

Workforce of the Future



Montefiore Health System

- Academic Fully Integrated Health System
 - Albert Einstein College of Medicine
- Nationally recognized for clinical excellence—breaking new ground in research, training the next generation of healthcare leaders, and delivering science-driven, patient-centered care.
- For more than 125 years we have been innovating new treatments, new procedures and new approaches to patient care and raising the bar for medical centers in the region and around the world.



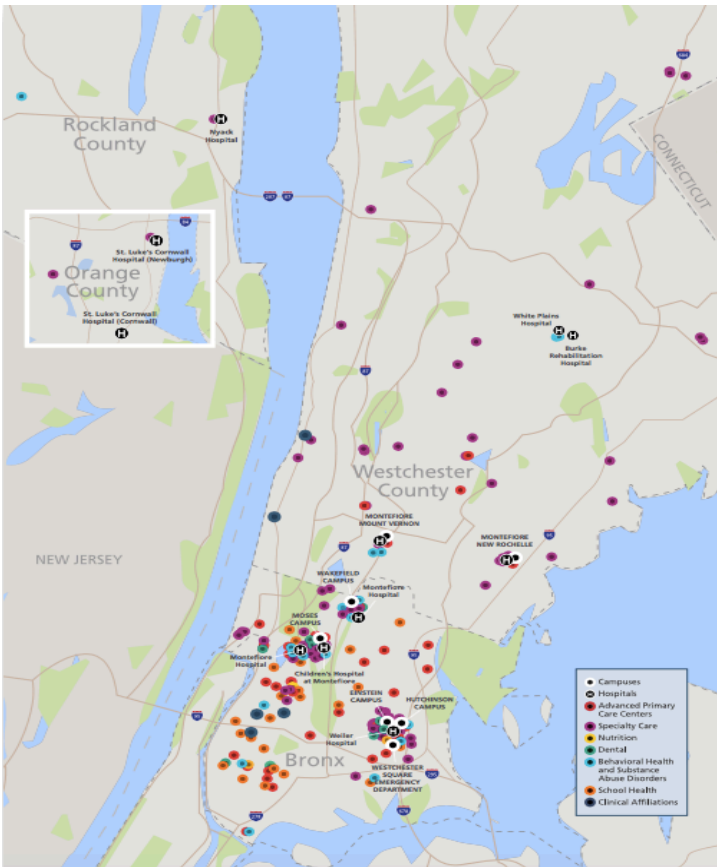


A History Rooted In Community

- Addressing both the underlying socioeconomic factors that affect health and specific public health challenges
 - From TB epidemic in the late 19th century to diabetes, obesity, cancer and now Opioid epidemic
 - Approach is to partner with our communities

Serves as economic engine, serving as an **anchor institution** and the **largest employer** in the Bronx, the nation's poorest urban county.

Our Communities and Our Care:



2013-2016 Period of Rapid Growth:

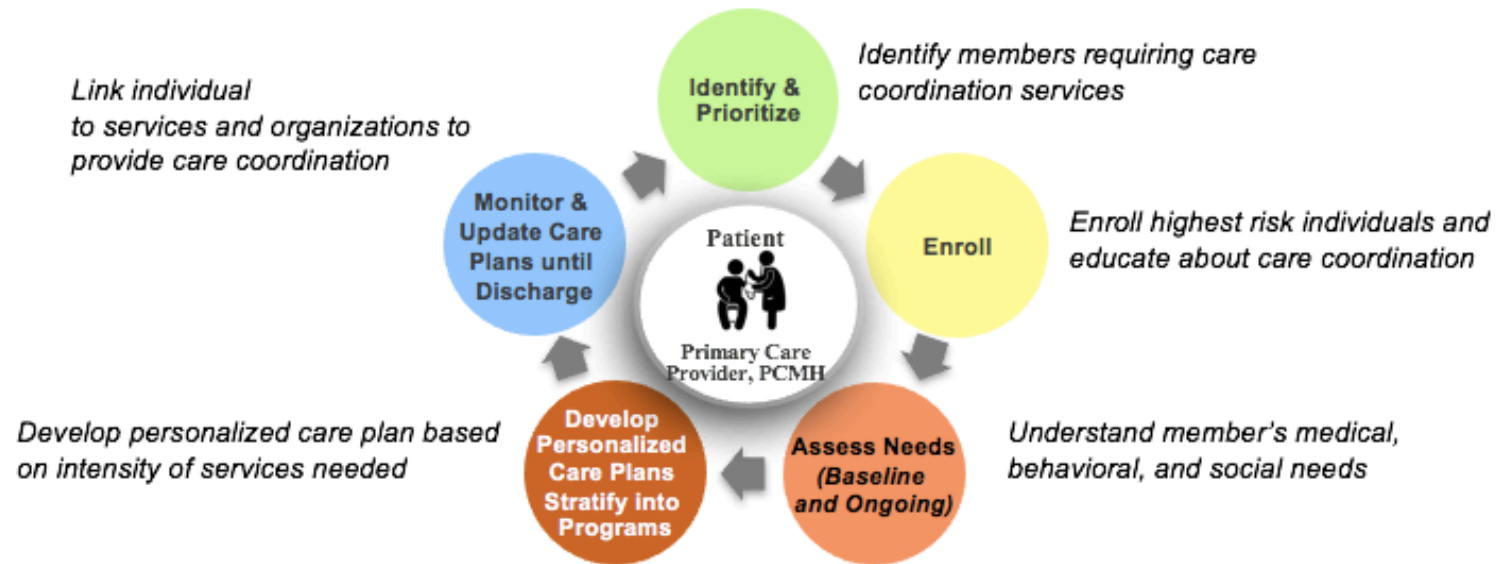
- Four Hospitals to Eleven Hospitals
- 33 percent growth of physician network through IPA
- Doubled workforce:
 - 35,000 employees
 - 15,000 **1199/SEIU** members

Care Management Organization

- Nationally-recognized leader in population health Robust approach to developing, optimizing and managing complex programs
 - Maintains primacy of the PCP in care of the patient
 - Sophisticated risk stratification for targeted interventions
 - Care management activities tailored to the needs of the individual
 - Robust operational and IT infrastructure platforms
 - Connection to Social Services
 - Integrated work flows
- Manages Care fro IPA which takes risk from Insurance Companies
- Nearly two decades of care management experience
- Robust Infrastructure



Care Management Process Lifecycle



What is the Training and Education Funds (TEF)?

- We are the largest joint Labor-Management training organization in the United States.
- We cover 250,000 workers and more than 600 employers, including hospital, nursing home and home care workers.
- We are jointly governed by 1199SEIU and healthcare employers.
- Our participants include all job categories, except doctors.



Profile of 1199SEIU Membership

- Eighty percent (80%) women
- Many are immigrant from more than 60 countries
- English is a second language for thousands
- Majority are service and clerical workers
- Thousands are professional and technical workers
- Average age is 40+ and out of school for many years

Partnering for Success

- Montefiore first employer partner
- Member access programs
- On site programs for quality
- Solving common challenges
 - Diversity
 - Higher education alignment
- 1115 Waiver program/DSRIP



Montefiore Participants



Total # using TEF programs = 3,342

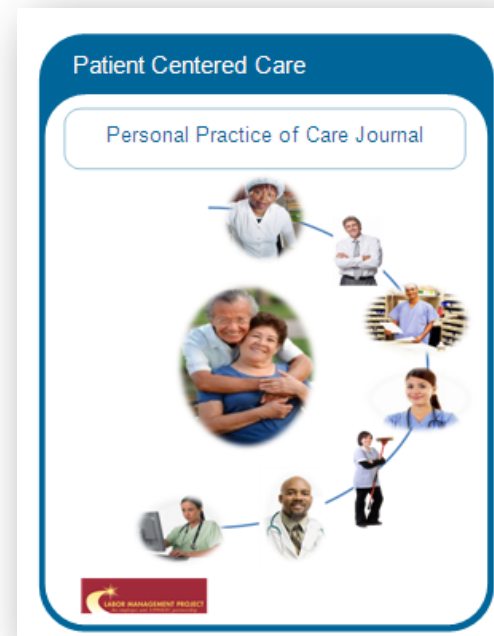
- Pre-College = 253
- College = 749
- Continuing Education & Other programs = 2,340

Patient Centered Care

- The primary goal is to enhance teamwork and improve patient experience
 - Measure of success is improved patient satisfaction scores.
- **The program:**
 - Provides training for integrated healthcare teams
 - Fosters a Culture of Service Excellence (AIDET, Bracketing, Relational Coordination and Circle of Influence)
 - Enhances communication and understanding of cultural differences
 - Introduces a Process Improvement model (PDSA)

Patient Centered Care

- **2800+ workers** trained
- **12 hospitals** engaged in process improvement projects
- **96% of participants** said they feel better prepared to provide patient-centered care



Preparing RNs for Care Management

- Increase RNs preparedness for community-based care
- Partnership between Lehman College, Montefiore Care Management Organization and 1199SEIU Training and Upgrading Fund (first of its kind)
- Lehman college collaborated with Montefiore to develop curriculum, deliver training and clinical experience
- Select classes taught by Montefiore care managers



Preparing RNs for Care Management

- 20 Associate degree RNs enrolled in 2014; completed in spring of 2016 with 100% retention rate
- All RNs have achieved BSN with some working in care management organizations (including Montefiore) as well as other ambulatory care settings
- Lehman college has adopted this model and includes a care management rotation as part of their BSN program

Career Pathways

Where Are they Now?



Bronx Healthcare Learning Collaborative

- Partnership to strengthen diversity of healthcare workforce
 - Cultural and linguistic competency
- Colloquium Series
- Wellness Forums
- Cultural competency program design
- Special initiatives to meet needs:
 - PCT, Medical Assistant
- Education alignment



Care Management and Care Coordination

Key training themes:

- Care coordination
- Cultural competency
- Care planning
- Team approach
- Social determinants of health
- Chronic disease
- Mental and behavioral health

Improving Quality and Safety Through Team Approach

- Environmental Service Workers
 - Front line in fight against hospital-acquired infections
- Team Steps

Community Health Worker Apprenticeship



What's Ahead?



Engaging Management, Unions, and Workers to Create a Shared Vision for Quality Healthcare Systems

- Education as tool to support worker transitions into new care models
- Evolving role of technology
 - Balancing technology and human touch