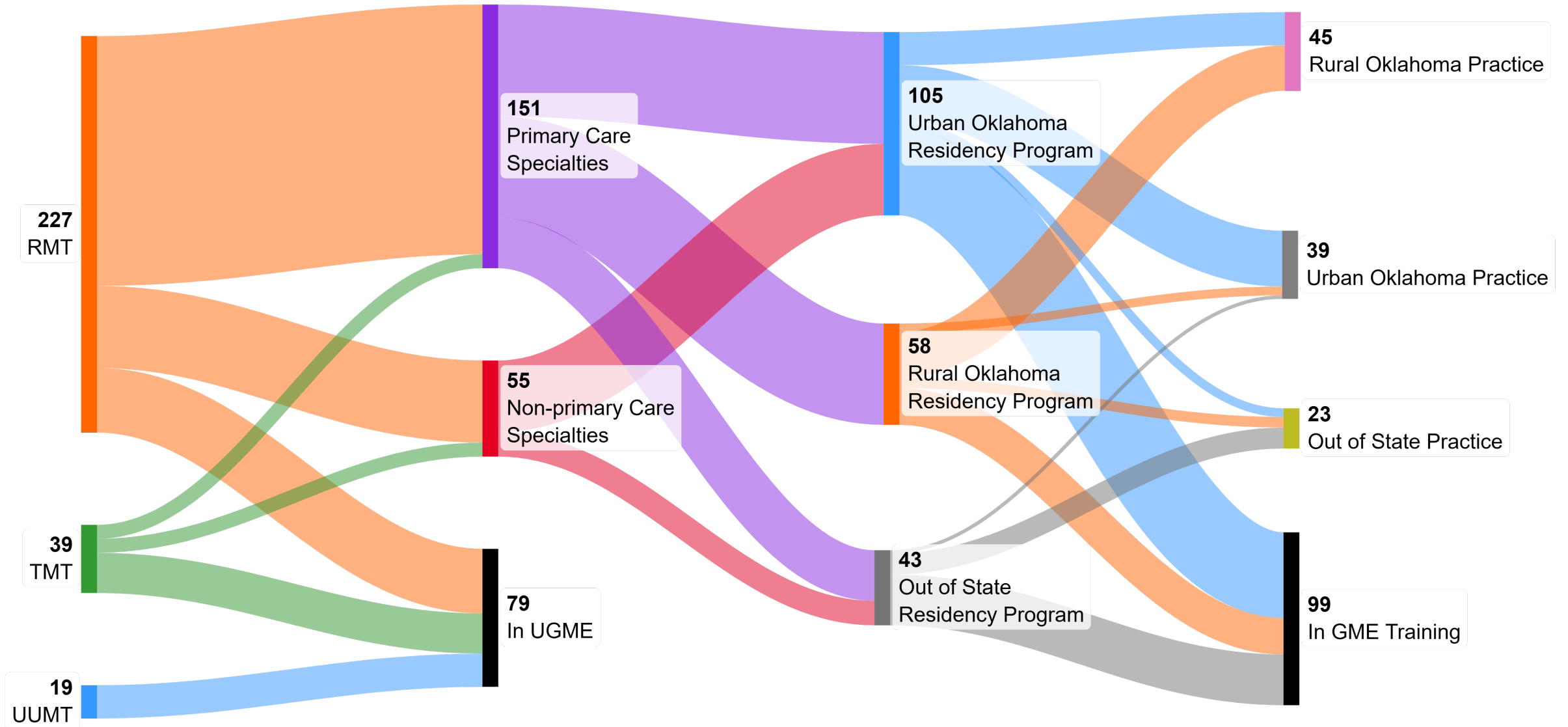
OSU Center for Health Sciences & OMECO Graduate Medical Education Programs 2026



Notes: ICC = Interventional Cardiology; NMM = Neuromusculoskeletal Medicine; [†]Funded by HRSA, CMS, and Morton Clinic; [‡]Sponsored by OMECO; [§]Funded by HRSA, 12&12, Inc., and ODMHSAS; [#]Funded by VA and ODMHSAS; [¶]Nine positions located in Tahlequah with the Cherokee Nation.



OKLAHOMA RESIDENCY OPTIONS



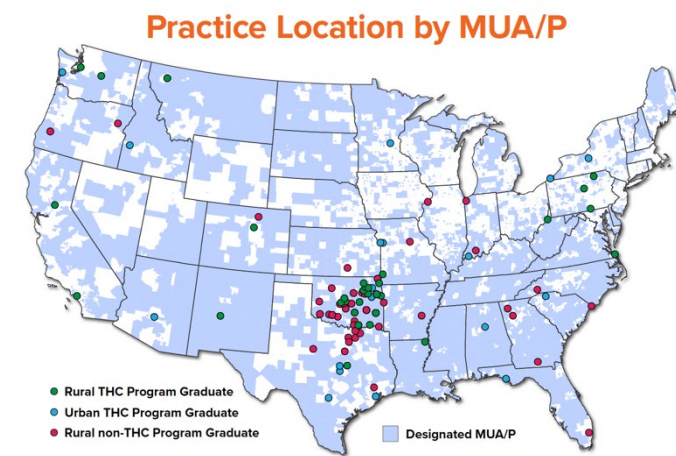
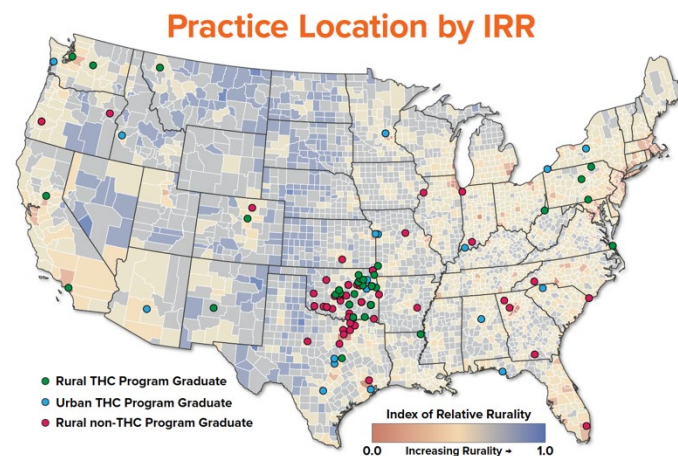
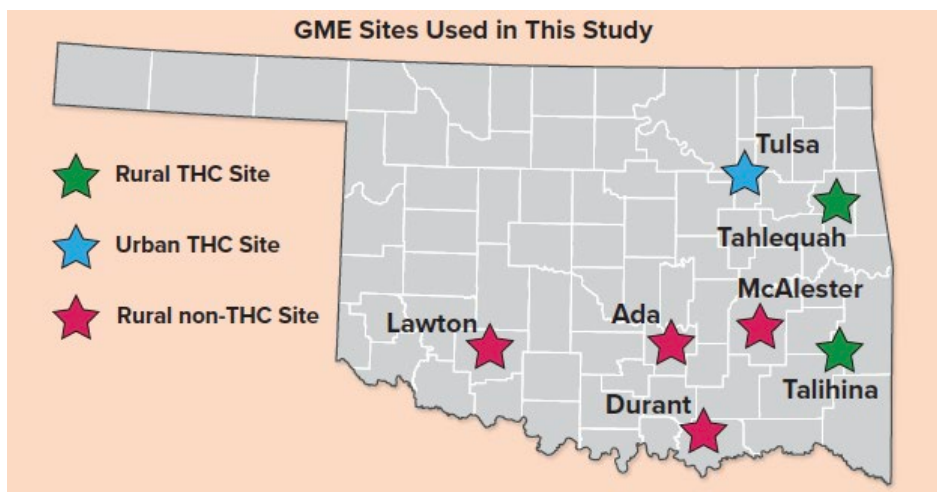
Physician Practice Location Choices After Teaching Health Center Residency Training

Oklahoma's Rural Residency Programs:
67% Retained in Oklahoma

(↑ 80% for OSUCOM Graduates)

Family Medicine
 Internal Medicine
 Emergency Medicine
 Pediatrics
 OBGYN
 Total

Non-MUA/P		MUA/P		Total	
N	%	N	%	N	%
81	32.1	171	67.9	252	100.0
7	23.3	23	76.7	30	100.0
7	14.9	40	85.1	47	100.0
9	40.9	13	59.1	22	100.0
2	11.8	15	88.2	17	100.0
106	28.8	262	71.2	368	100.0



Rural Training = Rural Practice

THANKYOU

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Clinical Professor Rural Medicine

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Thank you:

OSU Rural Health: Denna Wheeler, Chad Landgraf,
Indu Bhattarai, Krista Schumacher

OSU Clinical Education: Christopher Thurman

OSU GME: Mo Som, Lesley VanVolkinburg

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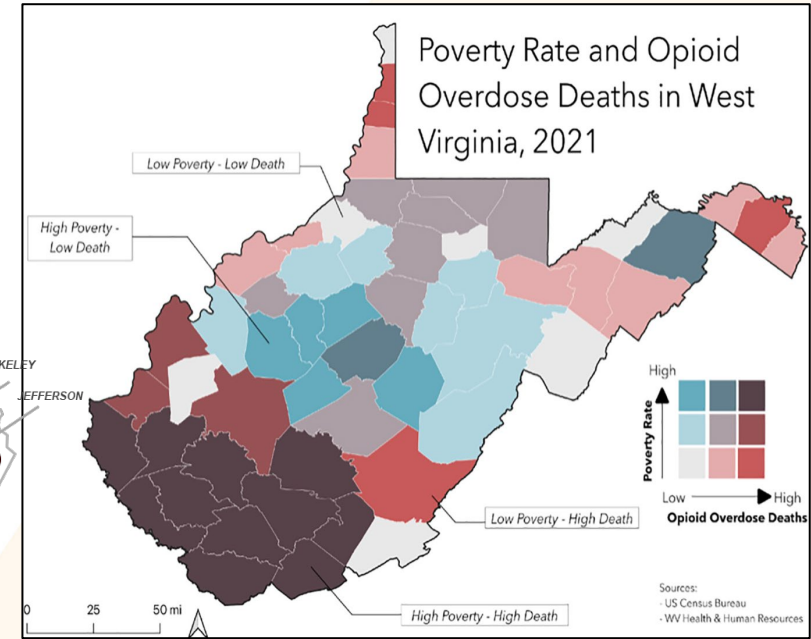
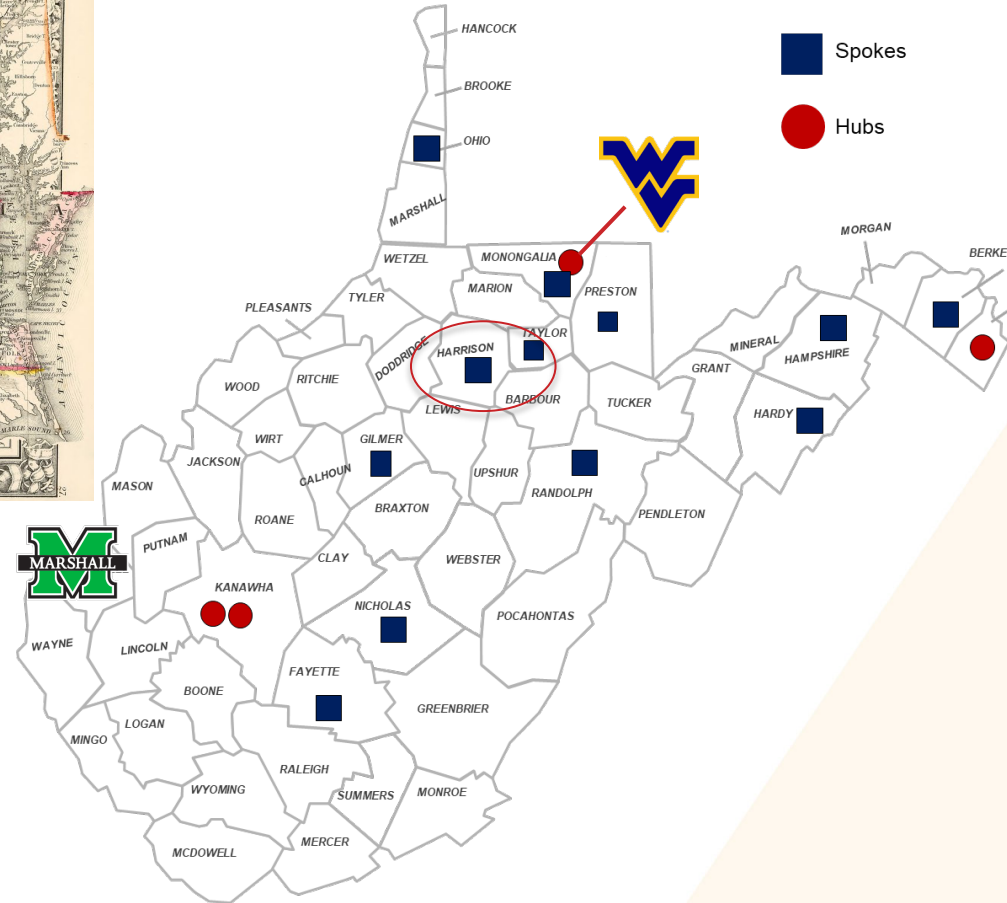
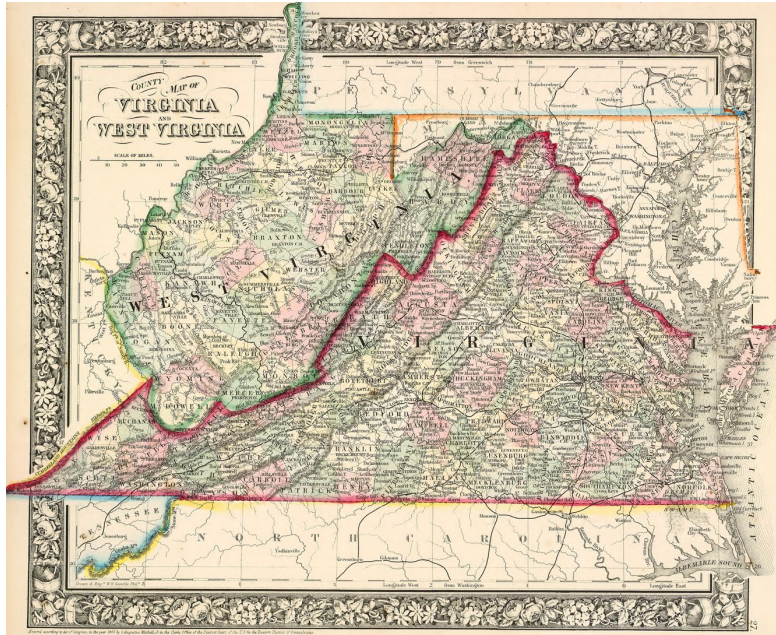
WVU Rural Psychiatry Residency Training

**GAPS AND NEEDS –STRENGTHENING AND SUSTAINING
THE PHYSICIAN WORKFORCE TO MEET THE NEEDS OF
THE US POPULATION**

/Daniel Elswick, MD, FACLP

**Professor & Farnsworth Chair of Educational Psychiatry
Vice Chair for Education & Assist. Residency Director
Dept. of Behavioral Medicine & Psychiatry
Assistant Dean for Academic Initiatives –Eastern Campus
West Virginia University School of Medicine**

Three Maps



Three Challenges

1. Workforce Shortages

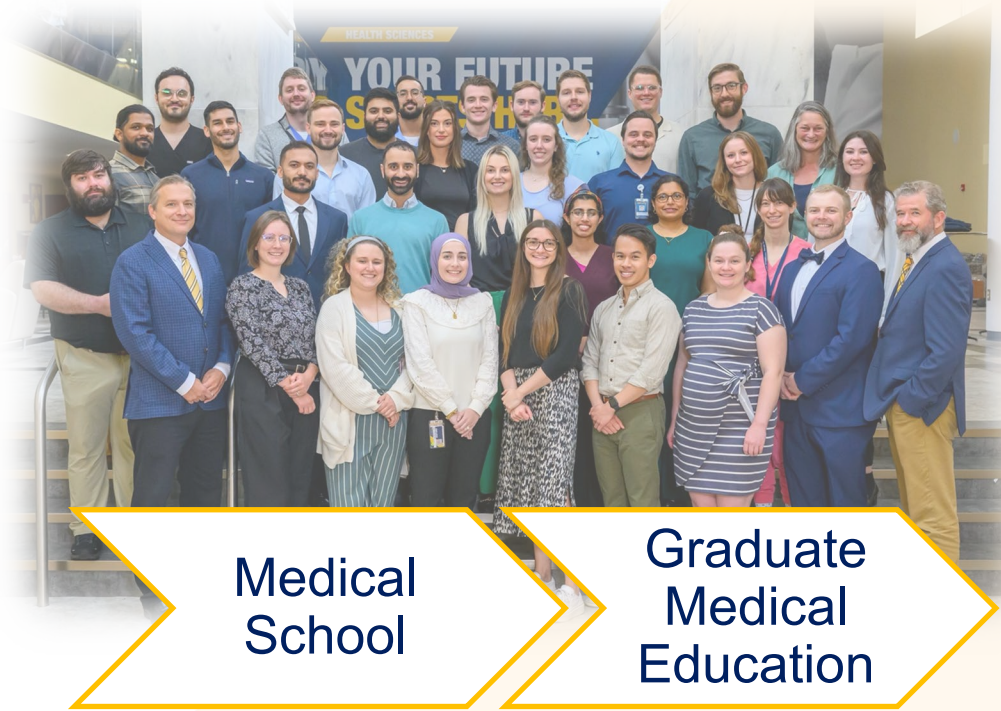
- Rural/Underserved Much Worse

2. Not Enough Residency Spots

- Example: WV “Exports” Medical Students for Residency

3. Residency Program Funding

- GME Funding Complex and Partially Fixed (Caps)



Three Solutions

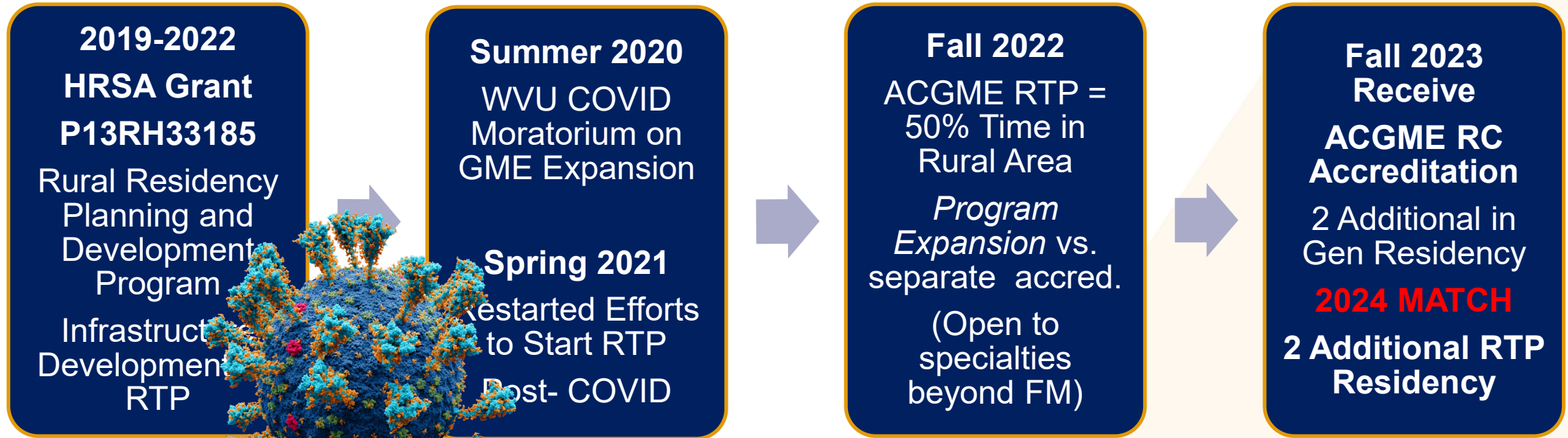
1. Grow Rural Workforce through GME Expansion
2. Federal GME Funding for Rural Track Programs
 - Sec.127 CAA 2021(New RTP w/an existing program)
3. Train, Recruit, & Retain (one size \neq fit all)  RuralGME.org

2024 Jun 17

“Maldistribution of workforce is influenced in part by where psychiatrists complete their residency training”

WVU Process

WVU Psychiatry Complement: Grows to 40
By 2028: 32 in General Residency Plus 8 in RTP
FIRST RTP RESIDENTS FINISH IN 2028
Longterm "Return on Investment"



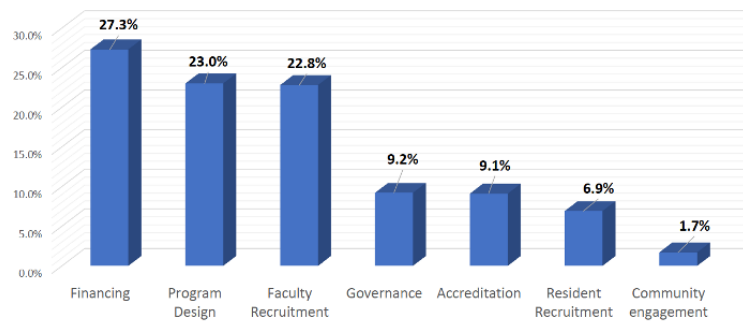
Rural Training vs. AMC



vs.



Common Barriers to Program Development



RuralGME.org

There is a Difference: Rotations, Supervision, Scholarship, Lectures, “Isolation” etc.

Paradigm Shift:

How can the rural experience also enhance the AMC training?

“Lessons Learned”

- Starting outpatient location took longer than expected
- VA rotations have needed some revision
- Onboarding process @ one site needs streamlined
- Travel can be challenging in winter months
- Recruitment for RTP has been good (not as robust as General Track)

RTP MATCH Class	Resident 1	Resident 2
2024	WVU SoM	WVU SoM
2025	WVU SoM	U. Pittsburgh SoM
2026	U. Of Cincinnati CoM	Midwestern Osteo Az.

Three Bridges



Emplify Health: Healthcare Workforce Strategy at an Independent Academic Medical Center

National Academies

Benjamin Jarman, MD, FACS

March 25th, 2026

Aligned System



emplify
Health

FY26 Enterprise Goals

Our Purpose

Mission

Together, we inspire your best life by relentlessly caring, learning and innovating.

Our Aspiration

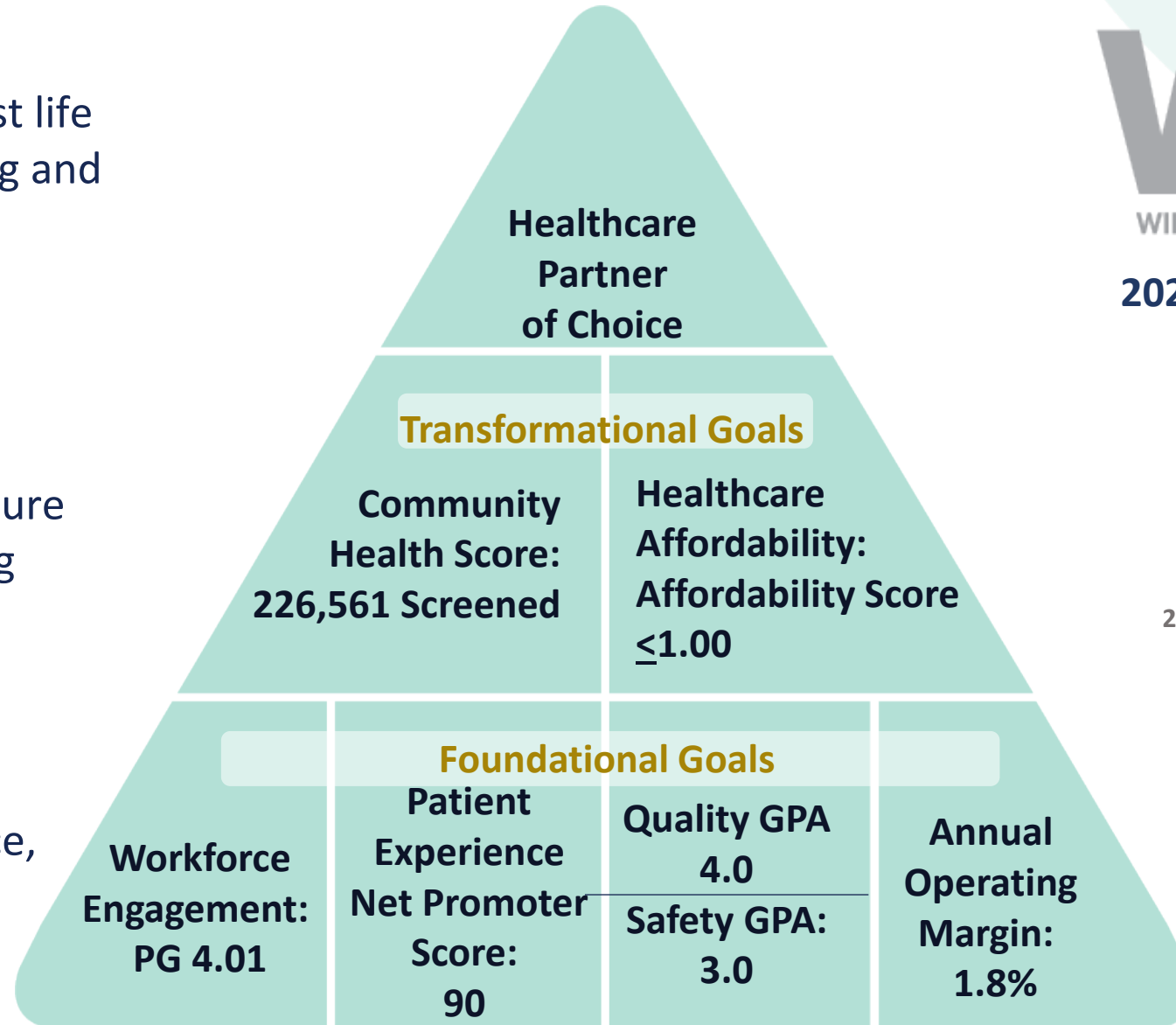
Vision

Leading with love, we courageously commit to a future of healthy people and thriving communities.

Our Spirit

Values

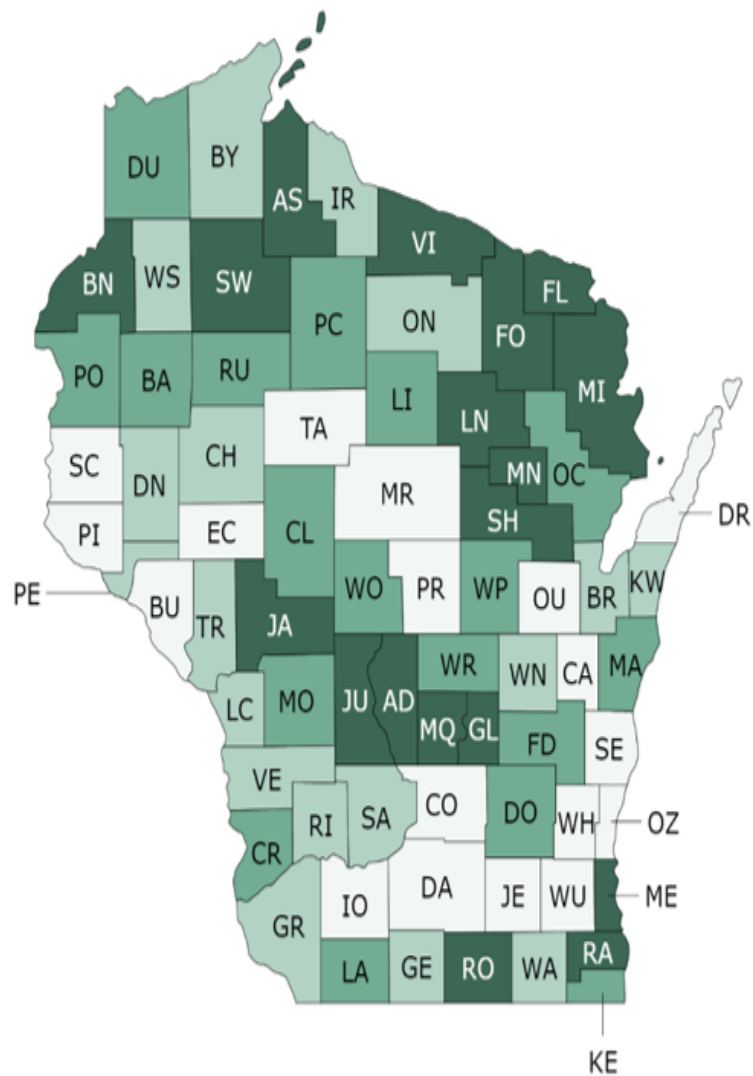
Belonging, Respect, Excellence, Accountability, Teamwork, Humility



2026 Enterprise WIGs:
Project Edison
AI Navigation



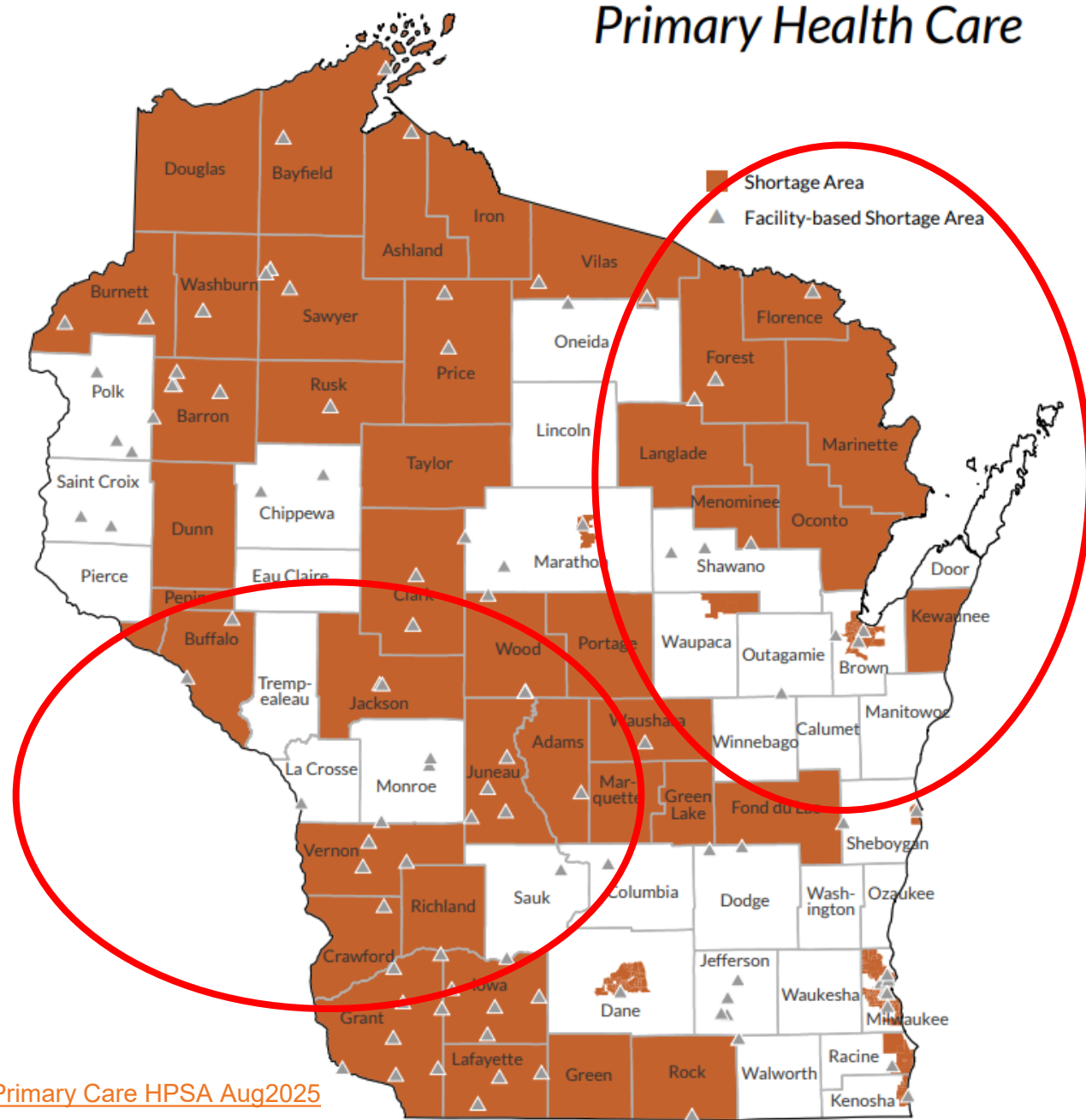
2022 Health Outcomes – Wisconsin



Health Outcome Ranks

1 to 18	19 to 36	37 to 54	55 to 7
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Health Professional Shortage Areas Primary Health Care



Primary Care HPSA Aug2025

GME Overview

ACGME Programs:

1. Hematology Oncology Fellowship (3 year): 6
2. Palliative Medicine/Hospice Fellowship (1 year): 1
3. General Surgery Residency (5 year): 20
4. Internal Medicine Residency (3 year): 24
5. Transitional Year Residency (1 year): 12
6. Family Medicine Residency (3 year): 16
7. Psychiatry (4 year): 12 ****Pending ACGME approval 2027

GME Overview

Other Accredited Programs:

1. Advanced GI/Minimally Invasive Surgery Fellowship (1 year): 1
2. Neuropsychology Post Doc Fellowship (1-2 year): 1
3. Emergency Medicine Physician Assistant Fellowship (18 m): 4
4. Sport Physical Therapy Residency (1 year): 2
5. Pharmacy Residency (1 year): 5
6. Optometry (Neuro and Ocular) Residency (1 year): 2
7. Podiatric Medicine and Surgery Residency (3 year): 6
8. Oral Maxillo-Facial Surgery (4 year): 4
9. Family Medicine/OB Fellowship (1 year): 1 *

*Not accredited



② Canada ① Chile ① Denmark ① Japan
 ③ Jordan ⑤ Norway ③ Philippines ① United Kingdom



Program Success

- General Surgery Residency
- Family Medicine Residency
- Family Medicine OB fellowship
- University of Wisconsin School of Medicine and Public Health - WARM

Funding

- Emplify Health
- Gundersen Medical Foundation Philanthropy
- Centers for Medicare and Medicaid Services (GME)
- Grants:
 - Wisconsin Department of Health Services
 - Wisconsin Rural Physician Residency Assistance Program (WRPRAP)
 - Other
- External contracting (medical school, PA Program, etc)

MASTERY of Workforce

Med-Ed to **A**chieve **S**ustainable, **T**alented, **E**ngaged & **R**esilient **Y**ears

- Strategic collaboration between EHG Operations and MEO
- Assessment and optimization of work force development
- Program development/modification based on assessment
- Focus on Recruitment and Retention
- Development of long-term vision (3, 5, 10 year)

*****Accepted as Strategic Project for fiscal year 2026

MASTERY of Workforce - Tenents

Med-Ed to **A**chieve **S**ustainable, **T**alented, **E**ngaged & **R**esilient **Y**ears

-
- Building workforce program development is critical
 - Engagement of providers is improved with education mission
 - Resiliency of providers is better with mission-based engagement
 - Patient care is improved within educational settings



GUNDERSEN
MEDICAL FOUNDATION

Thank You!

emply
HEALTH
by Gundersen