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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 associates.



Mentoring Program Celebrates Third 'Graduating' Class

Brown-bag lunches designed for first-time jobholders, a database to eliminate duplication of electronic medical records, and an initiative to increase patient census on private care units—these were just some of the projects and outcomes from Continuum's third round of mentoring, which honored eight mentees and their mentors at a special "graduation" ceremony held January 30 at Roosevelt Hospital.

"The theme that was most evident among the mentees was that they gained a lot of experience and would recommend the program to their colleagues," remarks **Shana Dacon**, Diversity Program Manager.

Included in this group was **Grace Kwon, MD**, Assistant Attending and Hospitalist in General Internal Medicine at St. Luke's and Roosevelt Hospitals, who was a trailblazer as the program's first clinician to be mentored. Dr. Kwon learned about the program from the Continuum Intranet and immediately was intrigued. Eager to learn about the administrative side of health care, she applied and was paired with **Timothy Day**, SLR's Chief Operating Officer. She frequently met one-on-one with Mr. Day, and also shadowed him to clinical, operations and Board of Trustees meetings, observing his interactions with other attendees.

"My main goal was to learn about administration and leadership in health care. The operations meeting was especially illuminating in that it gave me a greater understanding about how a hospital functions outside of what I do, which is direct patient care. Now I think more about costs related to length of stay and readmissions," says Dr. Kwon. "I found it especially interesting to watch Tim in a variety of settings. He was so consistently approachable and calm. He's a great role model."



At the mentoring "graduation," from left: **Shana Dacon**, Diversity Program Manager, Continuum; **Grace Kwon, MD**, Assistant Attending and Hospitalist, SLR; **Timothy Day**, Chief Operating Officer, SLR; and **Rick Pogue**, Senior Vice President and Chief Human Resources Officer, Continuum.

As it moves ahead, the mentoring program, which launched its fourth round in March, hopes to recruit more clinicians as well as more middle managers to pair with senior leaders. Dr. Kwon may just be able to help with that. "I've already spread the word to my colleagues. I'm so excited for them to apply!"

Program Report

Growing Continuum’s Mentoring Program In 2012 and Beyond

A Message from Rick Pogue

Senior Vice President and Chief Human Resources Officer



Rick Pogue

When I first arrived at Continuum in 2011, I was very pleased to learn of the existence of the organization’s mentoring program and its growing momentum. The value of mentoring can never be underestimated, and has been identified as a best practice tool for driving the success of its participants. I am sure each of us can point to at least one person who had an impact on us as we’ve moved along our professional paths—someone who took a chance on us, believed in us, guided us and helped us reach our goals.

Here at Continuum, we want our leadership to reflect on where they’ve come from career-wise, how prior guidance from others benefitted them, and in turn give back by guiding their colleagues and coworkers in discovering what it takes to be successful at Continuum and in today’s marketplace. We also need associates who are interested in learning and gaining a deeper understanding of our operations as a model health care provider. Continuum is a unique and diverse organization, with our own culture and our own language. Mentoring allows us to focus on our shared objective—the provision of care that is safe and of the highest quality—while addressing our individual contributions and aspirations.

“I am sure each of us can point to at least one person who had an impact on us as we’ve moved along our professional paths—someone who took a chance on us, believed in us, guided us and helped us reach our goals.”

— Rick Pogue

I was fortunate to take part in the closing ceremony for Continuum’s most recent class of mentees. The feedback was tremendous. Mentees were extremely appreciative to have had the experience and found it positive, rich and rewarding. We welcomed our first physician, **Dr. Grace Kwon** (see cover story), and look forward to having more clinicians participate as both mentees and mentors. We hope to have more senior staff participate as well, as we move ahead and continue to strengthen the program, increase its visibility and further develop Continuum associates.

To borrow a saying from the horticultural industry, “If you don’t plant any seeds, you can’t harvest any crops.”

News Briefs

Diversity Training for 2012

The Richard Netter Diversity Training Series, sponsored by *Destination Diversity*, continues this year with two-hour sessions facilitated by the FutureWork Institute. The sessions are being offered at Beth Israel Medical Center and St. Luke’s and Roosevelt Hospitals through June and then again from September through November. Sessions include:

- **Respect in the Workplace**—a basic introduction to the concepts of diversity and inclusion, microinequities and unconscious bias, along with tips for resolving/responding to diversity-related conflicts.
- **Understanding Cross-Cultural Differences in Health Care**—a helpful look at the changing demographics of the health care industry, the biases and stereotypes that influence provider behaviors, and the necessary interpersonal skills for effective communication in a diverse, multicultural workplace.
- **Multigenerational Diversity**—an interactive discussion about the different values, behaviors and work styles of society’s four generations (veterans, baby boomers, gen Xers, millennials) and how they can best interact with one another in the workplace.
- **LGBT: Transgender Individuals at Work**—an open dialogue that challenges assumptions about and examines the issues for LGBT employees and patients, specifically those who identify as transgender, and teaches appropriate language regarding gender identity and sexual orientation.

Schedules will be e-mailed to staff and posted. For more information, contact **Shana Dacon**, Diversity Program Manager, at sdacon@chpnet.org.

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Cultural Diversity at Continuum: A Review in Pictures

Destination Diversity is evident everywhere at Continuum, with various events taking place throughout the organization. Here is a photographic look at what's been happening.



1 Michael Mattia, DPT, Director of Physical Therapy at Beth Israel Brooklyn, presented a Lunch and Learn educational session about Italy. The event featured a slideshow, food from the Italian culture, and a Q&A discussion. Pictured from left: Marsha Chyrack, Michael Mattia, DPT, Marisa Ognibene, Frank Moschella, Kathy Dimarco, Mary Jane Ventura, Rhona Hetsrony, Mary Lynn Peterson and Giovanni "John" Adamita.

2 St. Luke's and Roosevelt Hospitals and Beth Israel Medical Center celebrated National Coming Out Day (October 11, 2011) with lobby-based informational tables to inform staff and visitors about the LGBT Committee. At St. Luke's, pictured here, the table included "tip sheets" regarding caring for LGBT patients, info on current Healthcare Equality Index leader status, and a presentation on famous and local individuals in the LGBT community. On hand, from left, were Ellen Engelson, EdD, Research Associate, Division of Gastroenterology, SL, and Chair, SLR LGBT & Friends Committee, and Janet Green, Continuum Trustee.

3 The Site Diversity Council at Beth Israel Brooklyn created a unique quilt, with flags and images symbolizing various countries around the globe. The featured nations represent the many homelands of the BI Brooklyn staff. Mary Jane Ventura, Manager, Cardiology Services, spearheaded the project, and BI Brooklyn employees Edwin Torres, second from right, and Alexander Sanguenza, right, crafted a special frame for the beautiful quilt, which now hangs in the hospital's main corridor on the first floor. Joining them are members of BI Brooklyn's Site Diversity Council, from left, Paul Gangadal, Yesenia Perez and Rosa Raffaele.

4 In celebration of Black History Month, Beth Israel's Louis Armstrong Center for Music and Medicine's Environmental Music Program recently presented "Roots Jazz" in the Phillips Ambulatory

Care Center Nerken Family Atrium. Roots Jazz is comprised of Neil Johnson on tenor sax, left; Greg Robinson on bass guitar, second from left; and singer and composer and pianist Shirl Wright, third from left. Joining them, from left, are Phoebe Jacobs, Executive Vice President, Louis Armstrong Educational Foundation; Bob Stewart, Professor, Juilliard School; Joanne Loewy, PhD, Director, Louis Armstrong Center for Music and Medicine; and Christoph Geiseler, Founder/ Executive Director, MIMA Music.

5 Traditional Irish bagpiper John Maynard and step dancers from the O'Malley Irish Dance Academy were among the highlights at the St. Patrick's Day celebration at Beth Israel Brooklyn, organized by the hospital's Site Diversity Council. Mr. Maynard, a friend of BI Brooklyn Chaplain Elaine Chan, is a member of the New York University Pipes and Drums Band. The O'Malley Academy step dancers, who showed off their intricate and spritely footwork, were attired in traditional and colorful step dancing costumes. Among the dancers were Samantha Stefko, 13, and sister, Jenna, 9, the children of Susanne Stefko, BI Brooklyn's Emergency Department Operations Manager.

6 More than 125 members of Continuum's Lesbian, Gay, Bisexual and Transgender (LGBT) community and their colleagues and friends attended the second annual LGBT Holiday Social on December 8, hosted by Beth Israel's LGBT Committee and St. Luke's and Roosevelt Hospital's LGBT & Friends Committee, under the auspices of the Destination Diversity Initiative. Joining BI's President Harris M. Nagler, MD, right are other members of Continuum's leadership team and the chairs and co-chairs of Continuum's LGBT committees.



Site Council Report

Roosevelt Hospital Site Diversity Council Publishes Cultural Reference Guide

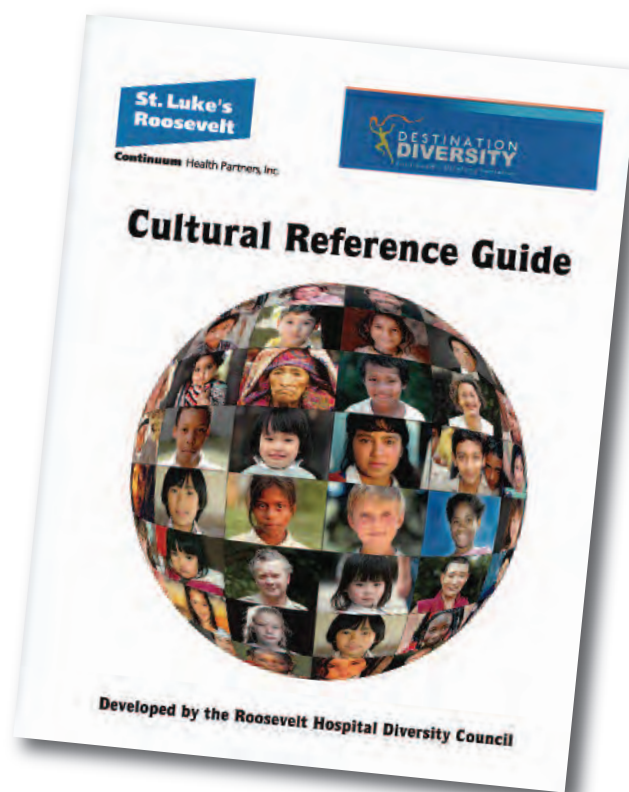
Two years in the making, the Roosevelt Hospital Site Diversity Council's *Cultural Reference Guide* is now making its way to nursing stations and clinical units throughout St. Luke's and Roosevelt Hospitals. The comprehensive resource contains important and pertinent information—including spiritual, health, dietary and communication practices—on the various ethnic, cultural, religious and other unique populations served by the institution. It is to be used as a tool to help staff provide patients with more culturally sensitive care.

The guide came about after a nurse manager, concerned for a Hispanic patient on her unit who was not eating, sought advice from Council member **Roxana Lash**, Director of Language Services at SLR. Ms. Lash made a dietary recommendation based on her knowledge of Hispanic culture, which proved most helpful and prompted the nurse manager to ask if such information could be documented for future use.

Her request was brought to the Council's table and members soon began the intensive task of creating a cultural reference guide focused on the Hispanic/Latin American, Chinese, Japanese, Korean, Russian, West African, Muslim, Orthodox Jewish, deaf and gay-lesbian-bisexual-transgender (LGBT) communities. The Council looked to Roosevelt's language census to determine which groups to feature, and developed the content with assistance from professional websites, cultural organizations and other reputable sources.

"We weren't sure about the best way to present the guide, so there was a lot of discussion between Council members," says **Joan Leonardini**, Director of Logistics, SLR Nursing Administration, and Council Chair. "But it was a process where everyone had input, and **Tim Day** [SLR's Chief Operating Officer and RH Council Sponsor] was very helpful and supportive."

"The big question was whether we were pigeon-holing or stereotyping. Overall, we tried to provide the underlying principles pertaining to a large number of groups and offer these cultural fundamentals in a user-friendly, accessible format," adds Council member **Judy Nierenberg, RN, MA**, Patient Education Manager, SLR.



Prior to its publication (and release this past fall), the guide was reviewed by the Institute for Diversity in Health Management, a nationally recognized, Chicago-based organization committed to expanding cultural sensitivity in the health care environment. While the cultural descriptions will not fit every patient, notes Ms. Leonardini, knowledge of broad patterns of behaviors and beliefs can give health care workers a good starting point from which to deliver the most respectful care possible.

The guide is binder-bound to allow future changes, additions and deletions. The Council plans to upload it to the Continuum Intranet, as well as research and evaluate its effectiveness.

"What's most relevant about the guide is that it shows how culture affects health care," remarks Ms. Lash. "Recognizing this is the first step toward delivering culturally sensitive, competent care."

Feedback is welcome and should be forwarded to Ms. Leonardini at jleonard@chpnet.org or (212) 523-3251.

Employee Profile

Champion of Diversity Profile: Dr. Theresa Mack



Theresa Mack, MD, MPH

For 11 years, Theresa Mack, MD, MPH, served as Associate Medical Director of St. Luke’s and Roosevelt Hospitals’ Center for Comprehensive Care, Morningside Clinic, where she cared for a diverse patient population living with HIV/AIDS. Today, she is Associate Medical Director of the St. Luke’s Medical Group, sits on the St. Luke’s Site Diversity Council, and continues to bring Continuum’s spirit of diversity beyond the treatment room and into the community. *Destination Diversity* recently spoke with Dr. Mack about being heralded as a champion of diversity, why she thinks diversity is important, and how she has contributed to the cause.



Theresa Mack, MD, MPH, second from left, leads a roundtable discussion about HIV/AIDS at an All-Stars Project facility.

Q How does it feel to be considered a champion of diversity?

A It embraces something that I truly believe—that all people should be valued the same. As a person and physician of color, I have always appreciated diversity. As a doctor, I address the different health disparities in various communities and am respectful of all cultural differences. This leads to better rapport with my patients and the likelihood that they will remain in care.

Q In your experience, what role does diversity play in the workplace?

A Recognizing that people like to be acknowledged, I think it is critical to make all employees feel inclusive. This, I believe, creates an “I love my job” attitude, leading to a better work environment.

Q How have you personally furthered diversity?

A I continue to do community outreach—working with people from various neighborhoods and treating diseases like HIV, diabetes, kidney failure, etc. In addition, I am involved in mentoring young people through afterschool activities and programs like the All-Stars Project. I am a firm believer in encouraging young minds and have conducted many workshops toward this end. I also attended the DiversityDoctor Conference at the Desmond Tutu Center in New York.

Q What diversity initiatives at Continuum have impressed you most?

A The Site Diversity Councils have been great with hosting special heritage days and other events that highlight the many cultures that make up our workforce. I’ve also enjoyed the meet and greets for physicians, like Continuum’s Physicians of Color Reception and the St. Luke’s-Roosevelt Hospital Department of Medicine’s new physician receptions. One of these gatherings was so diverse, it looked like a rainbow!

Q Do you think *Destination Diversity* has had an impact on Continuum associates?

A Today, you hear people in all positions and on all levels talking about being more inclusive. They’ve come to recognize and embrace different cultures.

News Briefs (continued from page 2)

Continuum Asked to Present on LGBT Issues

As part of its ongoing campaign for cultural sensitivity in health care delivery, the Joint Commission has issued a field guide to help address health disparities as well as “advance effective communication, cultural competence and patient- and family-centered care” in the LGBT community. The guide, to be used by health care institutions as both an educational resource and self-assessment tool, was the focus of a special Joint Commission briefing, held on March 13 in conjunction with the Greater New York Hospital Association. Continuum was invited to present at the event, based on the impact of its LGBT care efforts (including Beth Israel’s and St. Luke’s-Roosevelt’s perfect scores on the 2011 Healthcare Equality Index Report, which gauges the inclusiveness of a hospital’s LGBT policies and practices). **Pamela Y. Abner**, Continuum’s Chief Cultural Diversity Officer, spoke about the related work done to date by BI and St. Luke’s and Roosevelt Hospitals, and **Barbara E. Warren, PsyD**, Director of BI’s newly established LGBT Health Services Program, talked about future endeavors. “We’ve been responsive and committed to the LGBT community,” Ms. Abner says. “Few other hospitals in New York City have been noted for such dedication as we have.”

Glossary of Terms

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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