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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 associates.



Special Feature

Continuum Continues Summer Internship Tradition



Summer interns at Continuum gain administrative and clinical experience. From left: NYC Ladders for Leaders intern Jessica Huggins; Greg Calliste, Chief Administrative Officer, St. Luke's Hospital; Lois Dorman, Program Manager; Prep for Prep intern Matthew Blackburn; and GNYHA intern Thomas Day.

It was learning time in the summertime for interns at Continuum, who gained valuable hands-on experience in a medical environment in preparation for careers in health care. For Continuum, the season heralded the arrival of potential new and diverse talent, eager to put into practice the skills they'd hone during July and August.

"The value of internships comes up again and again in the professional literature as one of the best ways to attract applicants, introduce them to an organization and find future leaders," notes **Pamela Y. Abner**, Chief Cultural Diversity Officer and Human Resources Administration. "They're a great tool for any organization looking to develop and grow its human resources."

Each year, Continuum and its member hospitals take part in a number of internship programs, many of which are coordinated by the Department of Organizational Development, Education and Talent Management (ODETM). Internships typically run for eight weeks and offer stipends, usually paid for by Continuum. The selection process involves applications, interviews and matching with appropriate departments and areas.

This past summer, the organization continued internship partnerships with the Greater New York Hospital Association (GNYHA), the All-Stars Project (ASP) and the Committee for Hispanic Children and Families (CHCF), and embraced NYC Ladders for Leaders and Prep for Prep into the fold. Seven graduate interns from GNYHA's Minority Summer Internship Program enhanced their knowledge of hospital management and operations at Continuum. The GNYHA initiative has recruited more than 130 students since 1997 as part of its objective "to increase the pipeline of racially and ethnically diverse individuals in health care leadership by providing ethnically underrepresented students with the opportunity to learn about health care management."

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Special Feature

Continuum Continues Summer Internship Tradition *(continued from page 1)*

Two interns from ASP and five from CHCF rotated through Continuum’s offices during the summer of 2011. ASP is a nonprofit group dedicated to promoting youth development among inner-city high-school kids. Its summer internship program with Continuum (and other organizations) exposes them to unique opportunities in medicine and science—likewise with CHCF, which is designed to improve quality of life for male Latino high-school students through education and training. CHCF participants are fathers, fathers-to-be or father figures in their families.

From NYC Ladders to Leaders and Prep for Prep, Continuum welcomed four and three interns, respectively. The former, a joint program between New York City’s Department of Youth and Community Development and the Commission on Women’s Issues, arranges internship opportunities for high school and college students that include pre-employment training along with workshops on work readiness, health, college orientation and leadership development. Prep for Prep has spent more than 30 years identifying inspiring minority students from New York City public schools for leadership development through academic enrichment. Over 90 percent of its students graduate from top-tier universities and many of its alumni enter the medical field. Prep interns placed at Continuum made the rounds in the operating and emergency rooms.



Continuum interns work closely with hospital staff. Left to right: GNYHA intern Rinku Jakhar and her preceptors—Beth Israel’s Latha Sivaprasad, MD, Medical Director, Quality Management and Patient Safety; Kevin Molloy, Chief Operating Officer; David Bernard, MD, Chief Medical Officer; and Joann Coffin, Vice President, Administration.

“Most Prep students come from low- to moderate-income households across the city’s five boroughs,” Ms. Abner points out. “From early on, they’ve wanted exposure to medicine and need a place to get practical and clinical experience. We’re able to provide them with that.

“Our biggest focus right now is on diversity recruitment,” she adds. “These internships, as well as those that are coordinated by individual departments throughout Continuum, support this.”

Announcement

Mentor Program Kicks Off Third Round

Eleven pairs of mentors-mentees from throughout Continuum began meeting this past spring for the latest round of the successful *Destination Diversity* initiative. Most of the mentors are returning to the program, having enjoyed their past participation; those who are new chose to take part “to have the ability to teach someone and bring him or her more into the organization,” says **Shana Dacon**, Diversity Manager, who, with the help of ODETM, is overseeing the program for the first time.

As always, each pair is shaping its experience based on individual goals and objectives. Arrangements between mentees and mentors may involve collaborating on a certain project, shadowing to meetings or even networking outside Continuum. “I’m definitely enjoying keeping in close contact with the mentees and seeing what they’re working on with their mentors,” Ms. Dacon says.



Attending the mentor program kickoff are past and current mentees, from left, Patricia Spuma, RN, Constance Russell, Sajid Parvez, Rolston Cyril Watts, PhD, Elena Quitcon, Ann O’Neill, RN, Hafeeza Anchrum, RN, Poppy Casey, Nneka Hadaway, Racquel Balsam and Jennifer David.

Site Diversity Council Profile

Roosevelt Hospital

While **Joan Leonardini**, Director of Logistics for Nursing Administration, St. Luke's and Roosevelt Hospitals, has been involved since the outset, and **Timothy Day**, St. Luke's-Roosevelt's Chief Operating Officer, came on board just a year ago, both agree that the Roosevelt Hospital Site Diversity Council has raised awareness about diversity among employees.

"It definitely has. You can sense the difference when you speak to staff," says Ms. Leonardini, Council Chair. "Fortunately, we have a committee that is dedicated, enthusiastic and committed to diversity." Mr. Day concurs and adds, "It's a continuous process."

Much of the Council's success can be attributed to the many activities and projects it has coordinated over the past few years. It has held diversity fairs along with Lunch and Learn sessions, for example, to highlight the different cultures represented by associates and patients at Roosevelt Hospital. All the events have been well attended and garnered positive feedback.

"We've refocused our diversity mission a bit with an eye on staff education that will help us improve the care we provide to our patients."

— Timothy Day

The Council also is putting the final touches on a comprehensive resource guide to help staff become more familiar with the beliefs and customs of various international cultures. The booklet, developed with assistance from professional Web sites, cultural organizations and other reputable sources, offers information on the spiritual, religious, communication and health practices followed by the Chinese, Hispanic/Latin American, Japanese,



The Roosevelt Hospital Site Diversity Council: Bottom row, from left: Roxana Lash, Roselyn Valentine, Dennis Held, Timothy Day, Judith Nierenberg, Grace Phelan and Joan Leonardini. Middle row, from left: Jeffrey Fishberger, MD, Tricia Birbal, Lynn William-Martin, Janis Brodie and Kalema Nzamu. Top row, from left: Elizabeth Lobel and Jose Hidalgo.

Korean, Russian, West African, Muslim, Orthodox Jewish and deaf communities. "We've refocused our diversity mission a bit with an eye on staff education that will help us improve the care we provide to our patients," notes Mr. Day.

As a means of enhancing diversity among Roosevelt employees, Council members visited the United Nations and were able to sit in on the institution's 65th General Assembly, where they watched world leaders diplomatically discuss political and economic matters. The experience proved highly enlightening and offered the Council a helpful perspective on how to best handle diversity issues in the workplace.

The Council currently has 16 members—including clinical and nonclinical staff—and Ms. Leonardini says recruitment is ongoing. Anyone interested in joining the group is invited to attend a meeting to learn more about how the Council functions and how prospective members can contribute and participate.

As for the Council's immediate future, "We want to build on the resource guide to make sure it is being used," Ms. Leonardini says. "We've come far with diversity, but we still have a lot of work to do."

For more information on the Roosevelt Hospital Site Diversity Council, contact Ms. Leonardini at JLeonard@chpnet.org.

A Message from Stanley Brezenoff, Continuum's President and Chief Executive Officer

The Challenge to Advance Diversity Has Never Been Greater



Since the last time I shared my thoughts with you through this newsletter, we have made significant strides in advancing diversity at our member hospitals. We have increased the number of minority individuals in management- and director-level positions across Continuum. Thousands of you have participated in various activities—

sponsored by our outstanding Site Councils—celebrating the ethnic, religious and cultural diversity of our workforce. And, we have opened the doors of our hospitals and health centers to tens of thousands of new individuals who are turning to us for help.

Yet, we need to build upon these successes and make greater strides in other areas of diversity, particularly in hiring and elevating more racial minority individuals to senior-level positions within the organization. I am confident everyone joins with me in rededicating ourselves to these goals.

The 2010 census stated the facts loud and clear: New York City is as ethnically, culturally and socially diverse as ever before. More than half of all residents in the New York City metropolitan region identify as ethnic minority. This is indicative of our hospitals' patient profiles as well. For example, at Beth Israel's Petrie Division and Phillips Ambulatory Care Center, we are caring for more Latino and Chinese patients than at any other time in the hospital's history. Indeed, all of Continuum's hospitals and health centers must "speak the language our patients speak"—literally and figuratively. Of course, we must be able to communicate with our patients in their language of choice.

But, equally important, we must remain committed to providing care in an environment that is culturally and ethnically sensitive to our patients' needs.

One of the most important ways to do this is to grow and sustain a workforce that reflects our patient population. We have brought on board more staff members through recruitment practices that proactively pursue more ethnic minority candidates. And through our mentoring program and other initiatives in which we participate (many of which are described in the lead story of this issue of *Destination Diversity*) we are improving our outreach efforts to identify qualified staff members for future advancement within the organization.

But we can—and must—do more. It is not only our moral obligation, but as the recipient of millions of state and federal dollars, we are required to demonstrate fairness and equity in our hiring practices. I am excited to welcome **Rick Pogue** as our new Senior Vice President for Human Resources (see article on page 5), and will look to him and our *Destination Diversity* cochairs, **Gail F. Donovan** and **Pamela Y. Abner**, to lead our efforts to expand *Destination Diversity* and build upon its successes.

As an individual greatly influenced by the profound impact of the civil rights movement, meeting the needs of our diverse patient population is an issue deeply important to me. As President and Chief Executive Officer of this outstanding organization, it is my responsibility to champion our *Destination Diversity* initiative and challenge all of us to embrace and advance it throughout our organization. It is critical to the future of Continuum Health Partners.

News Briefs

Continuum Hits the Parade Pavement



More than 100 members of the Continuum community and their family and friends (left) represented the hospital system in the 2011 New York City LGBT Pride Parade, held Sunday, June 26. Adorned in rainbow T-shirts promoting the slogan "Serving Our Patients with Pride," the Continuum team was led down

Fifth Avenue by Trustees **Janet Green** and **Ruth Nerken**; **Harris M. Nagler**, MD, BI President; **Vincent DeLeo**, MD, Chairman of Dermatology, BI and SLR; and **Monica Albano** and **Pamela Y. Abner**, from the Human Resources leadership team. Participants represented all of Continuum's hospitals and many of its outpatient centers and services.

Physicians of Color Affinity Group Enjoys Networking Event

The Red Rooster restaurant in Harlem welcomed some 35 physicians of color from throughout Continuum for a special get-together on Thursday, June 16. **Theresa Mack, MD**, Attending, Department of Medicine, St. Luke's and Roosevelt Hospitals, spoke at the gathering, which gave attendees the opportunity to mix and mingle with colleagues from a variety of clinical disciplines. Networking socials and other events and projects involving the physicians of color affinity group will be ongoing, as a way to introduce minority practitioners to both Continuum staff and the neighborhoods served by the hospitals. The group itself will be called upon to help identify and recruit minority clinical leadership.

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Welcome

Rick Pogue Heads Human Resources at Continuum



This past July, Continuum welcomed Eric “Rick” Pogue as its new Senior Vice President and Chief Human Resources Officer. Mr. Pogue is nationally recognized in human resources management and has more than 35 years of experience leading HR initiatives at a variety of corporations worldwide. He is well versed in strategic planning, training and development, recruitment, succession management, compensation and benefits, leadership development, labor management and cultural diversity.

Mr. Pogue’s impressive background includes three years as Executive Vice President and Chief Human Resources Officer for

Kaleida Health, the largest health care provider in Western New York, and four years as Senior Vice President for Human Resources and Chief Diversity Officer for the American Red Cross. He also has served in senior HR positions at a number of other large organizations and businesses.

An alumnus of Heidelberg College, Mr. Pogue earned a master’s in personnel management from Bowling Green State University. He currently serves on the board of The William Appling Singers and Orchestra and is a member of The Society for Human Resource Management and The Human Resource Planning Society. *Destination Diversity* caught up with Mr. Pogue to discuss diversity’s integral role in the workplace.

Q What is your general philosophy about diversity and its place in an organization’s culture?

A I view diversity as a business imperative and, as such, an important first step is to grasp what diversity means in a given organization. To do this, you need to study, assess and understand the culture of the organization, including its style of thinking and its manner of behavior. The health care field in particular has unique qualities: it’s “people intensive,” with patients and staff from all walks of life. When fully harnessed, diversity is a powerful tool that enables the organization to respond to its customer or patient base with much greater effectiveness.

Q What workplace experiences have you had that have helped shape this philosophy?

A Working at the Red Cross during and after Hurricane Katrina, I was engaged in setting up disaster relief shelters in different states, providing services to a highly diverse group of individuals impacted by the hurricane, and mobilizing volunteers from around the country—many of whom had never encountered people who didn’t speak English. We had to adapt quickly in our overall response to need, just as hospitals do.

Q Are there any individuals who have inspired your view of cultural diversity?

A No one in particular; however, I’ve been fortunate to have traveled a lot inside and outside the U.S., and actually consider the people I’ve met in my travels to be inspiring. Generally speaking, fellow travelers I’ve met tend to be broad-thinking and inclusive and value differences because of their exposure. They’re people who are



generally more curious, more likely to step outside of their comfort zone, and thus are interested in who you are as an individual. These interpersonal relationships have meant a lot to me.

Q What are the vital components of instituting a proactive diversity initiative?

A Number one is having strong, active, articulated and visible support from top leadership. This is absolutely critical, as staff imitates and emulates what leadership exhibits.

Q From what you’ve been able to glean thus far, what do you like best about Continuum’s diversity initiative?

A There are a number of good elements in place, such as the mentoring program, and the summer internship program in partnership with Greater New York Hospital Association (GNYHA). I was quite impressed with what I experienced at the closing presentation for the GNYHA program. Finally, there’s a lot of visibility around the initiative. I already can see that people are interested and involved, and that’s good.

Q What would you like to see done in the months and years ahead?

A I’d like to see more emphasis on results and accountability with regard to employee growth and development. We need to develop more metrics to accurately measure how we’ve advanced in this area and demonstrate our progress to patients, to the staff and to the community. Am I excited about the future of diversity at Continuum? That’s a definitive yes! In fact, I’d like to see us listed in the “100 Best Places to Work.”

News Briefs (continued from page 4)

Mad for Memphis



New Fans of Memphis: From left: Adetola Ilegbusi, John Samuels, Loida Ramos, Pamela Y. Abner, Deidre McLeod, Marsha Chyrack, Marlo Gantt, Joan Leonardini, Marian Scott, Rolston Cyril Watts and Shana Dacon.

On Wednesday, May 11, a small assemblage of Continuum associates took in a matinee performance of the hit Broadway musical *Memphis*, which is set in the underground dance clubs of 1950s Tennessee and tells the story of “a white radio DJ who wants to change the world and a black club singer who is ready for her big break.” The purpose of the trip was twofold: to reward the Site Diversity Councils’ chairs and cochairs for their excellent work in advancing *Destination Diversity*, and to see how the issue of diversity was raised in the play, which features strong themes of racial tension and overcoming prejudice.

Continuum made a donation to Broadway Cares/Equity Fights AIDS in appreciation of a special Q&A session following the show that allowed the group to discuss diversity with a *Memphis* producer and several members of the cast.

Feedback from attendees was not only positive, but insightful as well. Wrote **Adetola Ilegbusi**, Administrative Assistant, Telecommunications, “The

show’s themes can be easily correlated with listening to the opinions, ideas and mindsets of others in the workplace. Diversity is meant to include and invite other perspectives.” **Marlo Gantt**, Education Manager, Organization Development, Education and Talent Management, remarks, “What an eye-opening experience! It left me pondering how far we’ve come in our way of thinking about cohesion and integration in the workplace. As cochair of the 555 Council, I will share what I’ve learned with the other Council members to assess if we are addressing underlying diversity issues through our current programs and initiatives.” And **Deidre McLeod**, Administrative Assistant, Human Resources, comments, “While watching *Memphis*, I tried to put myself back in that time period, when I would not have had the simple freedoms that I have today. I believe *Destination Diversity* is doing an excellent job including all cultures in our workplace. I know if we continue in this regard, we will be a company others will model.”



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