

Program Report

Reinforcing Inclusion and Respect at Continuum

A Message from the Co-chairs of Destination Diversity:

Gail F. Donovan, Executive Vice President and Chief Operating Officer, and Pamela Y. Abner, Chief Cultural Diversity Officer and Human Resources Administration



Gail F. Donovan



Pamela Y. Abner

Looking back on the past six years of *Destination Diversity*, we are extremely proud of the tremendous strides that have been made by both the Site Diversity Councils and the Continuum community at large. Every achievement has helped to further our mission to be inclusive and respectful of our patients and one another, especially as our diversity grows ever greater. Without a doubt, it is this diversity that distinguishes us among health care providers and makes us an employer of choice.

While our commitment to inclusion and respect—the cornerstones of *Destination Diversity*—has never been stronger, we are

aware that we need to be continually cognizant of the differences among patients and staff if we are to have a truly inclusive workplace. It is critical that we maintain open and honest communication about religion, language, ethnicity, sexual orientation and other areas to better understand and interact with one another. We all must embrace the core values and behaviors that support diversity, and take responsibility for co-creating a work environment that recognizes and applauds what each of us contributes to the rich cultural tapestry that is Continuum Health Partners.

Toward this end, we hosted “Learning

Rooms” in October to help reinforce respect and inclusion. These diversity workshops focused on challenging assumptions, building awareness, and breaking down barriers and stereotypes. They also helped teach how to avoid situations that may ignite conflict and misunderstanding. We hope to continue to provide more “Learning Rooms” in the future.

As we move forward, we welcome your ideas for ongoing dialogue to strengthen our diversity mission, fortify its key elements of inclusion and respect, and nurture a work environment where everyone feels valued. E-mail suggestions to diversity@chpnet.org.

Diversity Events

LGBT Activities Raise Awareness

Earlier this year, Beth Israel was recognized by the Human Rights Campaign (HRC) Foundation for its commitment to fostering an inclusive culture of care delivery, and rightly so. As a result of the efforts of the Petrie Division Site Diversity Council’s LGBT Subcommittee, co-chaired by **Michael Graziano**, Quality Improvement Coordinator, and **Rolston Cyril Watts, PhD**, Development Director, the hospital was named as one of only 11 health care providers in the entire country to receive a perfect score on the HRC’s recent survey measuring policies, services and outreach to the LGBT community. Here we highlight just a couple of the Subcommittee’s many initiatives.



For LGBT Health Awareness Week this past spring, Beth Israel presented “Ensuring Equal Care for the LGBT Community.” BI physicians Benjamin Adams, DO, former Chief Resident, Emergency Medicine, and Kenneth Ashley, MD, Staff Psychiatrist, Peter Krueger Clinic for the Treatment of Immunological Disorders, spoke at the event, held at the KPMG Heritage Training Center. Attendees included: Back row: Dr. Adams; Jordan Faray, KPMG; Scott Viohl, KPMG; Andy Ward, KPMG; Michael Graziano, Coordinator, Quality Improvement, BI; Rolston Cyril Watts, PhD, Director, Development, BI. Front Row: Dr. Ashley; John M. Samuels, Administrative Director, AIDS Services, BI; Janet Green, Trustee, Continuum Health Partners; William Weir, Jr., KPMG.



BI President Harris M. Nagler, MD, SLR President Frank J. Cracolici, Continuum Trustee Janet Green and more than 125 members of the Continuum community, along with their families and friends, took to the streets this past June to walk in the 41st Annual NYC Pride Parade. This was the first year that Continuum, under the auspices of its Destination Diversity initiative, served as both a sponsor and participant in the event. The Continuum team wore matching T-shirts and caps and carried a decorative banner proclaiming its theme for the day, “Serving Our Patients with Pride.”

News Brief

Mentoring Program Finishes Second Round

This past November, 15 mentor-mentee pairs “graduated” from Continuum’s Mentoring Program at a special closing ceremony held on the 15th Floor of 555 West 57th Street. The program has become an integral component of the *Destination Diversity* initiative, and looks to continue on an annual basis far into the future.

“For this round, we interviewed mentees as part of the application process and were able to really get to the ‘core’ of what each of them wanted to get out of the program. This enabled us to better match them with mentors and departments,” says **Amy Chiang**, Mentoring Program Manager. “As a result, the interactions that resulted among the pairings were greatly enhanced.”

One such pairing was **Steve Murphy**, Vice President, Capital Accounting, Continuum, and **Rudolph Woode**, Chief of Treatment Planning, Radiation Oncology, Beth Israel Medical Center. Mr. Woode



Steve Murphy, left, and Rudolph Woode

was interested in learning about budgeting and health care administration, so Mr. Murphy, with 22 years of experience as a deputy commissioner for New York City and several more aligning Continuum’s mission with its strategic goals, was perfectly suited to mentor him.

“I wanted to get a better understanding of the administration’s goals and how it’s going about steering the organization in that direction,” says Mr. Woode, who interviewed many senior administrators and created a strategic road map for his own

area. “Steve has been a fabulous collaborator and I learned quite a bit.”

“Rudy and I are both passionate about the program,” remarks Mr. Murphy, advising future participants to make themselves available, take a structured approach, and set goals. “He’s embraced mentoring immensely and brought it ‘home’ to Radiation Oncology.”



Continuum Health Partners
555 West 57th Street
New York, NY 10019



PRESORT
STANDARD
U.S. POSTAGE
PAID
PERMIT NO. 8048
NEW YORK, NY

In this issue

- 1**
Residents Train in Cultural Competency

- 2**
Site Diversity Council Profile: 555 West 57th Street

- 3**
Diversity Awareness Month at Continuum

- 4**
Champion of Diversity: Sharon White

- 5**
Reinforcing Inclusion and Respect at Continuum

- LGBT Activities Raise Awareness**

- 6**
Mentoring Program Finishes Second Round

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 associates.



Special Feature

Residents Train in Cultural Competency

Between Beth Israel Medical Center and St. Luke's and Roosevelt Hospitals, 900 residents provide care to a "melting pot" of patients. As a group, these doctors-in-training are in many ways just as diverse as those they treat. Both BI and SLR have instituted various programs to help them develop cultural competencies and understand the differences among themselves as well as their patients—all ultimately to meet Continuum's mission of providing the highest quality of care.



The interns and residents throughout Continuum represent all races and ethnic and religious backgrounds—and their post-graduate education includes extensive training in cultural sensitivity. Pictured are some of the more than 480 interns and residents from St. Luke's and Roosevelt: Left to right: Santhosh Reddy Devarapally, MD, Razvan Ducu, MD, Dae Won Kim, MD, Aastha Pal, MD (Chief Resident), Balaji Pratap, MD, Melissa Lesko, MD, Susan Nathan, MD (Chief Resident), Lukena Karkhanis, MD, Nina Tioleco, MD, Joseph Insler, MD, and Natalie Weil, MD.

"The days where health care is homogenized are in the past," says **Ethan Fried, MD**, Program Director, Internal Medicine, and Chief of Graduate Medical Education (GME), SLR.

"Being culturally competent allows our neighbors to feel comfortable in our medical center and enables us to provide more compassionate care," adds **I. Michael Leitman, MD**, BI's Chief of General Surgery and Program Director, and Chief of GME.

At BI, where there are 420 residents in 29 clinical programs, roughly one-third come from overseas. To support diversity, the hospital maintains a Cultural Competency GME Subcommittee dedicated to enhancing interpersonal and communication skills among house staff. It also sponsors an annual

Cultural Competency Fair, where residents present research on health issues specific to the populations served by BI. Additionally, it encourages each clinical program to hold journal clubs to highlight medical literature focusing on culturally related health matters such as diet, disease prevalence and disparity of care.

"Our overall goal is to raise residents' awareness about diversity in health care and increase their sensitivity," notes Dr. Leitman. "Our hope is that they leave any preconceptions at the door as they go through their training."

Scott Holekamp, MD, a fourth-year resident in general surgery from Ohio, has embraced diversity
(continued on page 4)

Site Diversity Council Profile

555 West 57th Street

From Lunch and Learn with Continuum's senior leadership, to film screenings exploring the diversity landscape, to annual Spring Flings celebrating different cultures, the offerings of the 555 Site Diversity Council have been varied. Most important, they have successfully contributed to spreading the *Destination Diversity* message of inclusion and respect.

Co-chairs **Rolston Cyril Watts, PhD**, Director, Development, and **Patricia Philippe**, Assistant Director, Marketing—with the help of Corporate Sponsor **Loida Ramos**, Vice President, Real Estate Services—oversee the committed Council. "We also held an International Dessert Festival, which was a wonderful opportunity for associates to share their cultural heritage by participating in a baking contest," says Dr. Watts. "Approximately 180 associates attended the festival. We've been fortunate to have great attendance at all our events."

While the Council's Events Subcommittee sees to the conception and coordination of such gatherings, the Education Subcommittee plans the Lunch and Learns, film forums, book club meetings and other education-related programs. The Special Projects Subcommittee manages undertakings like the 555 Site Diversity Council directory and interactive workshops.



The 555 Site Diversity Council: From left: Co-chair Rolston Cyril Watts, PhD, Development; Adetola Ilegbusi, Human Resources; Gloria O'Lander, Finance; Jackie Cruz, Human Resources; Savita Bhake, Information Systems; Marian Scott, Community Health Education; Co-chair Patricia Philippe, Marketing; Sergio Negrin, Human Resources; Marlo Gantt, Organization Development, Education and Talent Management; Corporate Sponsor Loida Ramos, Real Estate Services.

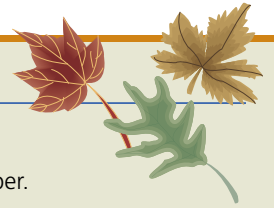


The 555 Site Diversity Council held an "Up Close and Personal" meeting this past May for associates from 555 W. 57th St. and 515 W. 59th St., with Continuum Executive Vice President and Chief Operating Officer Gail Donovan (above, second from right). It was the first in a series of Lunch and Learn programs for associates to get to know Continuum's senior leadership better. During the informal session, Ms. Donovan provided an overview of her areas of responsibility and described her career path.

With a current roster of 12, the Council is recruiting new members and hopes to enlist Continuum associates from the Finance, Financial Accounting, Legal and Payroll Departments to round out its already diverse representation. The co-chairs, themselves, have brought much to the table. "With the shared commitment of Council members for fostering an environment of inclusion and understanding for all individuals, I've sought to break down barriers and build bridges," says Dr. Watts. "I've served on other boards and councils and this, along with the fact that I'm from Trinidad and a champion of LGBT rights, give me a personal stake in advocating for equality and respect for everyone."

"My role is to raise awareness of the multiple dimensions of diversity, since there is a tendency to focus more on the differences in ethnic and racial backgrounds. I'm passionate about challenging everyone to understand and embrace all kinds of diversity, so that we can create a legacy of greatness right here at Continuum," Ms. Philippe adds. "Part of our mission involves identifying and addressing opportunities to cultivate a collaborative diverse work environment where all employees feel respected and valued and that they are an integral part of the organization."

Moving forward, the Council looks to build on its noteworthy accomplishments to date. Additionally, it will strengthen its focus on education and enhance relationships with community-based cultural organizations.



Diversity Awareness Month at Continuum

Continuum Health Partners celebrated its second annual Diversity Awareness Month this past October. The system-wide observance featured art exhibits, cultural lectures, training sessions and much more!



1 Consultant Gregory Feeny, center, from Diversified Benefits Services, the consulting arm of Continuum's Voluntary Benefits Program, explains benefit options to Continuum associates at a special Financial Planning Seminar at the Petrie Division for nontraditional couples and families.



2 Community educator Amy Liss, from the Callen-Lorde Community Health Center, spoke at Roosevelt Hospital about LGBT sensitivity and how to provide the best quality care to LGBT patients. Callen-Lorde is a clinic for the LGBT community and people living with HIV/AIDS.



3 Rev. Florine Thompson and Imam Yusuf Hasan led a dialogue about the intersection of spirituality and health care, for patients as well as practitioners, at a special Spirituality Seminar at St. Luke's.



4 Kings Highway staff enjoyed a Traveling African Art and Photo Exhibit featuring images of healing. The exhibit, which also made stops at Petrie, St. Luke's and Roosevelt, was co-sponsored by The Museum for African Art and The Greater New York Hospital Association.



5 Dressed in tartan and kilt, Kings Highway's William Andrew regaled a rapt crowd about his Scottish homeland during a diversity Lunch and Learn. The Intensive Care Unit Nurse Manager, who left the lowlands of Scotland almost two decades ago to work as a nurse in America, gave a brief history of the country and its traditions.



6 St. Luke's Hospital hosted a Networking Reception for Physicians of Color, which welcomed practitioners from throughout Continuum. The organization looks to collaborate with the doctors on community events and identify them as a referral source for patients. Pictured at the event are, from left, Jessie Fields, MD, and Karen Adamson, MD.



7 Attendees at a Respect and Inclusion Seminar, held at The New York Eye and Ear Infirmary, discussed unconscious biases and how to interact both with patients and among themselves with sensitivity. The FutureWork Institute's Lourdes Tango facilitated.



8 A Multigenerational Workforce Seminar, led by Kito Huggins of the FutureWork Institute, was held at 555 West 57th Street. The event examined the different demographics that make up most workforces and posed scenarios on miscommunication for participant feedback.



Employee Profile

Champion of Diversity: Sharon White at St. Luke's Hospital

Ever since St. Luke's Hospital launched its Site Diversity Council in 2008, **Sharon White** has been involved—first as Secretary and, for the past nine months, as Chairperson. The Manager of Residency Programs in SLR's Office of Graduate Medical Education is so passionate about furthering diversity in the workplace that she spends a lot of personal time scouring the Internet for resources to help the Council meet its mission. *Destination Diversity* spoke with Ms. White about the importance of respect and inclusion and how St. Luke's is contributing to the Continuum-wide initiative.



Sharon White

Why did you decide to serve on the St. Luke's Site Diversity Council?

I attended a diversity workshop in the fall of 2007 where one of the exercises was to describe experiences that had an impact on us as children. I realized afterward that often we perceive ourselves differently than others view us, and that some of us were confused about our ethnicity, race and culture. It became clear that a lack of understanding of ourselves and others can lead to difficulties in the workplace. I joined the Council to help promote better understanding among our staff, because this affects our ability to deliver excellent patient care.

What do you bring to your role as Chairperson?

I believe I bring great enthusiasm, a genuine conviction and creativity to the position. Our agenda focuses on diversity education and I am currently taking a course in cultural anthropology to aid me in my work.

In what ways has St. Luke's participated in the diversity initiative?

We've held celebrations of the Haitian and Filipino communities. The Council also produced a slide presentation, "Diversity, Inclusion and Respect in the Workplace," which can be viewed on television monitors in public areas, the hospital's Intranet and the onboarding site for new employees. Our Education Subcommittee hosted a Lunch and Learn in June, after which participants received cultural competency certificates. Additionally, overviews of Ramadan, Rosh Hashanah and Yom Kippur were given by our hospital chaplains this past summer, the Council was a co-sponsor of the hospital's first health fair this past October, and our LGBT Subcommittee scheduled a Lunch and Learn focusing on sensitivity in November. The Council will soon release a booklet for staff containing basic words and phrases in Spanish.

Is there greater awareness about diversity at St. Luke's?

St. Luke's associates are becoming increasingly aware of the Council and its initiatives and recognizing the importance of diversity, inclusion and respect. I've been invited to speak at the new-employee orientation, which is a great opportunity to introduce St. Luke's diversity initiatives to new associates.

Special Feature

Residents Train (continued from page 1)

training. "I come from a very homogeneous society and was initially blindsided by the many different religious practices of our patients with Jewish, Muslim and other backgrounds. I was taking care of a young Orthodox woman, for example, who explained that she could not shake my hand when I extended it to her. I've had to ask a lot of questions since I've been here, but there are people and programs to help. We need to be able to communicate on our patients' comfort levels to provide quality care."

At SLR, 480 residents in six primary specialties—a mix of American and international medical school graduates—do just that via cultural competency training and interdisciplinary case presentations. Every clinical area is encouraged to provide its residents with eight hours of schooling in diversity, through selected readings and videos supplied by the GME Department that generate discussion. In addition, interdisciplinary case presentations that center on cultural dilemmas in health care are made during house staff orientations.

"It's amazing how St. Luke's has a lot of Spanish-speaking patients, but from different cultures. It's been good for me to learn different ways of thinking within the Spanish-speaking community," remarks **Joaquin Carral, MD**, a second-year medicine resident from Mexico. "New York City is the most diverse place in the world and we need to be mindful and respectful of all points of view, especially in health care. Otherwise, our doctor-patient relationships suffer."

"When we recruit, we always talk about diversity as an asset," says Dr. Fried. "We will continue to do this and celebrate it."