

STATEN ISLAND PERFORMING PROVIDER SYSTEM

Staten Island, NY



PARTNERSHIP LEADS TO FRONTLINE WORKER DEVELOPMENT OPPORTUNITIES

Staten Island Performing Provider System (SI PPS) is an alliance of clinical and social service providers focused on improving the quality of care and overall health for more than 180,000 Staten Island residents who receive Medicaid or are uninsured. There are more than 12,000 healthcare workers in its network, and 70 partners across the continuum of care, with Staten Island University Hospital and Richmond University Medical Center co-leading the network. SI PPS is one of 25 similar groups created across New York State to help healthcare and community-based providers reform the Medicaid system to transition to a value-based payment system based on patient outcomes.

Leveraging Industry Partnerships to Meet Employer Needs

In 2015, SI PPS surveyed its partners to identify training needs to retain and promote employees in the face of healthcare delivery system changes. As a result of the survey, SI PPS identified training needs for two new positions, community health worker and care manager. They partnered with local higher education (College of Staten Island) and labor unions (Local 1199/Training and Upgrading Fund) to design and develop certificate training programs for these positions that meet specific, employer-defined needs and include college credits. The first cohort had 25 graduates (June 2017) and 10 of the 11 who received community health worker certificates reported using their skills on the job. Three enrolled in degree programs. The program caught the attention of the New York City health department, which asked SI PPS to help lead a city-wide Workforce Summit to present the collaborative training model and highlight it as one to be emulated.

Flexibility to Meet Employer Demand

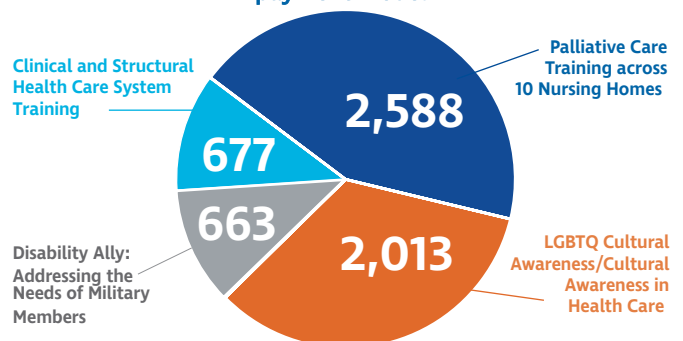
SI PPS's partnership model allows it to stay ahead of supply and demand and respond quickly to changing workforce needs to better serve the community and retain jobs. For example, when SI PPS learned that some hospital support staff would be laid off when a program was eliminated, they mobilized. They knew the hospital had several community health worker vacancies, and so SI PPS revised its community health worker curriculum to a six-week, Saturday-only accelerated schedule to quickly re-skill these employees. That flexibility helped the hospital save costs associated with vacant positions and provided employees with a pathway to stay employed.

Developing Talent to Meet New Delivery Needs

To address community substance use problems, SI PPS and its partners in healthcare and the criminal justice systems developed a new recovery peer advocate position to link people with substance use issues to community treatment options. They piloted a 30-hour recovery coach training program and specifically recruited individuals with lived substance use experience. Peer advocates/recovery coaches are embedded in hospitals and recovery centers to provide people in crisis with counseling, resources, and connect them with a local treatment program. Union wages were negotiated for the peer advocate position, and after the pilot, hospital partners absorbed the positions into their operating budgets. SI PPS now offers scholarships for the intensive training program where participants gain the skills to guide, mentor, and support individuals who want to enter treatment for or sustain long-term recovery from an addiction to alcohol or other drugs.

AS OF DECEMBER 2017

More than 4,000 workers have participated in a variety of training to drive system-wide change to a value-based payment model



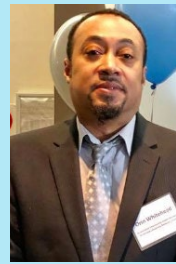
Accessible Learning

To build a pipeline of local talent, SI PPS has worked with the College of Staten Island to provide scholarships to economically disadvantaged students who want to pursue education in social work and mental health counseling. In 2017, SI PPS awarded more than \$250,000 in scholarships to 80 students and has pledged an additional \$120,000 in 2018 to support students to pursue healthcare education and careers.

BUSINESS IMPACT

Results of the peer advocate program

- > **21%** reduction in emergency department visits for individuals who received integrated behavioral health and primary care
- > **62%** reduction in preventable emergency department visits for individuals with behavioral health diagnoses
- > **6.7%** increase in follow-up after hospitalization for mental health care
- > **3%** increase in substance use treatment



Frontline Success Story

C. Orin Whitehead had worked for more than 25 years as a senior tech nurse when his position was eliminated. With financial support from SI PPS, he had the opportunity to train as a community health worker at the College of Staten Island. After completing the program he felt prepared to apply what he learned. "As health policy, research, and practice are becoming increasingly focused on improving the health of populations and addressing social determinants of health," Whitehead said, "community health workers may be just what the doctor ordered."

NOTE FROM THE EXECUTIVE DIRECTOR



Since early 2015, SI PPS has continually engaged more than 70 partners across Staten Island to transform the Medicaid system, with a specific focus on workforce transformation. Our partnership is the result of ongoing relationship building, needs assessment, and training and process improvement, which have been vital to overall healthcare improvements. Working with healthcare organizations, organized labor, higher education, community-based groups, and the people of Staten Island, we have been strategic about integrating workforce training that creates economies of scale and ensures a common skills approach that is embedded throughout our partner organizations.

- Joseph Conte, PhD, CPHQ, Executive Director,
Staten Island Performing Provider System

Number of Employees: Partners have more than 10,000 healthcare workers

Number of Frontline Workers: Approximately 7,000



The Frontline Healthcare Worker Champion Peer Recognition Program:

CareerSTAT's Frontline Healthcare Worker Champion program recognizes healthcare organizations investing in the skills and career of their frontline workers. Organizations are designated as Champions and Emerging Champions. Champions meet all of CareerSTAT's recognition criteria, including making skill and career development accessible, offering programs at a significant scale, measuring program business impact, and building sustainable programs, while Emerging Champions are in earlier stages of investment and working with CareerSTAT leaderships to strengthen their programs. Learn more at www.NationalFund.org/CareerSTAT.