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Destination Diversity champions a diverse workforce and fosters an inclusive culture that delivers quality care to a diverse patient population. We support the creation of a multicultural environment that works for everyone and capitalizes on the diversity of all employees.



Mentoring Profiles

Destination Diversity's Mentoring Program in High Gear

Twenty-nine protégés and their mentors have been working together since Continuum's Mentoring Program officially kicked off in November 2008, with celebrations at Beth Israel, St. Luke's and Roosevelt Hospitals, and 555 West 57th Street.

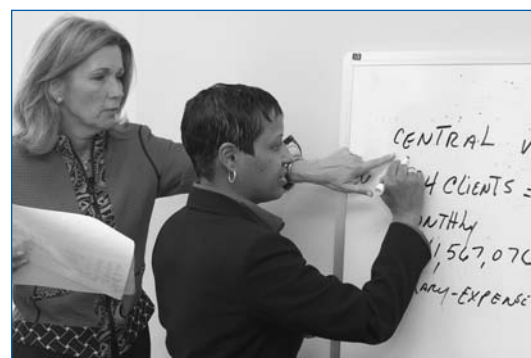
Among the main objectives of the program, says Mentoring Program Manager Amy Chiang, "is to open up dialogue and create synergy, both between sites and between the hospitals and the corporate setting. We want to give our protégés greater access to broader networks as well as more opportunities to be seen."

Matches were made within and across sites and dictated by the interests of the protégés, many of whom are eager to learn about areas like corporate finance, operations and risk management. They may accompany their mentors off site to professional networking events, shadow them at senior-level management meetings, or simply use them as resources at Continuum. "Ultimately, each pair decides what they'll make of the program," Ms. Chiang says.

The pilot project is scheduled to last nine months, after which surveys and focus groups will be administered to garner feedback and evaluate processes before the second round of pairings begins. Ms. Chiang is communicating regularly with protégés through phone calls and special events that focus on such topics as networking and project development.

Here we profile three protégés and their mentors, all of whom are learning from the process, no matter their level in the organization.

Sylvia Santiago and Michelle Leone



"When I was mentored, I learned a lot of things from a seasoned executive, tools that I still use today. It was a wonderful experience," remarks Michelle Leone (left), Senior Vice President, Revenue Cycle Operations. "Through Continuum's mentoring program, we hope to grow the talent we have and allow them to explore, to go out of their safety zones."

Toward this end, protégé Sylvia Santiago, who since 2002 has been a manager in Accounts Receivable, will shadow Ms. Leone at meetings. Additionally, she is working closely with protégé Stacie Newman (see next profile) in making presentations to physicians, as part of a group project that is examining Continuum's entire physician billing process.

"I love working with numbers and look forward to meeting with administrators to map out plans for more centralized billing," Ms. Santiago says. "As protégés, we're learning from one another as well as our mentors. I'm really excited."

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Mentoring Profiles

Destination Diversity's Mentoring Program in High Gear *(continued from page 1)*

Stacie Newman and John Collura

"I see the program as an opportunity to further my career at Continuum and was looking for someone to help me grow and challenge myself, as well introduce me to people in the industry," says protégé **Stacie Newman**, a financial analyst in



Professional Financial Services for five years now. "I've been fortunate to be paired with **John Collura**. There is much that I can learn from him."

Mr. Collura, Continuum's Executive Vice President and Chief Financial Officer, has mentored before and even been mentored himself.

"Mentoring is a great way to get young people connected and help them hone their problem-solving, project management and presentation skills," he offers. "Throughout my own career, I've always searched for a sounding board, someone who could offer me counsel, advice and wisdom. Our mentors should be friends to whom their respective protégés can go with questions, and help facilitate their way through the organization."

Mr. Collura already has had Ms. Newman meet with his five direct reports and begun taking her along to meetings. The pair also has teamed with protégé Sylvia Santiago and her mentor, Michelle Leone (see page 1), for a group project aimed at consolidating physician billing practices. "We're evaluating the benefits and rewards of standardizing the collection process across Continuum," says Ms. Newman.

Robert Andrews, MD, and David Wyman



"As a protégé, you're given the opportunity to actually see strategic plans thought out and implemented," remarks **Robert Andrews, MD** (left), Medical Director of Children's Community Mental Health Services, a program run under the auspices of

St. Luke's Hospital's Child and Family Institute. Dr. Andrews, who is being mentored by **David Wyman**, Assistant Vice President, Psychiatry and Behavioral Health at SLR, is involved in two major projects in the Department of Psychiatry: establishing two child/adolescent psychiatric units at St. Luke's (pending the approval of a certificate of need), and evaluating and equalizing overtime practices and procedures on the inpatient psychiatric floors.

"Robert will be dealing with budgetary issues and working with doctors, nurses and administrators for the latter project. Since mentoring began, he has been attending monthly executive departmental meetings and he and I have tried to meet weekly," notes Mr. Wyman, who views the Continuum program as a chance for employees to see how the organization is run from a different perspective. "I benefited from informal mentoring early in my career, so I'm happy to afford others similar opportunities."

As a former mentor to minority pre-medical students in the Chicago Area Health & Medical Careers Program at the Illinois Institute of Technology, Dr. Andrews also understands the value of teaching others. For now, however, with an interest in health policy and management, he is pursuing a master's degree in public health at Columbia University and looks forward to putting his lessons into practice at SLR. "The opportunities that I have been given are truly unique and I'm very excited about them."

Participant Pairs*

Protégés	Mentors
Boris Berlin (BI)	Richard Freeman (BI)
Cari Harewood (BI)	Louis Schenkel (555)
Cathy Shin (BI)	William Ladue (BI)
Cherilyn Thompson-Re, RN (BI)	Amato Amarain (555)
Chester Charlemagne (SLR)	Tim Day (SLR)
Christal Ortega (BI)	Caroll Velez (555)
Constance Russell (BI)	Martin Aaron, MD (BI)
Dawn Hankin (BI)	David Engel (555)
Dawn Lee (SLR)	Ramon Solhkhah, MD (SLR)
Evangeline Burch (SLR)	Mary Puglise (SLR)
Forest Gamble (BI)	Nancy Osorio (BI)
Gaudy Rivera (BI)	Vai Fa'agata (BI)
Jensine Mayor (555)	Caroline Malvasio (555)
John R. Lopez (BI)	Fran Silverman (BI)
Joseph Waiters (BI)	Deborah Hackett (555)
Katherine Zayas (BI)	Denise Mullin (BI)
Meghan Bolte (SLR)	Janice Connolly (SLR)
Mildred Diaz (SLR)	Eva Johanssen (SLR)
Nephtali De Los Santos (BI)	Debbie Visconi (BI)
Nicole Hargraves (SLR)	Dave Masini (SLR)
Nneka Hadaway (555)	Gail Donovan (555)
Patricia J. Nickelson (SLR)	Marian Scott (555)
Patricia Philippe (555)	Patricia Balsamini (555)
Rachel Winneg (BI)	John Samuels (BI)
Robert Andrews, MD (SLR)	David Wyman (SLR)
Sarina Richards (BI)	Adam Henick (555)
Stacie Newman (555)	John Collura (555)
Sylvia Santiago (BI)	Michelle Leone (555)
Vadim Leyko (BIKH)	Rhona Hetstrony (BIKH)

* current participants as of 3/27/09.

Destination Diversity Report

Continuum's Diversity Initiative: Where We Are... And What Lies Ahead

This year marks the fourth anniversary of the launch of *Destination Diversity*, an initiative that has become critical to Continuum's future in the health care marketplace, particularly as the communities served by our hospitals grow increasingly diverse.

Since this undertaking began, important strides have been made in five key strategic areas:

- recruitment and retention
- succession planning
- mentoring
- training and education, and
- communication.

Most notable among the many endeavors supporting *Destination Diversity* are the activities sponsored by our Site Diversity Councils, which have engaged employees at all levels at each site, and the Mentoring Program, which has paired senior-level staff with employees eager to explore new areas.

While such achievements are important and admirable, Continuum President and CEO **Stanley Brezenoff** looks to "raise the bar" in 2009 through the implementation of new policies and protocols that will reinforce *Destination Diversity's* goals and renew Continuum's commitment to be the "employer of choice" in New York City's health care industry.

"We must remain focused on fostering an environment where everyone feels valued and where medical care fully addresses all of our patients' needs," says Mr. Brezenoff.

Some of the changes that already have been adopted include:

- **Utilizing a transparent search process for all key positions.** Gail F. Donovan, Executive Vice President and Chief Operating Officer, and **John Collura**, Executive Vice President and Chief Financial Officer, now sign off on each new hire at the director level and above. Mr. Brezenoff does so for the clinical chairman and vice president levels and above.

- **Adapting human resource strategies for new hires at all levels.** The concept of diversity and its role at Continuum has been incorporated into recruitment advertising as well as the interview process. In addition, HR is working with clinical leaders and graduate medical education staff at each site to increase diversity among physician hires.
- **Disseminating quarterly hiring reports to department heads to target areas for improvement.** "We need to make more significant progress in hirings and advancements at senior levels and in clinical areas," notes **Pam Abner**, Corporate Assistant Vice President of Human Resources and Destination Diversity Cochair. "Moving forward, we'll be reviewing hiring and turnover statistics more regularly."
- **Identifying those in assistant director through director positions for future advancement.** Training and leadership development programs are being created to increase the capabilities of Continuum associates and, thus, strengthen succession planning.
- **Enhancing both internal and external communications.** Members of the *Destination Diversity* Corporate Council are being encouraged to get more involved in promoting Site Council activities and to attend their events as much as possible. Also, Continuum is building relationships with diverse community agencies to channel referrals and new hires. The bottom line for 2009, Ms. Abner says, is that "there is a clear mandate that throughout Continuum there will be much more of a focus on diversity and a greater effort to weave the goals and objectives of *Destination Diversity* into the fabric of the organization."

Meet Beth Israel's "Historic" New Medical Board President



Every two years, the Medical Board of Beth Israel Medical Center "changes the guard" by electing a new slate of officers. This year, for the first time since the Medical

Board was formed in 1891, a woman has been elected to serve as president: **Louise Klebanoff, MD**, Associate Chairman of the Alan and Barbara Mirken Department of Neurology. Dr. Klebanoff, who joined Beth Israel in 1993, just completed a two-year term as secretary-treasurer after being elected to that post in 2005.

"It is an honor to be the first female president of the Beth Israel Medical Board," says Dr. Klebanoff. "I think this reflects a new attitude in the country regarding change and diversity. I plan to continue the work of my predecessors, concentrating on how our medical staff can meet Beth Israel's goals of quality care and patient satisfaction. Additionally, I hope to foster an environment of cooperation and interdisciplinary activity."

Dr. Klebanoff holds her medical degree from Georgetown University School of Medicine, and completed a residency in internal medicine at George Washington University Hospital.

Her fellow officers are vice president **Sheldon Simon, MD**, and secretary-treasurer **Brent Chabus, MD**.

The Medical Board of Beth Israel plays multi-faceted roles. As the governing body of BI's medical staff, it strives to foster a harmonious relationship between full-time and voluntary staff members, discussing and evaluating issues related to their complementary roles. The Board also helps guarantee compliance with the many regulations that govern all aspects of medical care.

Site Council Report

A Photographic Update on The Site Diversity Councils

Long Island College Hospital



Long Island College Hospital's Site Diversity Council recently held a "meet and greet" and established a dedicated e-mail address for suggestions. It currently is planning a Culture Fair for staff. Pictured from left are council members Herb Perry, RN (Cochair), Nurse Manager, Surgical Unit/Stroke Unit; Irja Estrella, Language Coordinator, Language Assistance Program; Rosalyn Valentine, Administrator, Family Medicine; Wanda Hernandez, RN, Nurse Manager, MCH/NICU; Phil Hayward, Assistant Director, Ambulatory Care; and Tom Wirth (Cochair), Senior Director, Ambulatory Care Operations.

Roosevelt Hospital



The Site Diversity Council at Roosevelt Hospital held a "meet and greet" this past October, where council members introduced themselves to coworkers, distributed handouts about the Destination Diversity initiative, and discussed council activities and plans.

Continuum/Beth Israel-Petrie Division



When Barack Obama was sworn in as the 44th President of the United States, many Continuum employees witnessed the historic event at a number of sites within the Continuum facilities that carried live inaugural coverage from Washington, D.C. The coverage was sponsored by Continuum's Destination Diversity Site Diversity Councils. Here, staff from Beth Israel-Petrie Division view the inauguration in Podell Auditorium.

Beth Israel-Kings Highway Division



Among the many activities sponsored by the Beth Israel-Kings Highway Site Diversity Council have been a lunchtime session to learn about Hungarian culture, and an event at which an international cookbook containing staff-contributed recipes from around the world was distributed. Pictured here are Beth Israel-Kings Highway employees Bela Milbauer (left) and Margaret Christie pointing to their native countries on a world map, illustrating the diverse makeup of the hospital's workforce.

Special Feature

Defining Diversity through Integrative Medical Care Options

Cultural diversity at Continuum has focused principally in recent years on the many people who work here and the patients who come for treatment. But it also is being defined by a diverse slate of modalities beyond traditional Western-based medicine that we have provided for over a decade.

The Continuum Center for Health and Healing (CCHH) at Beth Israel, for example, offers a comprehensive array of evidence-based complementary therapies that range from herbal remedies to energy medicine to acupuncture. At the CCHH, Western-trained physicians work side-by-side with Eastern practitioners to build on the Center's integrative medicine foundation. Beth Israel was in fact the first hospital in the country to train residents in integrative medicine and today stands as a leader in the discipline, which is drawing increasing numbers of providers and patients alike. In its early years, the CCHH saw 800 patients monthly; it now tends to some 3,500.

Just this past January, with a significant contribution from fashion icon Donna Karan's Urban Zen Foundation, the CCHH established the Urban Zen Initiative at Beth Israel. The unique pilot program is bringing integrative medicine into the inpatient setting by transforming the hospital's medical oncology unit into a "healing environment" that embraces integrative approaches to care. Patients will benefit from bedside yoga therapy, a dedicated cancer patient care navigator and physical renovations that will include a special healing space for meditation and prayer. It will incorporate natural materials such as bamboo, cork and grass cloth to promote a soothing ambiance.

"This is an incredible opportunity to serve as the host site for a model which is sure to become widespread as more and more people begin to appreciate holistic healing modalities," says **Woodson Merrell, MD**, Chairman of the Department of Integrative Medicine at Beth Israel and The M. Anthony Fisher Director of Integrative Medicine at the CCHH.

The unit looks to promote a calming environment for nurses as well. Through the Holistic Nursing Practice Program, registered nurses and patient care associates — many of whom face greater stress and longer hours than ever before — have been trained in holistic care techniques like guided imagery and aromatherapy and are encouraged to use them for self-care.



Arya Nielsen, PhD, a Senior Attending Acupuncturist at BI and Program Director of the hospital's new acupuncture fellowship, employs the integrative practice on a patient.

"Some nurses suffer from hypertension, headaches and other stress-related medical symptoms, even diabetes, all of which are exacerbated by anxiety," says **Aurora Ocampo, RN, MA, CS**, a mind-body therapist at the CCHH who runs the program. "Only by taking care of themselves can a caretaker truly care for others to the best of their ability."

Another integrative program, which commenced in September 2008, is the acupuncture fellowship at Beth Israel. Its goal is to provide acupuncture to patients at BI, train acupuncturists in hospital-based care, and collaborate on research to clarify the role of acupuncture in best practice. Ten fellows currently are training on the surgical floor and in pulmonary

rehab and pain and palliative care, with expected expansion to orthopedics, cardiology and medicine. Additionally, they are developing research protocols for acupuncture in such areas as labor and delivery and pulmonary rehab.

"Diversity means inclusion, not just in terms of serving ethnically diverse patients, but by taking seriously that there are diverse approaches to health care..."

"This program is enabling licensed acupuncturists to train in inpatient and hospital-based care, and the Department of Integrative Medicine to work with other BI departments on research in integrative medicine," notes Program Director **Arya Nielsen, PhD**, a Senior Attending Acupuncturist at Beth Israel who has been practicing acupuncture and traditional East Asian medicine for 33 years.

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Special Feature

Defining Diversity through Integrative Medical Care Options *(continued from page 5)*

The Birthing Center at Roosevelt Hospital is celebrating 13 years of safe and compassionate care for pregnant women and their families. At the center, women can choose either a skilled midwife or obstetrician to provide one-on-one care and pain relief throughout labor and delivery, and even labor in a hydrotherapy tub before giving birth. Homelike rooms with full-sized beds and hardwood floors help make for an empowering and positive birthing experience.

“It has long been a tradition at Roosevelt Hospital to offer our expectant mothers, their partners and their families the option to embrace a traditional home birth experience in a safe hospital setting,” says **Oded Langer, MD, PhD**, Chairman of Obstetrics and Gynecology at Roosevelt Hospital.

Among the earliest efforts to bring clinical diversity to a Continuum hospital is the Louis B. Armstrong Department of Music Therapy at Beth Israel. Music therapy, says Director of the center for 15 years **Joanne Loewy, MT-BC, LCAT**, hails back to the days of Greek mathematician/scientist Pythagoras. It also was championed by nurses after WW II to soothe veterans. Since the 1970s, it has become a widely used complementary and integrative modality.

The department conducts sessions in many of Beth Israel’s inpatient and outpatient areas and, through its internationally recognized Louis Armstrong Center for Music & Medicine, provides services at schools and in the community. Its Asthma Initiative Program, for instance, uses music therapy to enhance the breathing capacity of children and teens with asthma. And its Music & Health Clinic helps treat the unique performance-related ailments of musicians and performing artists. The department is now investigating the effects of music on neonates in 10 NICUs throughout the Northeast.

From a cultural standpoint, Dr. Loewy points out, “We’ve had several patients who were fearful or in pain, until one of our music therapists learned and shared their favorite song, which often comes from their homeland and which we call a ‘song of kin.’ Research shows that anxiety and the need for medication is reduced when patients are played their ‘song of kin’ during medical procedures.”

“It’s important that we respect where our patients come from and consider their indigenous cultures when treating them,” says Dr. Merrell. Adds Dr. Nielsen, “Diversity means inclusion, not just in terms of serving ethnically diverse patients, but by taking seriously that there are diverse approaches to health care that have good study to support their inclusion in best practice.”



The Birthing Center at Roosevelt Hospital provides women in labor with a homelike environment to promote a birthing experience that is positive and empowering.



Music therapist Brian Harris, MA MT-BC, LCAT, from Beth Israel’s Louis Armstrong Center for Music & Medicine, works with students with asthma at a school in Brooklyn.

News Briefs

BI Goes to China

Beth Israel has forged an academic affiliation with Guangdong Provincial People's Hospital in China. The institution is that country's largest hospital, with 2,300 beds, and is renowned for its expertise in cardiology, performing some 3,000 cardiac surgeries and 6,000 cardiac catheterizations each year. The affiliation grew out of a close working relationship between BI Asian Services Community Medical Director of Manhattan **Jain Wei Zhang, MD**, and Guangdong's Executive President. Under the affiliation, Guangdong physicians will visit Beth Israel for learning opportunities and Beth Israel physicians will travel to China to teach. In addition, both hospitals will collaborate on international research projects.

A BI contingent went to Guangdong this past December to make the affiliation official. It included **Louis B. Harrison, MD**, Clinical Director of The Continuum Cancer Centers of New York and the Gerald J. Friedman, MD, Chairman of the Charles and Bernice Blitman Department of Radiation Oncology; **Martin S. Karpeh, Jr., MD**, Chairman of Surgery and Associate Director of The Continuum Cancer Centers of New York; **Tak Kwan, MD**, Executive Chief of BI Asian Services; Dr. Zhang; **Henry Chan, MD**, BI Asian Services Community Medical Director of Brooklyn, and **Selina Chan, RN**, Administrative Director of BI Asian Services.

Cultural Competency Happenings

The Cultural Competency Committee at Beth Israel, a Graduate Medical Education subcommittee dedicated to enhancing interpersonal and communication skills among physicians and house staff to improve care delivery, has been busy. This past December, the Committee sponsored its Fifth Annual Cultural Competency Fair, where house officers from such varied departments as allergy and immunology, emergency medicine, family medicine, internal medicine, psychiatry and urology made presentations and held follow-up Q&A sessions.

Looking ahead, the committee is designing a medical-student elective in culturally competent practice, with hopes for a launch this July in the offices of physicians who treat diverse patient populations. Physicians serving BI's African American and LGBT communities are being sought as instructors. Also in the works is an interactive computer-based tutorial that will rely on patient-physician scenarios to teach cultural competency; the pilot tutorial was developed in collaboration with the Greater New York Hospital Association. The committee continues to work with both Continuum's and BI's diversity initiatives.



Graduation Portrait: Standing, left to right: Julia Kristeller, Maha Attieh, Zineb Sdir and Necole Brown, Healthy Families Brooklyn Associate Executive Director. Seated, left to right: Gemelah Almansoori, Laila Hizam, Azdahar Ali and Natasha Burke, LICH Director of Community Initiatives.

LICH Outreach = Healthier Communities

Under the auspices of Healthy Families Brooklyn, a joint program of the Arthur Ashe Institute for Urban Health and Long Island College Hospital (LICH) of Brooklyn, a newly graduated "class" of health navigators are ready to help their community identify and address health needs, access health care services, and promote healthful behavior. The navigators are from the Arab-American Family Support Center, one of the largest Arab-American social services organizations in the country that assists Arab-American immigrant adults and children.

Healthy Families Brooklyn, established with generous funding from **John Wren**, Chairman of the Board of Regents at LICH, is in its third year of operation and has trained dozens of people to act as bridges between their communities and the health care system. "The health of countless New Yorkers is improved by navigators at the community level. We look forward to continuing and expanding these types of initiatives," says **Dominick Stanzione**, LICH Interim President.

Reverend Dr. Paul Smith, Executive Director of Healthy Families Brooklyn, concurs. "Brooklyn is the most diverse city in America. It is extremely important that community groups in Brooklyn create partnerships to work on health problems."

To learn more about Healthy Families Brooklyn, contact **Necole Brown**, Associate Executive Director, at 718-780-1775.

Glossary

Common Diversity Terms

• **Affirmative Action:**

A legal mandate that attempts to correct the social injustice of denying certain populations opportunities for jobs and promotions.

• **Cultural Competence:**

A set of behaviors, attitudes and policies that enables a system or professionals to work effectively in cross-cultural situations.

• **Equal Employment Opportunity:**

A legal protection built into the system that protects all employees from discrimination and harassment.

• **Managing Diversity:**

The art of balancing the needs, aspirations, contributions and unique qualities of the organization with those of each individual in the organization.

• **Workplace Diversity:**

People with different characteristics brought about by life experience, race, age, culture, gender, religion, physical abilities, work experience, sexual orientation or other unique qualities.

Announcement

Diversity Web Site Now Available to Staff

Through a special corporate subscription plan, Continuum employees can access the Web page of *DiversityInc*, a leading publication on diversity and business. The subscription, which can be found at <https://www.diversityinc.com/subscribe.cfm?id=continuum>, provides news updates, practical information, trends and best practices relating to diversity in business and the marketplace.



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