

Urban Health Plan

Access

Equity

Excellence

**To continuously improve the health
of underserved communities**

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Learning Objectives

Upon participation in this Educational Session, participants will be able to take the necessary steps to:

1. Implement best practices for hiring, onboarding, and retaining care teams at all levels.
2. Engage their staff in career ladders and training & mentorship programs.
3. Cultivate an engaged workforce and promote loyalty

The Context

Our past and present in brief

<p>1974 - Founded by Dr. Richard Izquierdo</p>	<p>Named one of the top 10 community health centers in the country by Human Resources and Services Administration (HRSA)</p>
<p>1988: Paloma Hernandez promoted to Executive Director / 1996: Appointed President & Chief Executive Officer</p>	<p>2009: Awarded Level 3 recognition as a Physician Practice Connections – Patient-Centered Medical Home (PPC_PCMH) from the National Committee for Quality Assurance (NCQA)</p>
<p>2001: Re-locates to a new 40,000 sq. ft. site, El Nuevo, San Juan</p>	<p>2013: Awarded NYC Business Innovation Challenge Grant for effecting income mobility for our associates and community</p>
<p>2003: Accredited by Joint Commission</p>	<p>2013: Received Gold Award (Brandon Hall) for Excellence in OnBoarding (Talent)</p>
<p>2009: Nicholas E. Davies Award for Excellence from the Health Information Management Systems Society</p>	<p>2014: Opening of 50,000 sq. ft. Simpson Pavilion expansion site</p>

Clinical Services

- Adult Medicine
- Adolescence
- Pediatrics
- Obstetrics
- Gynecology
- Cardiology
- Pulmonary Medicine
- Podiatry
- Endocrinology
- Gastroenterology
- Nephrology
- Rheumatology
- Ophthalmology
- Psychiatrist
- Psychiatry
- Rheumatology
- Allergy & Immunology
- Surgery

Social & Human Services Education & Research

- Youth Development
- Adolescent Pregnancy Prevention
- Health Education
- Social Services
- Case Management
- Community Development
- Workforce Development
- 6-12 Grade Health & Science Charter School (academic and career & technical ed)
- Community Based Research

Our Community

➤ **60,000 Patients**

➤ **300,000 Visits**

➤ **770 Associates**

Our Neighborhoods

South Bronx

- 73% Hispanic/Latino, 24% Black, 1% Asian, 1% White and 1% Other
- 45% live below poverty level
- 47% of residents are 24 years or younger
- 1 in 4 adults are obese
- Asthma hospitalization rate and Teen birth rate higher than NYC overall

Corona, Queens

- 52.4% Hispanic/Latino, 37.8% Asian, 4.5% European, 3.1% Caribbean, non Hispanic, 2.1% African and 0.1% Other
- 59% born outside of the US
- Nearly one fifth living below poverty level
- 1 in 5 adults obese
- Teen birth rate higher than Queens overall

Fit & Culture

“ A fit is where there is congruence between the norms and values of the organization and those of the person”

Adrian Furnham, *The Psychology of Behaviour at Work*, pg 16

Scary Hires

Drive Turn Over Up
Cost Hard Dollars
Drag Productivity Down

Interview and Hire For Fit & Culture

- Before anything else, determine critical and essential skills
- Use organizational culture
- Mission at the forefront
- Build meaningful team interviewing strategies

Interview questions

- ❑ Should focus on delivering Service Excellence
- ❑ Listen for 3 Components within the Answer:

Situation

Action

and

Outcome

Positive Outcomes of a Good Cultural Fit*

- Greater Job Satisfaction
- Identify More with Company
- More Likely to Remain with their Organization
- More Committed
- Superior Job Performance

*A meta-analysis (a type of statistical procedure which achieves considerable power by combining the findings of large number of studies on the same topic) [by Kristof-Brown \(from 2005\)](#) reported that employees who fit well with their organization, coworkers, and supervisor demonstrated these characteristics

On-Boarding

“Onboarding, also known as organizational socialization, refers to the mechanism through which new employees acquire the necessary knowledge, skills, and behaviors to become effective organizational members and insiders.”*

Research, in this area also, demonstrates that these socialization techniques lead to higher job satisfaction, better performance, greater commitment, reduced stress and intent to quit.

Source: Bauer, T. N., & Erdogan., B. (2011). Organizational socialization: The effective onboarding of new employees. In S. Zedeck (Ed.), *APA handbook of industrial and organizational psychology, Vol 3: Maintaining, expanding, and contracting the organization*, APA Handbooks in Psychology (pp. 51–64). Washington, DC, US: [American Psychological Association](#).

Urban Health Plan's Goals

- Acclimation
- Smooth Transition
- Identification (and subsequent resolution) of issues
- High levels of satisfaction and engagement
- Emotional attachment to the people in the organization
- Maximizing resources
- Unwanted turnover

Tactics

- Begins with a new associate orientation program emphasizing organizational culture and values
- On-line surveys plus face to face meetings individuated by title
- Follows the associate at key time frames during their first 6 months of employment, followed by opportunities for socializing, recognition, team work, collaboration, learning & development, and culminating with Annual Orientation and recently introduced annual survey (Are We Making Progress)
- Integration of Joint Commission Standards
- Always Survey Ready

New Associate Orientation

- *5 days long*
- *Instructor led for the most part to assure that the new hire interacts and engages with those who are in positions of expertise or leadership.*
- *Introduce the NAO on the first day by talking about the Four Cs:*
- *Gets people up to speed faster*
- *Provides a better alignment between skills and what we need the new hires to do.*
- *Conditions and expectations are set for associates to be equipped with everything they may need to get started on their job.*

Culture
Compliance
Connection
Clarification

Touch Points & Surveys: First 6 Months

Day 30 - associate completes an on-line survey on key acclimating issues along with a face to face meeting with the CTLO

Day 75 - representatives from the benefit programs present to and enroll associates

Day 120 - a different on-line survey is administered, and another conversation and assessment of their acclimation and learning takes place

Day 180 – Similar process to Day 120, same survey allowing for comparisons

Very Satisfied/Satisfied	Day 30	Day 120	Day 180	A*
Information Presented at NAO	99%			
Mission of the organization		94.4%		98.3
Training I received from my department	95%			
Teamwork and cooperation in my department	98%	87%	90%	
Level of communication in my department	93.5%	86%	88%	
Level of communication - UHP	94%	93%	93%	
Current Position	98%	93%	94%	
Opportunities for professional growth at UHP		94%	91%	
Addressing Concerns brought up at day 30/120		94%	91%	
UHP is a good place to work		100%	98.9%	93%

Engagement and Cultivation

Development, Learning, Education

English as a Second Language	Management Program – UHP
Computer Literacy	ICD 10- Train the Trainer
Public Engagement Presentation Skills	Cultivating the Patient Experience
Medical Assistant Certification Program	CUNY Assessment Test Prep
Financial Literacy	College/Advisement Planning
Writing	Tuition Assistance
E-Mail Etiquette	Internships
Communication	Shadowing
How to deal with “difficult for me” people	Stretch Assignments
Motivational Interviewing – UHP	Coaching at the time of need
Health Interpretation - UHP	CMEs- UHP awarded

Wellness Works @ UHP®

- **Free Fitness Classes (Zumba, Salsa, Tai Chi, Yoga and others)**
- **Weight Watchers @ Work Program**
- **Farm Share**
- **Walk @ Work**
- **Annual Wellness Works Expos**
- **Marketing for Healthy Eating Options**
- **M.A.M.A Classes**
- **Tip of the Week**
- **Lunch & Learn Wednesdays**
- **Parenting – The Wonder Years**
- **Employee Assistance Programs**

Recognition

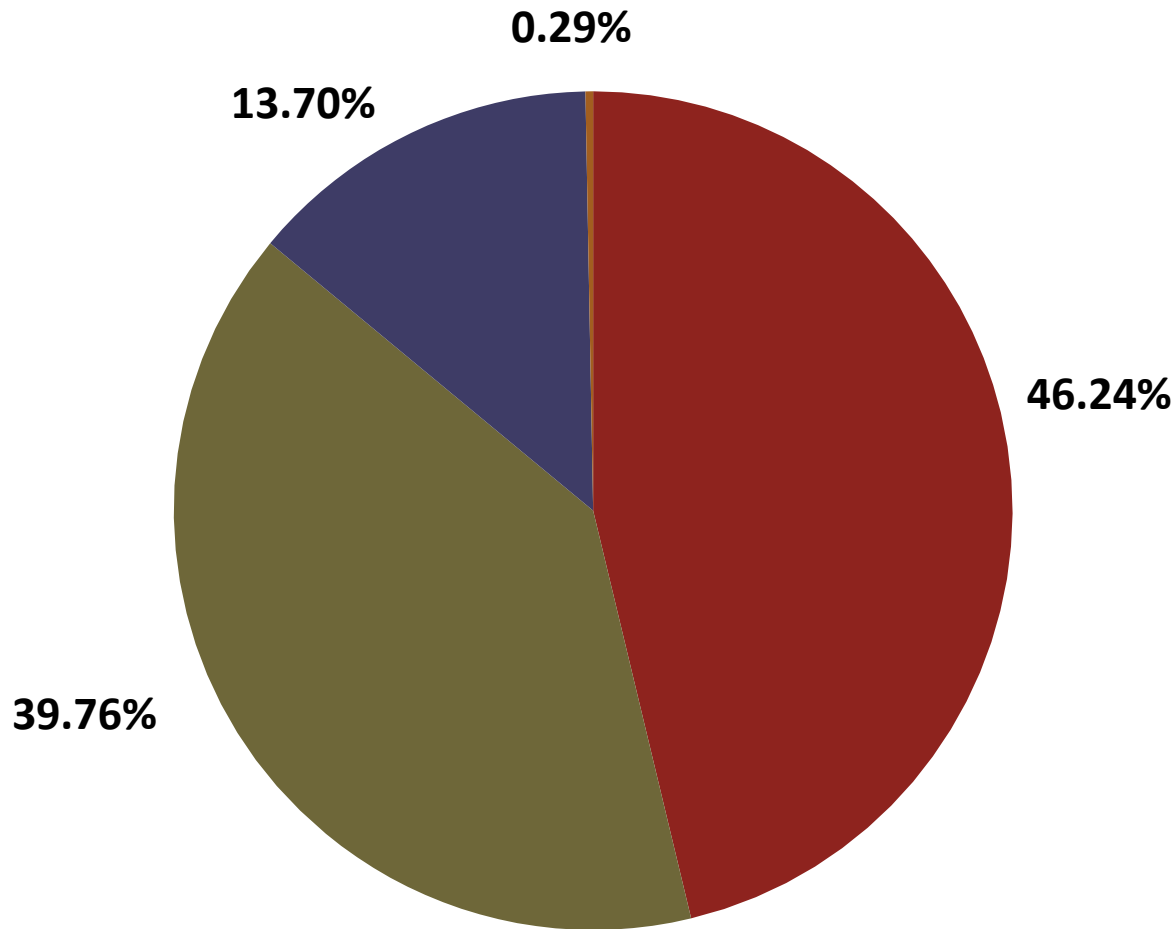
- Urban Health Plan celebrates associates' and rewards contributions to the advancement of the mission of the organization, excellence in work and superior service.
- The program ranges from celebrating professions, bringing everyone together for an Annual Holiday Gala and Annual Family Picnic, recognizing associates for their length of service to honoring and rewarding associates who have demonstrated excellence in their job performance, consistent with our core values and operating credo.

Workforce

Our Associates

- Almost 70% reside within or in the surrounding zip codes or those around
- >50% are at the pre Bachelors level: Associates or HS/GED
- About 150 have risen to higher positions (career ladder)
- Age range 19 years to 80 years
- Female: Male Ratio 3.24
- Avg age Females 37.61
- Avg age Males 43.69

Generations at UHP



■ Millennials (Y)

■ X-ers

■ Boomers

■ Veterans

MILLENNIALS

- According to Howe and Strauss*, they are the most wanted/planned/watched-over generation in history
 - “Baby on Board”
 - home-schooling, car seats, helmets, etc.
- They like guidance and direction
- They are optimists . . .
- They are team players
- They accept authority/They are rule followers
- They are smart (like school and learning)
- They are technologically sophisticated

- * Source: *Millennials Rising*
Urban Health Plan

Millenials

Millennials - USA

Big and heterogeneous

Giant of a generation

- 95 million strong (1/3 more than Boomers)

America's most ethnically and racially diverse generation

- One in five has at least one immigrant parent
- One in ten has a non-citizen parent
- 35% are non-white or Latino ("minority")
- One in ten does not speak English at home

Source: *Millennials Rising*

Millennials - UHP

Young

Little Experience

Technologically Sophisticated

Ambitious and Want to Succeed

From Our Local Communities

Often Needs Essentials Skills / Critical Core Competencies

Associate Survey Scores vs. National Benchmark Scores

	UHP*	National*
NAO	81.7	72.4
Career Advancement Opportunities	80.0	71.0
Process Organization	77.7	69.2
Would Recommend UHP to Work	87.0	78.9
Mission Important to me	93.8	86.2
OVERALL SATISFACTION	84.9	78.2
Benefits Competitiveness	84.0	77.3
Learning & Growing Opportunities	83.2	76.6
Recommend UHP for Healthcare	86.6	80.8
Reward & Recognition for Performance	73.4	68.2
	Crossroads Group UHP Associate Satisfaction Survey	Source: The Crossroads Group Employee Satisfaction Survey

Associate Survey Scores vs. National Benchmark Scores

	UHP*	National*
Equipment & Resource Availability	84.1	78.1
Performance=Job Security	86.3	80.5
Daily Workload	81.0	75.5
Daily Work Activities	86.2	81.5
Dept on Pace with Activities Supportive of PCMH	84.1	79.5
UHP to be Recognized as PCMH	87.4	78.9
Proud to be Associate of UHP	90.4	83.9
	Crossroads Group UHP Associate Satisfaction Survey	Source: The Crossroads Group Employee Satisfaction Survey

Turnover

Urban Health Plan YTD	Health Care Employees Nationally*
8.98%	20.4%
	Human Resources Management Association

Ultimate Outcomes of Engagement to Long Relationships:

- Higher tenure than organizations in our own industry
- Costs of replacements are kept low (from 30% to 150% of person's remuneration package*)
- Productivity and quality is high since skilled workers are not leaving
- Focus on Patient Outcomes (staff turnover has been associated with worse patient outcomes**)

• *American Management Association

• ** [Williams ACdeC, Potts HWW \(2010\). Group membership and staff turnover affect outcomes in group CBT for persistent pain. *Pain*, 148\(3\), 481-6](#)