

Report from Site Councils

Site Councils Member Listing

Thanks!...to the many Continuum employees who are volunteering their time and effort to a Destination Diversity Site Council.

555 West 57th Street

Karen Badenhorst
Eunice Batista
Terry Cavanaugh
David Chan
Dahiana Fraser
Marlo Gantt
David Herbert
Jin Lee
Elena Quitcon
Loida Ramos
Margie Reed
Jackie Rosado
Marian Scott
Larry Sing
Rolston Watts
Jahaira Zagarell

Beth Israel Medical Center – Kings Highway Division

Clarence Brotherson
Jinky Castro
Margaret Childers
Marsha Chyrack
Al Defeo
Wayne Forrester
Rhona Hetsrony
MaryAnn Ingrasia
Len Judson
Rosalie Kessler
Emma Koralek, RN
Catherine Leota, RN
Peggy Lingard
Orville Maison
Jocelyn Manguarat
Marisa Ognibene
Frank Oschella
Rosa Raffaele, RN
Melanie Sacay
Patricia Thomas

Beth Israel Medical Center – Petrie Division

Alfred Aboagye
Lisa Allen
Surafeal Asgedom
Winde-Lyn Bertran
Katherine Browne, RN
Elise Carper, NP
Michael Chance
Minerva Dajay, RN
Jenny DeJesus
Althea Dowie

Vai Fa'agata
Pamela Flores
Nathan Goldberg
Philip Gong
Marie Hardy
Cari Harewood
Ernest Harris
Stephen Haveson, MD
Rahmel Haynes
Audrey Hoover, NP
Nyree Jackson
Diann Jeffers
Vaylateena Jones, RN
Victoria King
Ayeisha Kirby
Amy Lam, RN
Jill Land, RN
Deborah Lee
Joanne Loewy
Brian London
Brian Marren
Michael McKinney
Eleanor Merola-Calderon
Maria Millilo
Tasha Milledge
Hasan Mirag, MD
Burnell Ortego, MD
Kim Parker-Maneja
Negesti Pinnock
Claudine Reid
Marcos Rivera
Irma Rosenblatt
Robin Ruby
John Samuels
Red Schiller, MD
Pamela Sneed
Nancy Vandespool
Kathy Williams
Stacey Williams

Long Island College Hospital of Brooklyn

Colin Copeland
Paula Cummings
Chantale Dufresne
Darianne Elliott, MD
Rev. Belen Gonzalez y Perez
Philip Hayward
Wanda Hernandez, RN
Preeti Nautiyal, MD
Keith O'Brien
Herb Perry, RN
Larry Reznick

Shaun Richardson
Tina Sernick
Gary Soto
Malorie Stinfil, MD
Raymond Syed
Zayar Thet, MD
Roselyn Valentine
Alfreda Weaver
Tom Wirth

The New York Eye and Ear Infirmary

Aida Alvarado
Greg Atwater
Samuel Boahen
Martha Cilia
Kim Corbin
Denise Cruz
Patricia Delgado
Hilda Demetrios
Alma Figueroa
Francis Fortune
Ira Garcia, RN
Stephanie Gass
Esperanza Germosen
Sheroly Haws
Teresita Ignacio, RN
Hyacinth Johnson, RN
Kim Kreppein-Garcia
Ralph Lambiasi
Edith Martinez
Janell Mathews
Kochu Mathews, RN
Manuel Mendez
Jackee Namwila
Catherine Pannone, RN
Philip Richards
Elba Rojas
Dan Seidman
Henedia Sirilan, RN
Brian Sullivan
Pearl Williams
David Woods

Roosevelt Hospital

Tricia Birbal
Janis Brodie
Audrey Brown, RN
Terence Caufield
Julie Clegg
Sara Crique, MD
Andre George
Shaneen Green

Mercedes Herman, RN
Jose Hidalgo
Avineshwar Jaipeshaud
Joan Leonardini
Kalema Nzamu
Paul Orbe
Grace Phelan, RN
Malcolm Reid, MD
Barbara Romeo
Larticia Tabb
Lillian Tsai
Lynn William-Martin
Fern Williams

St. Luke's Hospital

Jackie Allen
Nytasha Andrews
Lynn Anthony, RN
Steve Armand
Faiz Bhora, MD
Alanna Brown
Wendy Daisley, RN
Maria Faccini
Thomas Gregory
Carolyn Hutson
Antoinette James
Julie Kanan
Marianne Kerner, RN
Maria Lopez de Victoria
Eileen Lovett
Theresa Mack, MD
Binyamin Mayetsky
Sunta Morin
Glenn O'Conner
Eileen O'Keefe
Susan Palmgren
Ismae Richards
Tannasia Robinson
LaToya Selby
Rajni Thapar
Martina Vincent
Sharon White
Suzanne White Beckles
Martha Wiggins
Connie Woodley
Marcia Wynns-Geradino

Workshops

Training and Development in Diversity

Delivering first-rate health care is challenging and a task often made even more so by the various races, cultures and work styles of providers working side by side. To promote communication, understanding and tolerance among colleagues, Continuum offers several workshops that not only benefit employees professionally, but personally as well.

"Our courses are open to all Continuum staff, and feedback has always been positive," says **Karen Barrowclough**, Director of Training and Organizational Development for Continuum. "Participants say they've learned something valuable they can bring back to their workplace."

"Diversity in the Workplace: On the Path to Cultural Competence," a four-hour program offered six times a year, enables

participants to take an introspective look at how their perceptions and values affect their daily interactions. Another program, "Understanding Different Personality Types Using the MBTI®: A Means for Improving Your Effectiveness in the Workplace," offered quarterly, is an interactive workshop that uses the Myers-Briggs Type Indicator® to allow participants to identify their personality preferences and apply this knowledge toward more effective communication. A third course, "Prevention of Sexual Harassment," concerns anti-harassment policies based on differences in culture, sexual orientation and the like.

Courses are conducted on site at individual Continuum hospitals. For more information, call (212) 523-7125.

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 enable 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.



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**Continuum's Corporate
Diversity Charter**

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.



Report from Site Councils

Site Councils Ready for Action

A key component of Continuum's cultural diversity initiative, *Destination Diversity*, is now well under way — the establishment of Site Councils to address diversity issues specific to a particular Continuum location and to develop programs at each site to promote cultural diversity objectives.

Site Councils have been established at Beth Israel's Petrie and Kings Highway Divisions, St. Luke's Hospital, Roosevelt Hospital, Long Island College Hospital of Brooklyn, The New York Eye and Ear Infirmary and Continuum's corporate headquarters at 555 West 57th Street in Manhattan. An extensive recruitment campaign that used posters, flyers, brochures and e-mails to invite employees to get involved (coupled with nominations from staff) drew 145 eager participants.

"No one who wanted to serve on a Site Council was turned away," noted Tanya Straker, Continuum's Diversity Director. "We have great representation that truly reflects not only our workforce, but our patient population as well."

Indeed, the makeup of the Site Councils is both broad and inclusive. There are men and women of different races and religions, members of the gay, lesbian, bisexual and transgender communities, and individuals of all ages. They represent all levels
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Site Council members include, from left: David Chan, Financial Business Applications, 555 West 57th Street; Tish Tabb, Radiation Oncology, Roosevelt Hospital; Hilda Demetrios, Public Affairs and Marketing, The New York Eye and Ear Infirmary; Stephen Haveson, MD, Division of Vascular Surgery, Beth Israel-Petrie Division; Ernest Harris, Stuyvesant Outpatient Treatment Program, Beth Israel-Petrie Division; Herb Perry, RN, Surgery Inpatient Unit, Long Island College Hospital of Brooklyn.

**Council Members
Share Perspectives**

While they represent an array of cultures and ethnicities, they all share a commitment to furthering diversity at Continuum. Here we spotlight just a few of the many serving on Site Councils throughout the system.

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Report from Site Councils

Site Councils Ready for Action *(continued from page 1)*



From left: Tanya Straker, Suzanne White Beckles, Marian Scott and Jose Hidalgo participate in one of six diversity training sessions for members of the Site Councils.

of the Continuum workforce and include clinical, ancillary, clerical and managerial staff.

And as for their role on the Site Councils? "Members will have the opportunity to enhance diversity and inclusiveness at their specific site and also gain a level of cultural understanding that will help their site better

"We have great representation that is truly reflective...of our workforce..."

serve patients and the community," says Ms. Straker. "Specifically, they'll take action over the next 18 months through projects that are aligned with the five key areas of *Destination Diversity*: succession planning, mentoring, training and education, recruitment and retention, and communication."

Each Site Council has been assigned a sponsor from the Corporate Council, which provides general oversight for *Destination Diversity*. This person will provide guidance and assist in selecting chairs and workgroup leaders for their assigned Site Council.

Loida Ramos, Assistant Vice President for

Real Estate Services, is the sponsor for the West 57th Street Site Council.

"I see myself as a facilitator and liaison between the Site Council at 555 and the Corporate Council," offers Ms. Ramos. "My hope is that the 555 Site Council will become independent in soliciting ideas and moving ahead with its priorities."

All seven Site Councils have had kickoff meetings and undergone an orientation conducted by PACT Training, a consulting firm that specializes in hospital diversity and customer service. Now fully prepared, they are ready to help meet the goals and objectives of *Destination Diversity*.



Lynn Anthony, RN, Sharon White and Joan Leonardini discuss diversity issues at a training session held this fall.

Members Share Perspectives

David Chan

Corporate Director, Financial Business Applications
555 West 57th Street

What do you bring to the table?

I think I bring my ability to communicate and relate well with people. During my time at Continuum, I've had a great opportunity to work with many individuals from different backgrounds and professions.

What do you hope to get out of the experience?

First and foremost, I want to learn how to think more insightfully, both at work and in my personal life. There are definite misperceptions out there and I'd like to see the organization function more cohesively.

Marsha Chyrack

Manager, Admitting Department
Beth Israel-Kings Highway Division

Why did you volunteer?

In my line of work I see all kinds of patients. Through the Site Council, I want to create a more friendly environment and make everyone feel welcome from the point of entry.

What can you contribute?

My family is interracial and my friends are of many different ethnicities, so I'm comfortable interacting with people from varied backgrounds.

Hilda Demetrios

Medical Information Referral Specialist,
Public Affairs and Marketing
The New York Eye and Ear Infirmary

Why did you join the NYEEL Site Council?

I joined so that I could promote cultural understanding and sensitivity, and also learn how to be more effective in my job.

What are your hopes for Destination Diversity?

People need to be more aware of how their actions and words can affect others, so I hope that the initiative helps improve communication with patients and among coworkers.

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Ernest Harris

*Clinical Supervisor, Stuyvesant
Outpatient Treatment Program
Beth Israel-Petrie Division*

What do you want to accomplish?

I would like to address retention of employees in middle management, and increase training and development opportunities for them. Also, I think it's important to examine our entire structure so we better reflect the populations that we serve.

How do you hope to benefit personally?

Destination Diversity can really transform the hospital by providing quality care to patients and enabling Continuum to retain staff that champion the idea of diversity.

Stephen Haveson, MD

*Attending Surgeon, Division of Vascular Surgery
Beth Israel-Petrie Division*

Why did you get involved?

Because I'm a physician interested in education. We have a huge variety of ethnic groups among our house staff and residents who are interfacing with a diverse patient population. It's a good idea to get a primer as to how to best deal with this beyond discussion, and then pass on the information and tools.

What are your goals?

To develop practical solutions to improve staff communication and avoid misunderstanding, and also be culturally sensitive to our patients.

Herb Perry, RN

*Nurse Manager, Surgery Inpatient Unit
Long Island College Hospital of Brooklyn*

What would you like Destination Diversity to accomplish?

Our patients and employees are so culturally diverse that there's a great need for staff to know more about other people and their cultures. I think that as health care workers we need to be culturally educated as well as culturally sensitive.

What experience do you bring to the Council?

As a male in both nursing and nurse management, I am a minority, so I bring a different perspective and approach to patient care.

Tish Tabb

*Secretary, Radiation Oncology
Roosevelt Hospital*

Why did you volunteer?

I'm an 'Army brat' and a 'diplobrat', so I've lived all over the world. Awareness of different cultures is very familiar to me. I want to be part of an organization where diversity is a priority. I want to help make that happen.

What do you most look forward to as a member of the Council?

Being involved at Roosevelt Hospital on a different level beyond my regular job, and meeting and working with people from other areas of Continuum.

"I want to be part of an organization where diversity is a priority."

Rajni Thapar, PharmD.

*Manager, Pharmacy
St. Luke's Hospital*

Why did you want to become involved?

We are such a diverse group in pharmacy and sometimes we encounter differences and misunderstandings. I think it is important to be aware of diverse cultures and ethnicities and to respect each other.

What do you hope for Destination Diversity?

That it raises awareness about how beneficial different perspectives and backgrounds can be to what we do everyday throughout Continuum.

Leadership Report

Corporate Council Update

Ever since *Destination Diversity* launched, the Corporate Council has been working diligently to keep the momentum going. In recent months, it has been busy assembling Site Councils and assigning them Corporate Council sponsors to assist with site-specific endeavors. Additionally, it has appointed individuals within its ranks to lead Corporate Council workgroups focused on the five key areas of the diversity initiative: succession planning, mentoring, training and education, recruitment and retention, and communication.

"These workgroups are defining and framing our strategic areas. They will then pass this information on to the Site Councils, along with helpful tools, project expectations and, in some cases, deadlines for certain initiatives," explains **Pamela Abner**, Assistant Vice President of Human Resources and Corporate Council Cochair. The workgroup leaders are:

- **Succession Planning:** Richard Freeman, Executive Vice President and Chief Operating Officer, Beth Israel
- **Mentoring:** Carmen Suardy, Corporate Assistant Vice President, Labor and Employee Relations
- **Training and Education:** Tanya Straker, Director, Diversity Office, Human Resources
- **Recruitment and Retention:** Pamela Abner, Assistant Vice President, Human Resources
- **Communication:** Jim Mandler, Corporate Assistant Vice President, Public Affairs

"We face many challenges as we go forward with defining and articulating our strategies," says Ms. Abner. "But the momentum and level of commitment from members remain very strong."

What's New

Community Outreach Benefits Diverse Patients

The hospitals that comprise Continuum are no strangers to serving diverse and often underserved communities. Beth Israel began doing so by attending to the health of Jewish immigrants on the Lower East Side more than a century ago; St. Luke's and Roosevelt Hospitals care for a predominantly Latino patient base; and Long Island College Hospital of Brooklyn, whose origin is in community health, ministers to an especially diverse patient base that is home to African Americans, Latinos, Hasidic Jews and other minorities.

"Diversity is just an expansion of our roots, and as our community becomes even more diverse, we look to go deep into the neighborhoods we serve and bring our doctors and resources closer to them. It's about being responsive," says LICH President and CEO **Rita M. Battles**, who points to the hospital's work with the Hatzollah ambulance service and hiring of Latino patient navigators to visit nursing homes, as part of its respective Hasidic and Latino initiatives. "We've taken a multipronged approach to cultural sensitivity by bringing on board multiethnic primary care doctors and bilingual staff, and offering special services and amenities on site and at community centers. The challenge now is to leverage our understanding of diversity with our employees as well as the other Continuum hospitals. We all have to respect one another."

Frank J. Cracolici, President and CEO of SLR, agrees and adds, "We're building a culture of support, and we want all our employees to be involved. It's really foundational work."

Noting the success of SLR's Latino initiative, which provides translators, culturally accented nutrition and targeted information packets that all have greatly enhanced patient satisfaction and increased the number of referrals and inpatients, Cracolici says, "This initiative



James Cheng, MD, examines a patient of Beth Israel's Asian Services Program at Phillips Ambulatory Care Center.

has raised awareness of the needs of Latino patients, and considering that we have a large Latino workforce, it's been a good platform to both improve communication between caregivers and patients and build relationships across all levels of the institution."

At Beth Israel, programs are in place to serve the Jewish, Latino and Asian communities. The Beth Israel Heritage Initiative provides Sabbath elevators and candles, a certified kosher kitchen, and specially designed hospitality rooms that allow family and friends who are visiting and/or staying overnight to fulfill their religious obligations. The hospital also employs two patient navigators who help assure that the needs of the Jewish community are being met.

The Latino Health Institute at Beth Israel is actively working with state legislators to eliminate ethnic and racial health disparities in New York, and recently was invited to participate in a roundtable discussion examining health care access, disease prevention and career mentorship in the Latino community.

It also is planning an interactive website (LatinoHealthInstitute.com) to spotlight Hispanic health issues. And the Asian Services Program, with outpatient offices at Phillips Ambulatory Care Center, has expanded its rank of multilingual clinical and clerical staff, and also organized both community-based educational forums and screenings relevant to the Asian population.

"These programs confirm Beth Israel's natural commitment to provide care that is culturally sensitive. People often enter the hospital fearing the experience, and it's up to us to make them feel better and demonstrate that we're advocating for them," says **David J. Shulkin, MD**, Beth Israel President and CEO, who notes that the hospital currently is developing programs for the Israeli and Russian communities. "Our desire to have a workforce that reflects our patients and understands diversity remains just as important and strong. If employees are respected for their differences, it has a direct, positive impact on patient care."