

Organizational Profile



Urban Health Plan (UHP) is the brainchild of Dr. Richard Izquierdo, a life-long resident of the South Bronx and a pediatrician/family practitioner. Concerned by his community's declining health status, and unable to meet the demand for primary medical service in his burgeoning private practice, Dr. Izquierdo opened the San Juan Health Center in 1967. Seven years later in 1974, he expanded his health center into a group practice for the purpose of providing basic and specialty medical care to the predominantly Latino residents of the Hunts Point, Mott Haven and Morrisania sections of the Bronx, the least healthy county in New York State.

Urban Health Plan's mission is to "continuously improve the health of communities and the quality of life of the people we serve by providing affordable, comprehensive, quality, primary and specialty health care and by assuring the performance and advancement of innovative best practices."

Now in its 43rd year, the health center that began as a two-story clinic with 12 staff and 3,000 patients is now a 501(c) (3) corporation with 860 staff that delivers care to more than 78,000 patients, which accounts for 374,000 patient visits a year. Our network of facilities include a state-of-the-art 54,000 square foot health center, ten satellite health centers—including one site in Corona, Queens and one in Central Harlem, Manhattan—eleven school based health centers serving children and teens, and four administrative sites. Its 2017 operating budget now exceeds \$97,000,000.

Our Bronx sites are located in the poorest Congressional District in the nation (New York Congressional District 15), which has a median income of less than \$20,000. Approximately 80% of UHP users are Latino, with African Americans comprising most of the remaining 20%. Seventy-eight percent (78%) of UHP patients are eligible for Medicaid. They are representative of a community that faces significant cultural, language and economic barriers that traditionally do not receive high-quality primary and specialty care. These barriers have resulted in a prevalence of chronic diseases, acute conditions, and hospitalizations that exceed citywide and statewide rates, which are acknowledged as the highest in the country.

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Meantime, over the years, UHP has become a leading community health center, not only locally and statewide, but nationally. We are one of the first center in New York to fully implement an electronic health record system and is currently using iris recognition technology to identify patients. We received the Nicholas E. Davies Award for Excellence from the Health Information Management Systems Society for excellence in the use of electronic health records.

We have also received Level 3 recognition as a Physician Practice Connections Patient-Centered Medical Home (PPC-PCMH) from the National Committee for Quality Assurance (NCQA) – the highest awarded by the NCQA. We are also proud of being recognized at the White House in 2015 as one of CareerStat Frontline Healthcare Worker Champions.

Our commitment is not only the health of our patients, but also to improve the economic vitality of local neighborhoods. By providing quality, cost-efficient, health services in underserved communities in the Bronx, Queens and Manhattan, UHP has generated positive economic impacts, including jobs, tax revenues and savings to the healthcare system.

In fact, according to a 2016 Capital Link study, UHP patients saved an average of \$1,263 per patient annually, resulting in total savings of \$94.6 million to the residents of the Bronx and beyond. It is also injecting economic activity into the communities we serve by providing job opportunities to local residents and stimulating the local economy through the procurement of various goods and services, improving their overall wellbeing.

UHP's direct contributions to the Bronx, New York City, and New York State economies are significant. A 2016 economic and social impact study report by Econsult Solutions, showed that for UHP's \$89 million budget, payroll represents the largest expenditure, with annual wages and benefits to employees at \$65 million. A large portion of these wages is spent within the New York City and the State of New York generating large economic impacts. Additionally, UHP spends about \$24 million on purchases of goods and services, and its economic footprint yields a significant employment, earnings and tax revenue at the borough, city and state level on an annual basis:

- \$155 million in economic impact in the Bronx, supporting 1,170 jobs with \$71 million in labor income.
- \$189 million in economic impact within New York City, supporting 1,370 jobs with \$88 million in labor income, and generating \$3.2 million in tax revenues
- \$195 million in economic impact within New York State, supporting 1,400 jobs and \$90 million in labor income, and generating \$6.0 million in tax revenues.

To ensure that UHP remains at the forefront of innovation, we have developed many health improvement initiatives including a nationally acclaimed asthma management program, childhood obesity prevention, nutrition, HIV/AIDS care, and mental health services. In May 2016, the Environmental Protection Agency (EPA) honored us with its National Leadership Award in Asthma Management as an “outstanding national model for comprehensive asthma care.”

Furthermore, UHP’s commitment to its mission is evident in the integrated initiatives that address community wellness in a more holistic fashion:

The Center for Healthy Aging is our clinic that offers an integrated approach to caring for the most vulnerable geriatric population—patients who are 80 years or older, and patients who are 65 years old with a cognitive or neurological disorder. The center provides comprehensive care and services that are customized to a patient’s health care needs, all in one location, including medical, psychiatry, social services, care coordination, nutrition, a pharmacist, and a nurse educator.



La Cocinita Teaching Kitchen

Program: Located at the Simpson Pavilion, at 1054 Simpson Street, La Cocinita is a state-of-the-art teaching kitchen that offers cooking and nutrition educational sessions to community residents and UHP associates at no charge.



Club Teens in Action (T.I.A.) helps young people navigate the transition into adulthood by giving them the tools and resources they need to accomplish their goals and achieve success. The aim of this afterschool program (for 13 to 18 year olds) is to promote positive adolescent development, cultural enrichment, and reduce teen pregnancies. It offers cultural enrichment, mentoring, tutoring, and college preparation as well as peer health education.



Fit for Life works with families with children, ages 0–4 years old, who are patients at El Nuevo San Juan or Plaza del Sol Family Health Centers. On each well-child visit, the Fit for Life team—a nutritionist and/or the behavioral specialist—has a one-on-one educational session with the child and family.



Project H.O.P.E. Workforce

Development assists job seekers with life-long resources that include career planning, job placement, schooling, economic support and retraining. It offers GED prep classes, ESL classes, job readiness, job search techniques, resumes writing and mock interview preparation to the community. In 2016 over 7,000 community residents received services, all of whom also received referrals for primary care.



Other programs that make Urban Health Plan unique and innovative are:

Institute for the Advancement of Community Health

At Urban Health Plan, we take quality seriously. We established the Institute for the Advancement of Community Health (IACH) in 2005 to provide internal performance improvement teams with on-going coaching and support that allows them to test and implement innovative ideas that improve patients' health status, reduce health disparities and/or improve operational processes.

We began developing this quality improvement program in 2001 which uses recognized quality improvement models. We implemented internal quality improvement teams for asthma, depression, diabetes, HIV, cancer screening, adolescent wellness and pregnancy prevention, adult health and wellness, geriatric care, pediatric preventive care, childhood obesity prevention and treatment. The models are also used to improve operations: our cycle time team focuses on reduction of wait time, while our materials management team assures efficiency and cost effectiveness in ordering and distribution of medical supplies.

The Community-Based Research Center (CBRC) was established in 2012 to address, through clinical research, relevant behavioral, social, and environmental risk factors that contribute to the burden of diseases among vulnerable and diverse populations. The CBRC's mission is to promote access to clinical research in the community that reflects the clinical needs of the community as expressed through the community's interaction with their health care providers. The ultimate goal is to foster sustainable efforts at the community level that will accelerate the translation of research advances to underserved and at-risk populations by using community-based participatory research approaches. Community-based participatory research is designed to promote collaborative research between researchers and members of their community through the joint design and implementation of research interventions targeting health disparities in the underserved population.

Clinical research conducted at the center may be funded through a variety of sources including government agencies such as the Food and Drug Administration (FDA), National Institutes of Health (NIH), and Centers for Disease Control and Prevention (CDC), pharmaceutical companies, disease specific foundations, and philanthropic individuals and organizations. Currently the CBRC oversees eight active research initiatives, with over 350 patients enrolled.

Preferred Provider Network

UHP has a network of over 50 specialists who have a proven track record, and satisfactory history, of providing specialty care to our patients. These are vetted by conducting site visits, and leadership and staff interview. Upon a satisfactory review the facilities, these specialist providers sign a Memorandum of Understanding where they agree to see patients with urgent appointments in 10 days and routine within 30 days, and return consults to UHP within 30

days. In addition, the network agrees to provide specialist care to uninsured patients per the sliding fee scale. UHP generates over 63,000 referrals each year.

The Learning Center for Professional Development (LCPD)

This center supports the management of UHP by assuring a continuous learning environment. The LCPD is committed to providing comprehensive, up-to-date, interactive in-services, professional and managerial development training classes and e-learning courses that will enhance the skills and knowledge of associates and ultimately increase the quality of care and services provided by the organization to patients and the community.

Canyon Ranch Institute Life Enhancement Program (LEP)

This program combines the best practices of Canyon Ranch Institute’s health and wellness experience with Urban Health Plan’s expertise in providing care to underserved communities. The LEP is a six-week health promotion and prevention program that focuses on improving participants’ health literacy and increasing prevention. Using an integrative approach, patients are taught to embrace a life of wellness by incorporating physical activity, nutrition, behavior change, spirituality and stress reduction techniques.

Patients are referred by their providers and work with UHP health professionals – including a physician, nutritionist, physical therapist, social worker, registered nurse, and pastor. LEP patients work out in a wellness center which includes state-of-the-art fitness equipment, as well as space and equipment for yoga, meditation, and relaxation. Exercise classes are led by a certified trainer.



Dr. Richard Izquierdo Health & Science Charter School

UHP is the institutional partner of the Dr. Richard Izquierdo Health & Science Charter School, the first charter school in New York City to offer a Career and Technical Education program geared specifically toward preparing students for jobs in the health care sector, including Emergency Medical Technician (EMT) certification. Students graduate fully employable, with job opportunities at the Fire Department or ambulance

companies. Many students take credit-bearing college courses through the "College Now" program at Hostos Community College and many have been involved with internships that have helped prepare them for college and beyond. The school’s affiliation with Urban Health Plan gives students access to the network’s professionals for training and clinical experience.

