Navigating Transition: Creating Success in the Midst of Chaos

Family Health Centers
Community Medicine Program
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Overview

What are we trying to accomplish in the next 90 minutes?

- Share the story of how one of the first and largest HCH programs almost perished, but survived and thrived
- Share what we did well, what we didn’t do well, and how that might be useful to others
- Encourage our audience to take a personal and professional inventory — an essential step in the face of inevitable and massive change
What and who was St. Vincent's Catholic Medical Centers?

- What and who were (and are) wonderful?
- What and who caused the demise of the institution?
- What is the legacy of St. Vincent’s, good, bad or otherwise?
What and who is NYU Lutheran Family Health Centers?

- How big, and is bigger better these days?
- How does an HCH program belong in a large community health center?
- Where might it fit in a comprehensive health system?
The day the Homeless Program almost became Homeless,
May 27, 2010

• What does Barbara remember?

• What does Mark remember?

• What does Aaron remember?
Success in Transition – Seamless Provision of Care

• How did we make sure our patients would be served, no matter what?

• What would we do differently, if we could?
Success in Transition – Retention and Transfer of Personnel

- How did we manage employee anxiety and expectations during transition?
- Did we end up holding on to the “right” people?
- How could we have done a better job?
Success in Transition – HIM/IT

• Why exactly was this so very challenging?

• Why did it take so long, and when will it end?

• What advice do we have to give to others?
Success in Transition – Patient and Staff Satisfaction

- Five years later – are our patients satisfied?
- Five years later – are our staff satisfied?
- Why or why not, and what can we do to improve?
Success in Transition – Continuity of Funding

• Do we have enough money?

• What are we doing to plan for our present and future?

• Why did ANY of our funders stay with such a risky venture?
Success in Transition – Regulatory Challenges

- What were the challenges?

- Did we solve them, or just apply a Band-Aid?

- Five years later – we’re stuck and can’t open new sites – so what next?
Success in Transition – Communications

• How did 24 sites across four boroughs without internet stay in touch?

• Who was left out?

• Five years later – are we communicating better?
Success in Transition – Finding a New Home

• Are we home?

• Would we go back if we could?

• What’s next?
Conclusion and Takeaways

- It will hurt
- QTIP
- Identifying natural supports
- Self-care
- Attachment
- Flexibility and fluidity
Conclusion and Takeaways

- Staying patient-focused
- Making new friends, keeping the old
- Staying focused on your worth when you’re broke
- Value over volume - it’s what’s next, and you’re already doing it.