

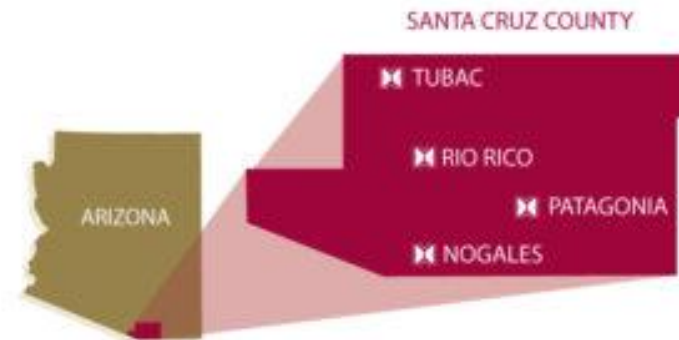
MARIPOSA
Your
COMMUNITY
HEALTH CENTER

Workforce Engagement, Retention, & Recruitment

Dan Prevost
MCHC - CEO

Location: Santa Cruz County, Arizona

- ~30,000 patients served
- ~\$47 million budget
- ~400 employees
- Southernmost central part of the state, bordering Mexico
- Largest single border crossing for Mexican fresh produce
- Approximately \$2.5 billion of fresh produce comes through the Nogales port of entry annually
- This accounts for about 37% of the produce imported into the US from Mexico



Our History

Mariposa Community Health Center, Inc. was founded in 1980 and since has been providing health and social services to Santa Cruz County residents.

As the story will tell, this opportunity has become a legacy attributed to the founding Chief Executive Officer, James R. Welden.



Case for Change

There are major changes in the health care industry: changes in employee work life balance needs and changes in payment structure. Therefore, healthcare delivery must change, and our organization must change with it to succeed.

Our Key Results

Employee Satisfaction

Achieve employee satisfaction scores above 90% in all categories.

Patient Satisfaction

Achieve patient satisfaction scores at or above 90% in all categories.

Quality Performance

Achieve established goals for 90% of our key quality performance indicators.

Our Cultural Beliefs

Mariposa Cultural Beliefs

Honor Self
I choose to live a balanced, healthy lifestyle and encourage others to do the same.

Maximize Talent
I empower staff by recognizing and investing in their potential, performance, and contributions.

People First
I strive to create an excellent experience for everyone.

Embrace Feedback
I am open to feedback that drives positive results.

Win Together
I actively inspire collaboration that achieves employee satisfaction, patient satisfaction, and quality performance.

Practice Understanding & Empathy
I value a culture of listening, awareness, trust, and compassion.

The Mariposa Way

Sending Cultural Messages



Hire



Fire



Promote

Summer Youth Institute (SYI)



Examples of trainings received through SYI:

- CPR
- Tobacco/Vaping prevention
- Mental Health
- Teen Pregnancy Prevention
- Teen Dating Violence
- Training program for students to become certified as Teen Health Facilitators (THF) over summer break
- Topics related to adolescent issues and practice public speaking, leadership, and teamwork skills through different trainings & workshops
- Established in 2002 to provide high school students vocational training and expose them to the health/medical field
- Addresses the disparity of Hispanics within the medical profession
- 130 hours of instruction time - THF can provide peer to peer education on risky behaviors in the county which we do throughout the year
- Many staff transition from SYI to THF to employees

Employee Benefits

Health Insurance Benefits

- \$0 premiums paid by employees - significant discounts on premiums for spouse and dependents
- No deductibles/coinsurance
- \$50K life insurance
- Long-term disability (up to \$15,000 per month)
- Annual wellness program (\$320 payout)
- Flexible Spending Account
- Dental and vision insurance – 50% discount if seen at MCHC dental department and no insurance
- 50% off at MCHC pharmacy

Salary/Retention Bonuses

- Competitive market salaries reviewed and adjusted annually
- Cash awards in 5-year increments

Paid Time Off

- Paid vacation, sick leave, Holidays, bereavement
- FMLA – 3 months
- Cash award for accrued sick/vacation time

Other Benefits

- Retirement 401(k) MCHC matches up to 5% - financial advisors available to staff every year
- Employee assistance program (EAP) – to mental health support, community support, and medication/mindfulness
- Employee tuition reimbursement
- Employee appreciation: Carne Asada's, Holiday party, Turkey Raffle, annual bonus, appreciation days per department, Mariposa Way Recognition

Improvements in recent years

- Recruitment Coordinator
- Revised scheduling guidelines to increase accessibility for patients and balance providers complex appointment types and routine
- 4/10's in clinical care teams
- Departments that have transitioned to 4/10's schedule
 - Quality Improvement, Call Center, Billing & Coding
- 20-minute appointment slots in adult medicine and OBGYN
- Flexibility with remote work
- Cultural Beliefs updated to reflect "People First"
- Staff well-being identified as a strategic priority
- Wellness Committee made up of clinical and non-clinical staff

Department Expansions Supporting Recruitment & Wellness

- Behavioral Health Department
 - Adding psychiatry services
 - Expanded therapy services
- Telemedicine
 - Ascend Medical Group - Behavioral health
 - Telemedicine appointments - MCHC Providers
- OB/GYN
 - Southern Arizona Laborists (SAL) for 24-hour hospital coverage
 - Mariposa has been involved in pushing forward a bill that, if passed, will help rural health centers bring in OBGYN providers
- Expanding capacity in all department to better manage provider and clinical staff workload
 - Ancillary support departments expanding to support growth

Department Expansions – Non-Clinical

- Population Health
 - Department of 27 staff members
 - QI Clinical Coordinators
- Clinical Pharmacists
 - Medication adherence
 - PCP/Pharmacist collaboration
- Medication Reconciliation/Refills department
- Acquired 2 buildings (clinical)
- In the process of adding a third (administrative)
- Pharmacy delivery

Projects in the Works

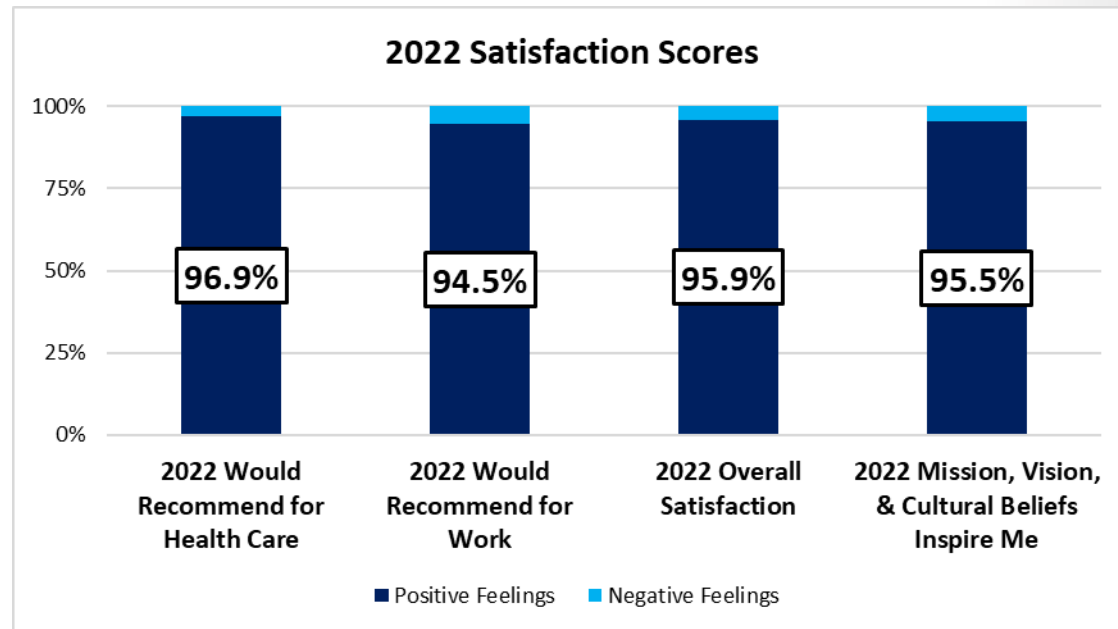
- Additional staffing options to work from home
- Supporting educational opportunities for
 - Administrative staff e.g.
 - Billing and coding certification
 - Bachelor's in Healthcare Management
 - MBA in Healthcare Administration
 - Clinical staff e.g.
 - Radiology technologist certification
 - Nursing degrees
 - Nurse practitioner degrees
- Informatics internship

Provider Satisfaction Initiatives

- Changes in the work schedule and environment
- Modifications to work tasks to reduce stress levels
- Conduct quarterly provider surveys
 - Seek provider feedback
- Regular rounding of CMO and Associate Medical Director
- Operations and administration rounding and shadowing providers
- Planned provider outings
 - Provider retreats
 - Team building with administrative staff
- Provider team recognition
- Data transparency (Sync-Times and CCCN)

Employee Satisfaction

- 77.9% response rate
- Round at every department to review the results and listen to concerns
- Key Result: Achieve employee satisfaction scores above 90% in all categories
- 97.2% satisfaction with “benefits package being fair compared to others”
- 12% increase in satisfaction for “salary fair compared to others”



THANK YOU!



MARIPOSA
— *Your* —
• COMMUNITY •
HEALTH • CENTER