# Succession Planning for the Ryan White HIV/AIDS
# Part C Early Intervention Services, Part D Women Infants, Children & Youth, and
# Part F Community Based Dental Partnership Programs

## Division of Community HIV/AIDS Programs Business Day
### *August 20, 2024*

**Marva Gooden, MSN, BSN, RN & LCDR Tara Lemons, MSN, MA, RN, RDN, LD**
**Project Officer, Division of Community HIV/AIDS Programs (DCHAP)**
**HIV/AIDS Bureau (HAB)**

Vision: Healthy Communities, Healthy People

# Health Resources and Services Administration (HRSA)
## Overview

Supports more than 90 programs that provide health care to people who are geographically isolated, economically or medically challenged

HRSA does this through grants and cooperative agreements to more than 3,000 awardees, including community and faith-based organizations, colleges and universities, hospitals, state, local, and tribal governments, and private entities

Every year, HRSA programs serve tens of millions of people, including people with HIV, pregnant people, mothers and their families, and those otherwise unable to access quality health care

Ryan White HIV/AIDS Program

# HRSA's HIV/AIDS Bureau Vision and Mission

## Vision

Optimal HIV care and treatment for all to end the HIV epidemic in the U.S.

## Mission

Provide leadership and resources to advance HIV care and treatment to improve health outcomes and reduce health disparities for people with HIV and affected communities.

# HRSA's Ryan White HIV/AIDS Program (RWHAP) Overview

- **Provides a comprehensive system of HIV primary medical care, medications, and essential support services for low-income people with HIV.**

- **Funds grants to states, cities, counties, and local community-based organizations to improve health outcome and reduce HIV transmission.**
  - Recipients determine service delivery and funding priorities based on local needs and planning process.

- **Provided services to over 566,000 people in 2022—more than half of all people with diagnosed HIV in the United States.**

- **89.6% of RWHAP clients receiving HIV medical care were virally suppressed in 2022, exceeding national average of 65.1%[i]. This means they cannot sexually transmit HIV to their partners and can live longer and healthier lives.**

i. Centers for Disease Control and Prevention. Monitoring selected national HIV prevention and care objectives by using HIV surveillance data—United States and 6 dependent areas, 2022. HIV Surveillance Supplemental Report, 2024; 28(No. 4). http://www.cdc.gov/hiv/library/reports/hiv-surveillance.html. Published May 2024.

# Disclaimer Clause

None of the presenters for this session have anything to disclose.

# Purpose & Learning Objectives

- **Discuss the importance of succession planning**
- **Outline steps for organizational succession planning**
- **Identify successful succession planning resources**
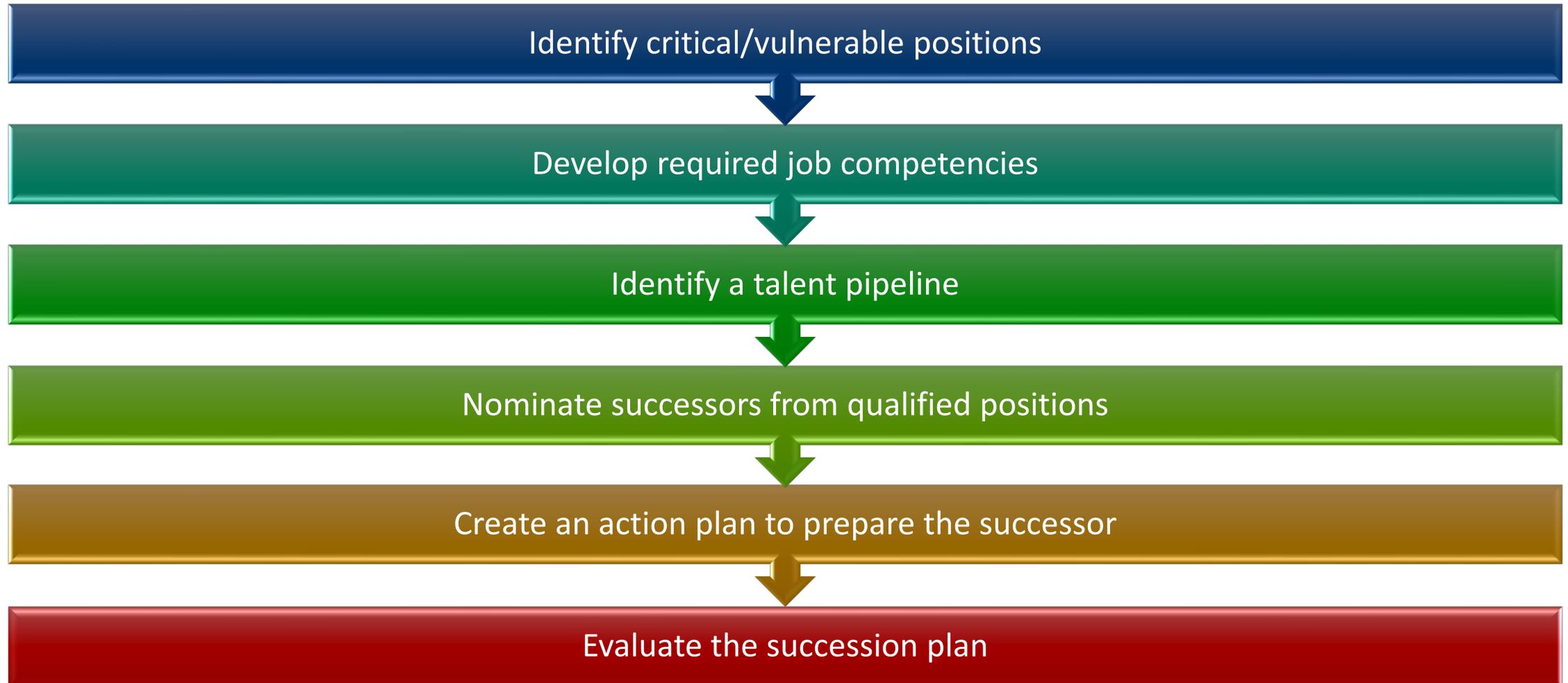- **Develop a draft succession plan**

# Succession Planning - Why?



- **Continuity**
- **Risk Management**
- **Talent Development**
- **Maintaining Institutional Knowledge**
- **Retention and Engagement**
- **Adaptability and Innovation**

# Whose is Responsible?

- **Who is responsible for succession planning?**
  - Program Manager or Director
  - Authorizing or Business Official
  - Organization Managers and Employees
- **Who benefits from having a succession plan in place?**
  - Leadership
  - Clients
  - Organizational Culture
  - Staff/Employees
  - Community Stakeholders



DRIVING CHANGE IN OUR COMMUNITIES

HRSA
Ryan White HIV/AIDS Program

# Succession Planning Steps

Identify critical/vulnerable positions

Develop required job competencies

Identify a talent pipeline

Nominate successors from qualified positions

Create an action plan to prepare the successor

Evaluate the succession plan

Ryan White HIV/AIDS Program

# Getting Started

**Developing a succession plan involves several key steps to identify, develop, and retain organizational talent**

1. **Identify critical/vulnerable positions**
   - Determine which positions are critical to the organization's success and require succession planning
2. **Develop required job competencies**
   - This may include training programs, mentoring, job rotations, stretch assignments, and educational opportunities.
3. **Identify a talent pipeline**
   - This may involve performance reviews, talent assessments, and discussions with managers and employees

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# Getting Started Continued

**Developing a succession plan involves several key steps to identify, develop, and retain organizational talent**

**4. Nominate Successors from qualified positions**

- Define the criteria and competencies required for success in key positions and use them to assess potential successors.

**5. Create an action plan to prepare the successor**

- Once potential successors are identified, create individualized development plans to help them acquire the skills and experience needed

**6. Evaluate the Succession Plan**

- Assess the effectiveness of the succession planning process periodically to determine its impact on organizational performance, employee engagement, and talent retention. Use feedback and data to refine the process and make continuous improvements.

# Data: Succession Planning in State Health Agencies in the United States: A Brief Report

"Approximately 25% of the public health workforce to retire by 2020."

Study showed succession planning activities are not being addressed, and limited succession planning occurs across State Health Agencies (Harper, E., Leider, J., Coronado, F., Beck, A., *J Public Health Management Practice. 2018; 24(5): 473-478*). Doi:1097/PHH.0000000000000700.

**Research Brief Report**

## Succession Planning in State Health Agencies in the United States: A Brief Report

Elizabeth Harper, DrPH; Jonathon P. Leider, PhD; Fatima Coronado, MD, MPH; Angela J. Beck, PhD, MPH

**ABSTRACT**
**Objective:** Approximately 25% of the public health workforce plans to retire by 2020. Succession planning is a core capability of the governmental public health enterprise; however, limited data are available regarding these efforts in state health agencies (SHAs).
**Methods:** We analyzed 2016 Workforce Gaps Survey data regarding succession planning in SHAs using the US Office of Personnel Management's (OPM's) succession planning model, including 6 domains and 27 activities. Descriptive statistics were calculated for all 41 responding SHAs.
**Results:** On average, SHAs self-reported adequately addressing 11 of 27 succession planning activities, with 93% of SHAs adequately addressing 1 or more activities and 61% adequately addressing 1 or more activities in each domain.
**Conclusions:** The majority of OPM-recommended succession planning activities are not being addressed, and limited succession planning occurs across SHAs. Greater activity in the OPM-identified succession planning domains may help SHAs contend with significant turnover and better preserve institutional knowledge.

**KEY WORDS:** public health practice, retirement, state health agencies, succession planning, turnover
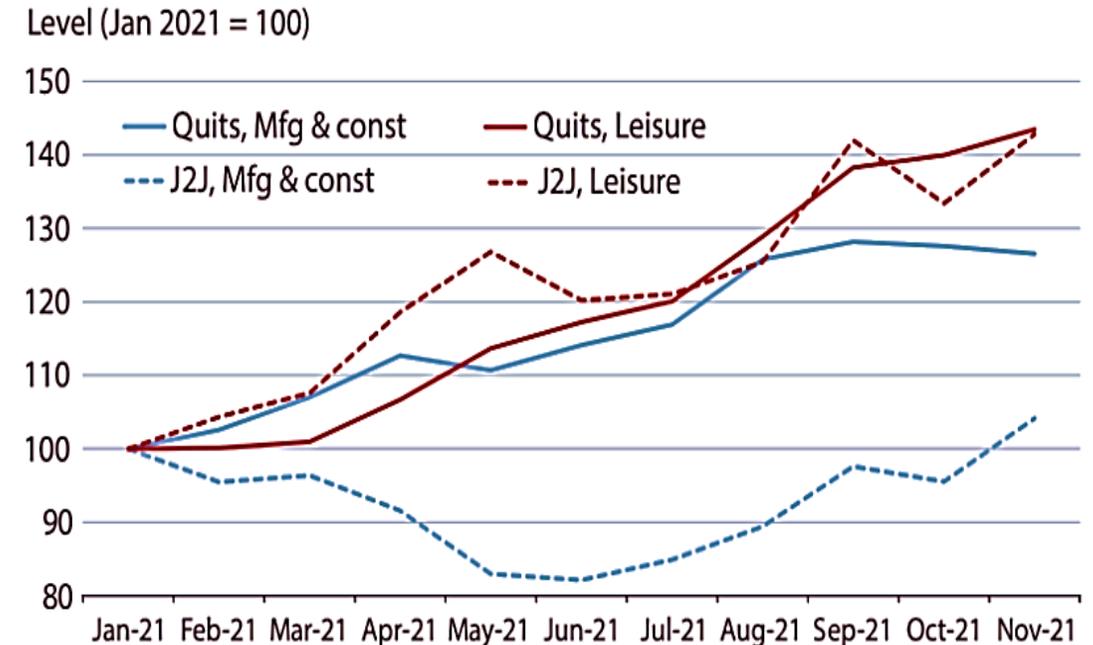
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# More Data

## Quit Rates "The Great Resignation"

- Remain relatively high
- Rate of resignation is slowing
- Critical positions, including medical specialists, remain hard to fill, particularly in rural areas

### Quits and Job-to-Job Transitions



NOTES: Data are seasonally adjusted and smoothed with a three-month moving average. Levels are normalized so that January 2021 = 100. J2J refers to job-to-job transitions.

SOURCES: Job Openings and Labor Turnover Survey, Current Population Survey and authors' calculations.

# Step 1: Identify Critical/Vulnerable Positions

**Identify key positions within the Ryan White HIV/AIDS Program(s) that require succession planning**

**This may include executive roles, key management positions, and other critical roles**

**Updating Key Positions in EHB is a critical responsibility of recipients**

Authorizing Official

Principal Investigator

Project Director / Program Manager

Fiscal Management Specialist

Clinical / Advanced Practitioners

Case Managers, Medical/Dental Assistants

**Sample Succession Planning Template**

This spreadsheet, in conjunction with the step-by-step guide on succession planning on the OHR website, is designed to help you determine which positions in your organization are in most need of succession planning and to help you track your succession planning progress. Follow the steps below to determine the most vulnerable and critical positions, then prioritize your succession planning efforts.

| | 1) First, identify how vulnerable each position is using the key below. | 2) Second, identify the criticality of each position using the key below. Consider whether a vacancy in this position could disrupt your organization's ability to achieve the objectives. | 3) Finally, determine which positions are highest priority to begin succession planning. It is recommended to prioritize positions with high vulnerability and high criticality first. |
|---|---|---|---|
| **Position Name** | **1. Position Vulnerability** | **2. Position Criticality Ranking** | **3. Succession Planning Priority Rank** |
| | High Vulnerability = No identifiable successor | High Criticality= Essential to the mission | Establish a succession plan now |
| | Moderate Vulnerability = Successor ready in 1-2 years | Moderate Criticality= Moderate impact on the mission | Establish succession plan in the next 6-12 months |
| | Low Vulnerability = Successor ready now | Low Criticality= Little influence on achieving the mission | Monitor Successor Progress |
| Position 1 (For example, Authorizing Official | Low Vulnerability | High Criticality | |
| Position 2 (For example Program Director) | Moderate Vulnerability | High Criticality | |

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## Key Position Risk Assessment

| Vulnerability: No successor position identified for this position | | | |
|---|---|---|---|
| | **Low Vulnerability** | **Moderate Vulnerability** | **High Vulnerability** |
| **Criticality: Impact of the position on the mission** | | | |
| **High Criticality** | Moderate Risk | High Risk | High Risk |
| **Moderate Criticality** | Low Risk | Moderate Risk | High Risk |
| **Low Criticality** | Low Risk | Low Risk | Moderate Risk |

Sokolowsky, J. (2023). Succession Planning: What It Is & Why It's Important (https://chronous.com/blog/author/jsokolowsky.

# Step 2: Develop Required Job Competencies

- Identify potential successors for each key position based on performance and alignment with succession criteria.

- Key Data Points to consider
  - Years of Service
  - Promotion Readiness
  - Current role/strengths
  - Vulnerability/Criticality of the position
  - Employee onboard count & retirement eligibility
  - Separations and Accession (hiring) counts over the years

# Step 3: Identify a Talent Pipeline

Describe strategies for building and maintaining a robust talent pipeline to ensure a steady supply of potential successors for key positions.

This may include talent acquisition initiatives, leadership development programs, and succession planning discussions in performance reviews.

Outline individualized development plans for each potential successor to help them acquire the skills and experience needed for future roles.

This may include training programs, mentoring, stretch assignments, details, and educational opportunities.

# Step 4: Nominate Successors from Qualified Positions

## Succession Criteria

- Define the criteria and competencies required for success in each key position. This may include technical skills, leadership abilities, industry knowledge, and other relevant factors

- Skill sets to identify key qualities:
  - Collaborative – Team Player
  - Organized – Detail Oriented
  - Self-Starter/Self-Motivated
  - Communication Skills

- Plans can vary widely depending on the organization's size, industry, and specific needs. This template provides a basic framework to get started

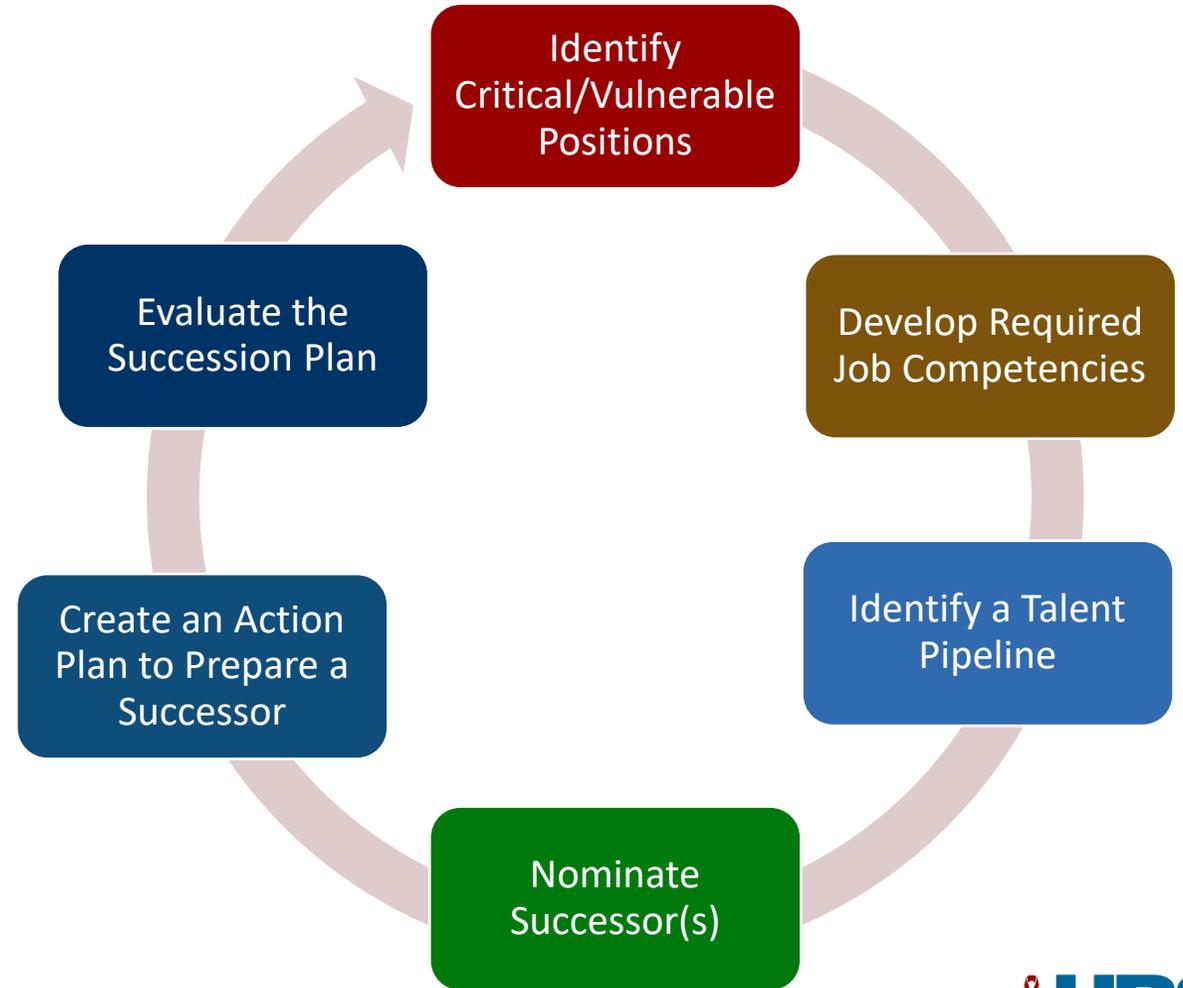# Step 5: Create an Action Plan to Prepare a Successor

Through communication and engagement

- Describe strategies for building and maintaining a robust talent pipeline to ensure a steady supply of potential successors for key positions.

- Encourage open dialogue, feedback, and participation in development opportunities to foster a culture of talent development and succession readiness.

# Step 6: Evaluate the Succession Plan

Summarize key points and emphasize the importance of succession planning as a strategic priority for the organization's long-term success.



- Identify Critical/Vulnerable Positions
- Develop Required Job Competencies
- Identify a Talent Pipeline
- Nominate Successor(s)
- Create an Action Plan to Prepare a Successor
- Evaluate the Succession Plan

# Time to Share

1. What do you think about succession planning?
2. What resources do you need to implement a succession plan within your organization
3. Are there any challenges anticipated? *If so, please share example*
4. What are some recommended solutions for overcoming challenges mentioned?

# Best Practices for Succession Planning



National Institutes of Health
Office of Management

Office of Human Resources
hr.nih.gov

**Succession Planning:
A Step-by-Step Guide**

The Workforce Planning and Analytics Section (WPAS)
Workforce Support and Development Division (WSDD)
Office of Human Resources (OHR)
National Institutes of Health (NIH)



## Transition Planning Interview Guide

Transition Planning Interview Guide

Prepared by

[Name of Office Here]

Ryan White HIV/AIDS Program

# Recipient Panelist

West County Health Centers, Inc.

Guerneville, CA 95446

RWHAP Part C

Wyoming Department of Health

Frontier – Rural

Cheyenne, WY 82002

RWHAP Part C

Open Door Family Medical Centers

Ossining, NY 10562

RWHAP Part C

Ryan White HIV/AIDS Program

# Contact Information

**LCDR Tara Lemons**

Project Officer – Public Health Analyst

Division of Community HIV/AIDS Bureau Programs

Health Resources and Services Administration (HRSA)

TLemons@hrsa.gov

Web: ryanwhite.hrsa.gov

**Marva Gooden**

Project Officer – Public Health Analyst

Division of Community HIV/AIDS Bureau Programs

Health Resources and Services Administration (HRSA)

MGooden@hrsa.gov

Web: ryanwhite.hrsa.gov

# Questions?

# Example - Audience Participation

Scenario 1

The "Until A Cure Community Center", has a responsive and well-organized project director who ensures the ongoing day-to-day management of the RWHAP Part C EIS grant. On Tuesday, Ms. Greatest PD Ever-Jones received a call regarding the emergent hospitalization of a close family member. She immediately alerted her leadership, submitted her extended leave request, and left the premises, including all work-related items (e.g., laptop, phone, etc.).

The Authorizing Official identified on the most recent Notice of Award has no idea who has the knowledge and skill set to assume responsibility for the grant.

There are several deliverables due to HRSA, including submitting the organization's Competing Application for the next project period. The deadline is less than 3 weeks away.

The application for the *Until A Cure Community Center* is unfinished. Ms. Greatest PD Ever-Jones is unavailable due to an unexpected extended leave of absence.

# Thank You!

# Connect with the Ryan White HIV/AIDS Program

Learn more about our program at our website:

ryanwhite.hrsa.gov

Sign up for the Ryan White HIV/AIDS Program Listserv:
https://public.govdelivery.com/accounts/USHHSHRSA/signup/29907

# Connect with HRSA

Learn more about our agency at:

www.HRSA.gov

✉ Sign up for the HRSA eNews

FOLLOW US:

# Agenda

- Learn about the Open Door Family Medical Center
  - History
  - Scope of Services
  - Patients
- Succession Planning Fundamentals
  - Strategic Planning
  - Process

## OUR VALUES

**Access** Quality health care is a right, not a privilege.
**Affordability** People deserve care, regardless of their ability to pay.
**Community** Access to health care benefits everyone in the community.
**Efficiency** Health care should be delivered in a timely manner and cost-effectively.
**Empowerment** People can make good decisions when they are armed with the right information.
**Patients** People should come first.
**Respect** Diversity and respect for cultural and linguistic differences should be upheld.

## WHO WE ARE

Open Door provides excellent, accessible and personalized health care regardless of the ability to pay to build healthier families and communities.

We envision thriving communities, where all our neighbors receive the care they need to live healthy lives.

# Our History

National **RYAN WHITE** 2024
**CONFERENCE**
ON HIV CARE & TREATMENT

Founded as a free clinic in 1972, the Open Door's mission of building healthier communities through accessible, equitable, culturally competent health care has led to site and service expansions.

**1972** The Open Door was launched in Ossining's First Baptist Church with 1,000 patients.

**1975** 165 Main Street (Ossining) building acquired and renovated.

**1978** Initial federal funding received.

**1981** The Open Door Dental Program initiated.

**1985** North Tarrytown (now Sleepy Hollow) site established.

**1986** Behavioral Health added to scope of services.

**1987** Prenatal Care Program initiated.

**1988** Ossining facility doubles in size.

**1989** The Open Door WIC Program initiated. The Open Door Foundation incorporated.

**1990** HIV Case Management established.

**1995** Rye Brook site established.

**1998** Lindsay Farrell appointed President and CEO. Retirement of Margaret Greismer, the Open Door founding Executive Director. Joint Commission accreditation at all sites.

**2002** Dental Services established in Rye Brook site.

**2004** School-Based Health Center Program (SBHC) initiated in Port Chester at Kennedy Magnet and Edison Elementary Schools.

# Our History- Continued

**2005** Mount Kisco site established.

**2006** Opening of Open Door Port Chester, replacing Rye Brook, with expanded Dental and Optometry services. First AmeriCorps class initiated.

**2008** SBHC Program initiated at Port Chester Middle School.

**2009** Level 3 NCQA Patient-Centered Medical Home recognition.

**2010** Mount Kisco Mobile Dental Van Program launched.
The Open Door wins HIMSS Davies Award for Excellence in use of Health Information Technology (IT).

**2012** Wellness Program initiated at Ossining and Port Chester sites. Family Medicine Residency and Dental General Practice Residency Programs begin.

**2013** Brewster site established.

**2015** Open Door Brewster expands to include Dental and Women's Health services. Ossining High School School-Based Health Center opens. New Mobile Dental Van Program for Port Chester School-Based Health Center initiated.

**2017** Mamaroneck site established.

**2018** Open Door Sleepy Hollow new location opens. School-Based Health Center opens at Anne M. Dorner Middle School in Ossining.

**2019** Saugerties Dental site established. The Open Door wins second HIMSS Davies Award for Excellence in use of Health IT.

**2020** Open Door School-Based Health Center is renamed *Nita M. Lowey Center for Health in Schools*.

**2021** Brookside Elementary School-Based Health Center opens in Ossining.

**2022** Webutuck District School-Based Health Center opens.
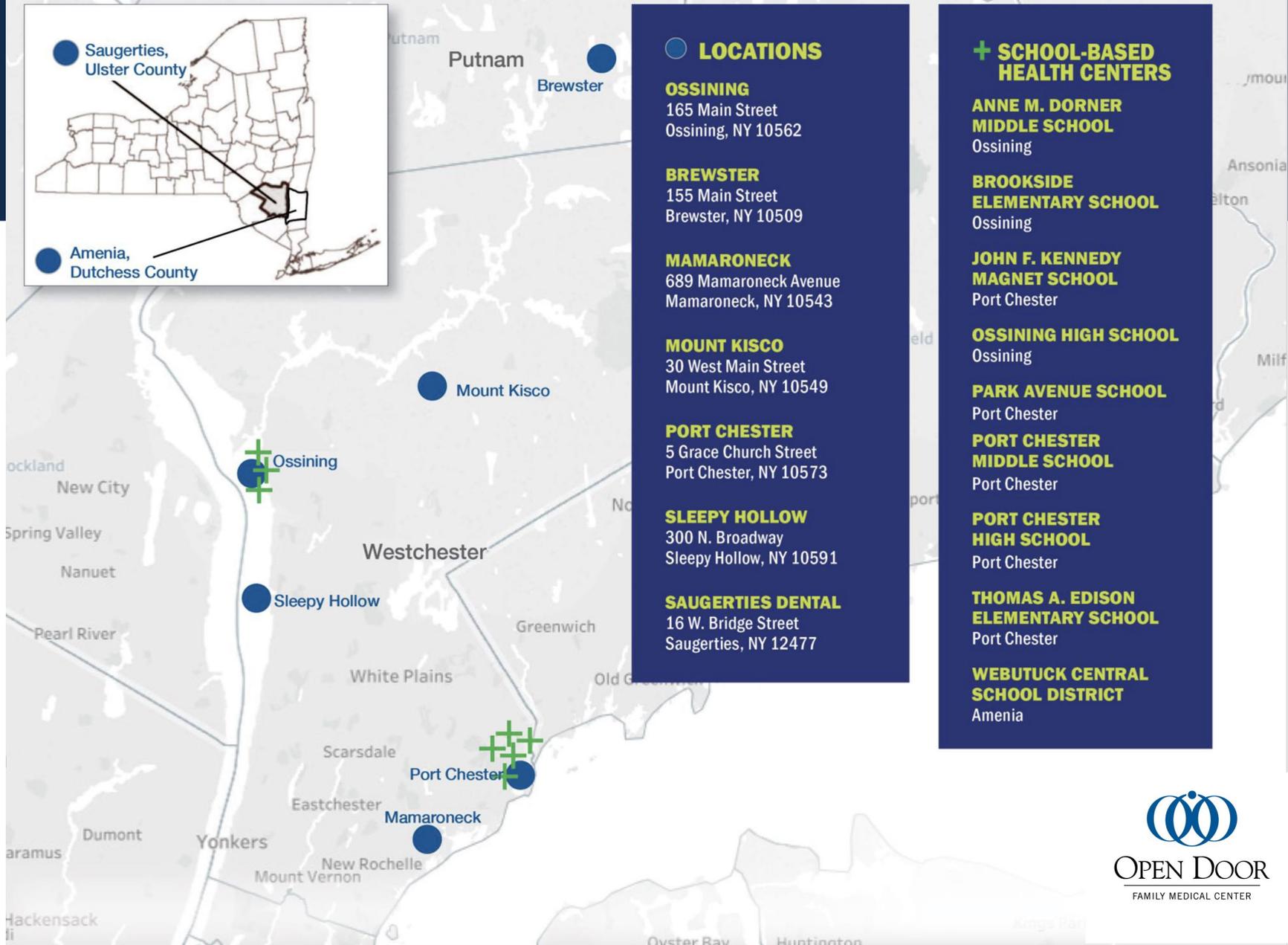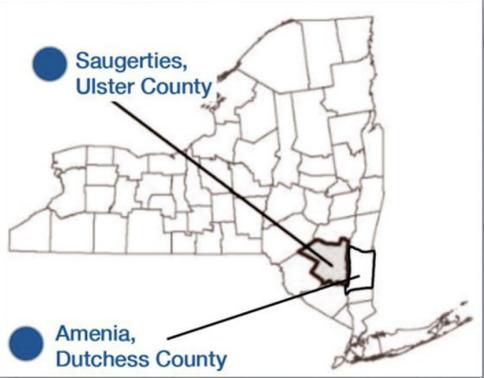
LOCATIONS

**OSSINING**
165 Main Street
Ossining, NY 10562

**BREWSTER**
155 Main Street
Brewster, NY 10509

**MAMARONECK**
689 Mamaroneck Avenue
Mamaroneck, NY 10543

**MOUNT KISCO**
30 West Main Street
Mount Kisco, NY 10549

**PORT CHESTER**
5 Grace Church Street
Port Chester, NY 10573

**SLEEPY HOLLOW**
300 N. Broadway
Sleepy Hollow, NY 10591

**SAUGERTIES DENTAL**
16 W. Bridge Street
Saugerties, NY 12477

+ SCHOOL-BASED HEALTH CENTERS

**ANNE M. DORNER MIDDLE SCHOOL**
Ossining

**BROOKSIDE ELEMENTARY SCHOOL**
Ossining

**JOHN F. KENNEDY MAGNET SCHOOL**
Port Chester

**OSSINING HIGH SCHOOL**
Ossining

**PARK AVENUE SCHOOL**
Port Chester

**PORT CHESTER MIDDLE SCHOOL**
Port Chester

**PORT CHESTER HIGH SCHOOL**
Port Chester

**THOMAS A. EDISON ELEMENTARY SCHOOL**
Port Chester

**WEBUTUCK CENTRAL SCHOOL DISTRICT**
Amenia

# Scope of Services



**Medical Services**

Family Medicine, Pediatrics, Immunizations, Routine Check-Ups, Sports Physicals, Podiatry, Disease Prevention, Internal Medicine, Cancer Screenings for early detection (Breast, Colorectal, Cervical and Prostate Cancer) Sexual Health and HIV Services, Women's Health

**Dental Services**

General Dentistry, Pediatric Dentistry, Exams and Cleanings, Digital X-Rays, Fillings and Extractions

**Behavioral Health**

Psychiatry, Clinical Social Work, Mental Health Counseling, Substance Use Treatment

**Vision Services**

Vision and Eye Care Services for the whole family

**Enabling Services**

Translation and Interpretation, Nutrition And Wellness, Case Management, Care Coordination, Insurance Enrollment/ Assistance, Digital Literacy and Support, WIC Eligibility Assistance, Transportation

# In 2022, the Open Door remained a TRUSTED RESOURCE for the community

**95%** of the Open Door newborns are born within a **normal birthweight range** compared with the national average of 92%

The Open Door delivered **435 babies in 2022.**

**68%** of the Open Door patients with **high blood pressure** have it under control compared with the national average of 63%

**69%** of the Open Door patients diagnosed with **diabetes** have the disease under control compared with the national average of 70%

The Open Door served over **60,544** unique patients in 2022

Health Centers like the Open Door **SAVE 24%** per Medicaid patient compared with other providers

**11,300** Behavioral Health Interventions were provided by the Open Door **Medical Behavioral Health Clinicians.**

**82%** of the Open Door adult patients who are **overweight** have a monitored BMI plan compared with the national average 61%

**36K LBS.** of produce was distributed to community members, along with **nutritional education.**

# Our Patients at a Glance



**TARGET POPULATION**

Low Income (200% or Below Poverty Level)

Uninsured and/or Underinsured Populations

Underserved Minorities

High Risk Population

Women of Child Bearing Age and Children

2022 Patients by Insurance
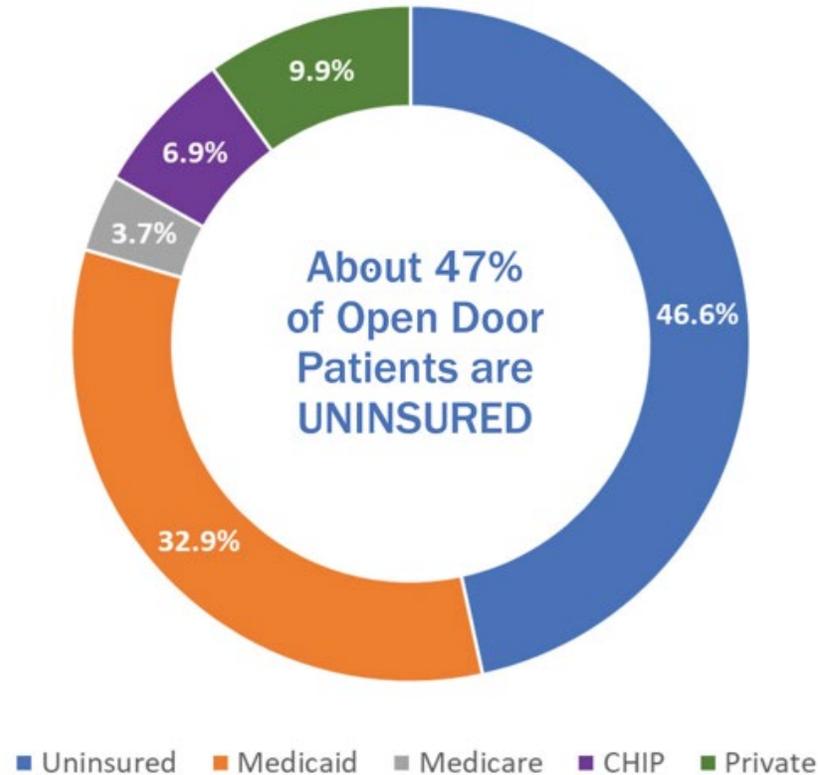
About 47% of Open Door Patients are UNINSURED

9.9%
6.9%
3.7%
46.6%
32.9%

■ Uninsured ■ Medicaid ■ Medicare ■ CHIP ■ Private

# Awards & Recognition

# Succession Planning



- ✓ Succession Planning- Why is it important?
- ✓ Significant Principles of Succession Planning
- ✓ Performance Management Transfers and Promotions
- ✓ Success

# Succession Planning - Why is it important?

**1** Create a planned approach for coverage in case lead positions need to be replaced

**2** Coordinate a successful transfer of duties ensuring minimal disruption in the organization's performance

**3** A succession plan will be able to address both unexpected and immediate departures of key staff

**4** Create staff development plan for high performing/high potential staff

# Why is it important?



Identify specific roles and projects to provide opportunities to acquire needed skills

Identify educational skill building opportunities

Supporting high performers/high potential staff

Identify specific retention planning initiatives

Identify coaching opportunities

# Process for Succession Planning

Use the End of Year Review and Performance Management process to develop plans to strengthen the capabilities with potential successors



OPEN DOOR
FAMILY MEDICAL CENTERS

Name_____

Title_____

**Employee Performance Appraisal**

**Annual Review - 2023**

**Summary:**

**Notable Accomplishments:**

**Areas of Strength:**

**Areas Needing Improvement or Further Development:**

**Additional Comments:**

# Process for Succession Planning

## Performance Rating Definitions

Please indicate an OVERALL performance rating:

(__) Outstanding Contribution:

Performance surpasses all expectations and stated key objectives for position, significantly increasing Open Door's organization's results within the context of the position. Activities often contribute to improved or innovative work practices. This category is to be used for consistently outstanding performance throughout the year.

Note: May also be appropriate for an employee who has taken on significant increased responsibility outside the scope of their regular position.

(__) Successful Contribution:

Performance consistently meets expectations and stated key objectives for position and occasionally exceeds them. This category is to be used for good performers who consistently contribute to Open Door and their own department's results.

(__) Need Improvement/Development (Attach Performance Improvement Plan)

Expectations and stated objectives for position are not met on a consistent basis. Performance does not meet expectations on one or more key objectives.

Note: May also be appropriate for an employee new in role, still ramping up in that position. In that case a Performance Improvement is not required

_____          _____
Manager's signature                                                    Date

I acknowledge that I have reviewed and received my Employee Performance Appraisal

_____          _____
Employee's Signature                                                   Date

# Process for Succession Planning Continued

**Sample Employee Performance Appraisal**

Areas of Strength:

- Strategic planning
- Goal-oriented; establishes goals and continually monitors progress to targets; maintains a balanced focus on both quality and productivity
- Exceptional personnel management skills including training, supervising and mentoring
- Ability to multitask and manage multiple programs/projects/staff
- Collaborative, team-orientated
- Excellent communication with supervisor

# Process for Succession Planning Continued

**Sample Employee Performance Appraisal**

Areas Needing Improvement or Further Development:

- Continue working on your oral communication skills. This year focus on concise communication and simplifying complex issues
- Continue to work on growing your lead team and delegating to them
- Become more involved in grant writing, reporting and management
- Learn the Family Preservation program and get to know the staff as you begin managing the program this year

# Process for Succession Planning Continued

Three categories of succession planning:

1. Immediate Exit
   a. If the person left today, how would you replace the position?

2. Plan for 3-5 years from now
   a. Who would be a suitable replacement?
   b. Which capabilities do they need to acquire?
   c. Which projects assignments would strengthen their capabilities?
   d. Which trainings/education would strengthen their skills?

3. Department capacity to perform and the potential to grow
   a. Currently, does the department perform well?
   b. Does the department have the capacity to strengthen its performance
   c. Does the department have the capacity to strengthen its performance and support organizational growth?

# Transfers and Promotions

- ✓ Develop organizational policies that encourage professional growth and development
  - ✓ Employees should perform jobs/roles that make the most effective use of their abilities and skills
    - ✓ Elements that should be considered:
      - ✓ What are the needs of Open Door?
      - ✓ What are the qualifications needed for the available position?
      - ✓ Does the employee meet the qualifications for the position?
      - ✓ May the employee perform the essential functions of the position (with a reasonable accommodation, if necessary)?
  - ✓ In general, an employee must have been in their current position for a minimum of one (1) year (exceptions to this can be made)

# Promotions

✓ Attempt to promote from within when possible and appropriate

   ✓ Promotions should be based on:
- ✓ Qualifications
- ✓ Past performance
- ✓ Leadership potential
- ✓ Education preparation
- ✓ Capacity to perform responsibilities effectively

# Staff Education/Training

✓ Provide staff development and training opportunities

    ✓ Staff education is provided on a regularly scheduled basis through an online Learning Management System

    ✓ The online training is planned according to the needs presented by staff and includes but is not limited to:

        ✓ Infection Control (Universal Precautions)

        ✓ Patient Bill of Rights

        ✓ Confidentiality and HIPAA

        ✓ And Population-Specific criteria

# Staff Education/Training Continued

✓ Educational Assistance Program

   ✓ The purpose of the Program is to reimburse employees for the cost of attending educational courses related to the employees' performance of their duties with Open Door

   ✓ Courses of degree programs must be pertinent to the participating employee's functions or skills in performing his or her duties, or in performing the duties of the position next advanced to the employee's current position

# Success

- ✓ Staff Retention/ Job Satisfaction
- ✓ Program stability
- ✓ Program expansion

Hired in 2004- HIV Test Counselor Case Manager

Promoted 2005- HIV Project Coordinator

Promoted 2008- HIV Program Director

Promoted 2012- Director of Care Coordination and Wellness Initiatives

Promoted 2016- Senior Director, Care Coordination and Wellness

Promoted 2018- Vice President, Community Health

Promoted 2020- EVP, Community Health

Andrea Beltran Ruggiero, MPA
Executive Vice President, Community Health
Open Door Family Medical Center, Inc.
560 White Plains Road
2nd Floor, Suite 200
Tarrytown, New York 10591
Tel: (914) 502-1479
www.opendoormedical.org