

# From Our Heart

Fall/Winter  
2013-14

Published for the patients, residents, employees and friends of Coler-Goldwater Specialty Hospital and Nursing Facility and Henry J. Carter Specialty Hospital and Nursing Facility

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**Goldwater Moves its patients/residents to the New  
Henry J. Carter Facility**

Published by Coler-Goldwater  
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Facility and the Henry J. Carter  
Specialty Hospital and Nursing  
Facility for our employees,  
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## A MESSAGE FROM OUR EXECUTIVE DIRECTOR

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A new era began for us this past November 24<sup>th</sup> and 25<sup>th</sup>, with the successful relocation of 228 patients and residents to the Henry J. Carter Specialty Hospital and Nursing Facility from Goldwater. The transfer of these individuals was a significant and challenging undertaking since many of the patients were medically fragile and on ventilators. The move, which began before dawn Sunday morning, was fully completed ahead of schedule on that Monday afternoon. This brought our Major Modernization Plan to a successful completion.

The move of 114 hospital patients on day one and 114 nursing facility residents on day two was truly an amazing operation that proceeded with precision and without incident. Hundreds of our staff took part and gave patient safety the highest priority and performed with complete confidence, skill and professionalism.

Months of extensive planning preceded the move, which was coordinated with the New York City Health and Hospitals Corporation's Central Office, the State Department of Health and several City agencies. Building exit and entry points were thoughtfully considered and ambulance/ambulette routes chosen carefully. The transport times were specifically selected to minimize traffic interruptions. Unit teams were in place at both sites to prepare each individual for transport and then to receive the patient or resident. A Command Center oversaw the operation and monitored the relocation of each patient or resident at four different points in the move through a computerized tracking system and bar code scanning.

Representatives from the State Department of Health monitoring the two-day move expressed how impressed they were with the relocation process and delivery of patient care throughout. Then HHC President Alan D. Aviles, Executive Vice President Antonio Martin, and Senior Vice Presidents LaRay Brown and Lynda D. Curtis were also in attendance providing assistance and support, as well as the new facility's namesake, Henry J. Carter, founder of Wheelchair Charities.

Patients, residents and staff have adjusted to their new home and surroundings. In addition, we have made steady and significant progress towards filling the approved 201 hospital and 164 nursing facility beds. It is so rewarding for many of us to see the Henry J. Carter Specialty Hospital and Nursing Facility up and running, especially knowing it is staffed with outstanding individuals from many departments who gave exceptional care at Goldwater. The new facility has in a brief time become a model of patient-centered and high quality care.

The Harlem community has been exceptionally welcoming to us and already we have made many new relationships and friends. We look forward to continuing to partner with community groups to benefit those we serve.

Our Coler campus played a vital and pivotal role in the transformation of the organization, serving as a site for both staff and residents relocating from Goldwater. Significant investment continues to be made in Coler, upgrading the building infrastructure and environment. Several sizeable capital projects have either been completed or are nearing completion, with another major one planned. These projects, which total approximately \$84 million, include sprinkler installation throughout the entire building, façade and roof repair and replacement, complete replacement and relocation of electrical switch gear, new windows in all resident rooms and new nurses stations. In addition, a power plant to provide Coler's heat and hot water is planned to be built on the Coler campus. These investments have been made to fortify the infrastructure of the Coler campus, and to ensure the facility continues to meet the needs of our resident population well into the future.

Planning is also underway for upgrading the décor of the Coler campus. These upgrades will be directed towards improving the appearance of the main corridors and dayrooms to enhance the quality of life of the residents and the work environment for the staff. These changes will bring aesthetic appeal, enhanced functionality and greater warmth and comfort to the physical environment, thereby emphasizing resident-centered care and inviting the sense of home and community.

With our Major Modernization Plan now complete, we are now an even stronger organization carrying on our mission as a safety-net provider of long-term care services. The many successes and accomplishments achieved along the journey were primarily due to our staff who displayed tremendous flexibility, compassion and professionalism throughout. They deserve much appreciation and respect. Based on the strength of our incredible staff, Coler's established and well-regarded reputation, along with the swift emergence of Carter as a preferred sub-acute provider, our present and future are both exciting and full of promise.

*Robert H. Hughes*

# SAFETY FIRST!

## *Coler Goldwater Receives Top Prize!*



Ravindra Amin, MD, Chief of Psychiatry, Coler-Goldwater, along with a Coler-Goldwater interdisciplinary staff, earned the Grand prize at the New York City Health and Hospitals Corporation's Patient Safety Expo, 2013. They also won The People's Choice Award for their project, entitled: "Reducing Unnecessary Antipsychotic Medications in the Management of Dementia Related Behaviors."

The Coler-Goldwater project was aimed at improving the safety and quality of dementia patients by establishing a best practice of behavior management, which included better educating and training staff about dementia and its symptoms and improving cooperation among departments .

The interdisciplinary team from Medicine, Nursing, Pharmacy, Psychiatry, Therapeutic Recreation, Volunteer Services and Executive Administration was led by Dr. Amin.



*The grand prize trophy is proudly displayed in the Coler campus entrance hall.*

## A Special Visit to the Henry J. Carter Specialty Hospital and Nursing Facility

On December 3, 2013, then-Mayor Bloomberg toured the new Henry J. Carter Facility. Distinguished guests included Lynda D. Curtis, Sr. VP, HHC; Robert K. Hughes, Executive Director; Floyd R. Long, Chief Operating Officer; and Henry J. Carter, CEO, Wheelchair Charities. Also present were staff from the New York City Economic Development Corporation and hospital staff.

Mr. Bloomberg commended all those responsible for the successful completion and opening of the new facility.



*(l to r): Lynda D. Curtis, then-Mayor Michael Bloomberg, Josephine Bolus and Hank Carter.*



## COLER-GOLDWATER SOCIAL WORKER WINS MAYOR'S CUSTOMER SERVICE AWARD

Congratulations to Carla Paulino, LMSW, Social Worker, Social Services, winner of the Mayor's Office of Operations Customer Service Group 2013 Excellence in Customer Service Award!

Ms. Paulino represents the New York City Health and Hospitals Corporation (HHC) as the recipient of this prestigious award for consistently delivering the utmost in compassionate, clinical and dedicated support to Coler-Goldwater's medically fragile patients and their families.

She stands among HHC staff who, on a daily basis, deliver the highest quality of service to New Yorkers entrusted to their care.



# Henry J. Carter Specialty Hospital and Nursing Facility Ribbon Cutting Ceremony



*Family and friends came in droves to support the HHC, Hank Carter and the new Henry J. Carter facility.*

On August 21, Alan D. Aviles, President, New York City Health and Hospitals Corporation (HHC), marked the opening of the Henry J. Carter Specialty Hospital and Nursing Facility in Harlem.

President Aviles was joined at the ribbon-cutting ceremony by Robert K. Hughes, Executive Director, Coler-Goldwater; Hank Carter, CEO, Wheelchair Charities and Joseph Schick, Executive Director, Fund for HHC.

Also attending were dozens of dignitaries and community leaders, including Congressman Charles Rangel; Congresswoman Carolyn Maloney; David Paterson, former New York State Governor; Andrew Young, former Ambassador to the United Nations; Bernice A. King, CEO, King Center; Kyle Kimball, President, NYC Economic Development Corporation; Kenny Smith, NBA legend; Coler-Goldwater residents and staff, along with many family members and friends of Hank Carter.

Many thanks go out to the Coler-Goldwater staff and volunteers who contributed to the success of the event.

*Hank Carter (left), Joe Schick (back row), Alan Aviles (center) and Carolyn Maloney (right).*



*Ambassador Andrew Young spoke eloquently about his many years of friendship with Hank Carter.*



*Hank Carter gives a warm welcome to NBA legend Kenny Smith.*



# FAREWELL TO THE GOLDWATER CAMPUS



*A visual history of Goldwater was on display.*



*Hors d'oeuvres were served to party attendees.*



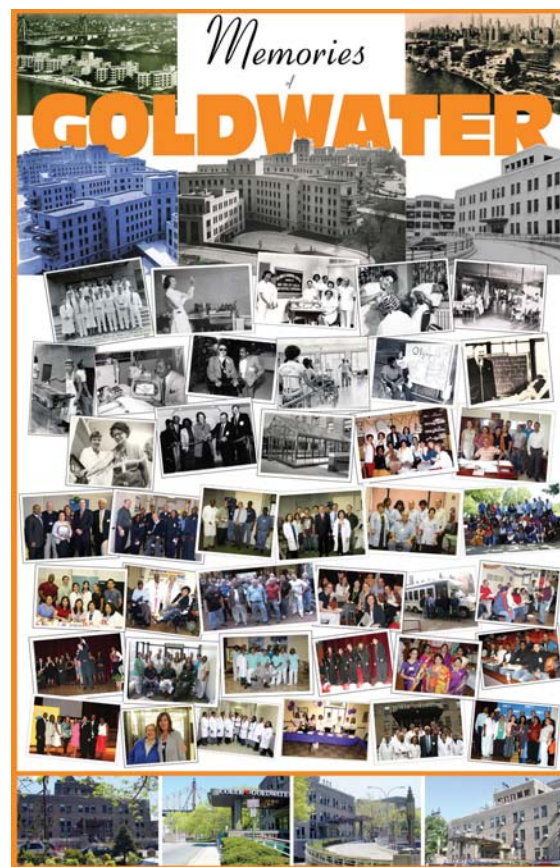
*HHC's Antonio Martin and LaRay Brown with Robert Hughes.*



*Alan Aviles, HHC President, addresses the crowd.*



*Josephine Bolus and Dr. Howard Finger, holding his original poem.*



*The Goldwater commemorative poster.*



*Nursing administrators show off their posters.*

On October 16, 2013, a farewell party—celebrating Goldwater's rich 75 year history—was held in the Goldwater Auditorium. Invited guests included patients/residents, staff, and retirees.

Also attending were HHC Central Office staff, including Alan D. Aviles, President; Lynda D. Curtis, Sr. Vice President; LaRay Brown, Sr. Vice President; Josephine Bolus, HHC Board of Directors; and Joseph Schick, Executive Director, Fund for HHC.

Ms. Bolus read excerpts from an original poem written by Howard Finger, MD, Medical Director, Utilization Review, expressing Dr. Finger's memories of the hospital and the many patients/residents it served.

Attendees enjoyed viewing posters of vintage Goldwater scenes over the decades, which were printed and displayed by Russ Pikell and Ron Becker of Therapeutic Recreation, along with vintage medical equipment.

A historic Goldwater timeline video spanning 75 years, produced by Coler-Goldwater Media Services staff members Linda Wyatt, Jose Torres and Jeanne Waller, brought back many happy memories, and was enjoyed by all.

Robert K. Hughes, Executive Director, closed the program with a poignant farewell message.

Each attendee received a Goldwater poster collage as a keepsake.

# 75 Years of Caring



## R&B and Gospel Shows

The annual music concert sponsored by Wheelchair Charities has become perhaps the most anticipated event for the patients/residents and employees of Coler-Goldwater. So, when it became official that 2013 would be the last year that a concert would be held on the Goldwater stage, we knew it was going to be big! As it turned out, it was too big to be held on one night...

On October 10 and 11, Wheelchair Charities sponsored a two-night music extravaganza in the Goldwater Auditorium. R&B sound filled the air on Thursday evening. On hand were some of the greatest Gospel and R&B artists on the planet. The R&B concert was anchored by the soulful Eddie Levert, leader of the 1970s mega-hit-making group The O'Jays. Other stars performing were Melba Moore, Alyson Williams and Gerald Alston of the Manhattans.

Headlining the Gospel show the following evening was none other than the reigning "Queen of Gospel Music," Shirley Caesar. Dove Award winner Wess Morgan was also on the bill, along with Valerie Boyd and Alyson Williams.

Needless to say, both shows were big hits, treating the audiences to amazing performances each night! Hank Carter, Chairman, Wheelchair Charities, commented: "Shirley Caesar performed for us in 1983, gave another memorable show in 1985, and graced the stage for our December 10, 2010 Annual Holiday Gospel Show. I can't think of any better ending for Wheelchair Charities' last Goldwater show than to have Shirley Caesar's magnificent voice to be the last sound heard on the Goldwater stage."

## New Computers

In October of 2013, a shipment of computers, purchased for the patients and residents of the Coler and Carter facilities by Wheelchair Charities Inc., arrived at the Coler campus. Hank Carter continues to fulfill the promise he made back in 1988 to upgrade the hospitals' computer labs every two years, ensuring that our patients and residents will always have cutting edge computer technology at their disposal.



**Shirley Caesar**

**Wess Morgan**

**Eddie Levert**



## New Wheelchairs, Buses and Vans

On November 18, new patient buses, vans and wheelchairs donated by Wheelchair Charities (WCI) for The Henry J. Carter Specialty Hospital and Nursing Facility (Carter) were welcomed by Alan D. Aviles, HHC President; Antonio Martin, HHC Chief Operating Officer; Lynda D. Curtis, HHC SVP; Robert K. Hughes, Carter Executive Director; Floyd R. Long, Carter Chief Operating Officer and friends and supporters of WCI. Also joining in that day for the celebration was Yankee Baseball great "CC" Sabathia with his friend Henry J. Carter.



*The stars came out for  
Wheelchair Charities'  
R&B and Gospel concerts!*

**Gerald Alston**

**Melba Moore**

**Alyson Williams**





# ON THE MOVE



Goldwater Successfully Transfers  
Patients and Residents to the  
Henry J. Carter Specialty  
Hospital and Nursing Facility





On November 24 and 25, 2013, there was a successful relocation of 228 patients and residents to the Henry J. Carter Specialty Hospital and Nursing Facility from the Goldwater campus. Transferring these individuals was a significant and challenging undertaking since many of the patients were medically fragile and on ventilators. The week before, a Mock Move was conducted, which enabled the IT tracking of patients and residents to run smoothly on the actual relocation days.

The two-day move, which began before dawn Sunday morning, was fully completed ahead of schedule on Monday afternoon. Hundreds of Coler-Goldwater staff from many departments took part, and gave patient safety the highest priority. They performed with complete confidence, skill and professionalism.

Representatives from the New York State Department of Health monitoring the two-day move expressed how impressed they were with the relocation process and delivery of patient care throughout. HHC President Alan D. Aviles, Executive Vice President Antonio Martin, and Senior Vice Presidents LaRay Brown and Lynda D. Curtis were also in attendance providing assistance and support. The new facility's namesake, Henry J. Carter, founder of Wheelchair Charities Inc., was also present in the Command Center.

The operation was coordinated with several agencies, including the New York City Office of Emergency Management, the New York City Police Department, the Fire Department of New York, the New York City Department of Transportation, the New York City Economic Development Corporation, and the New York State Department of Health.

"Every employee should be very proud of the role they played in the successful transfer. So many people went above and beyond the call of duty in rising to the challenges, demonstrating hard work, dedication and compassionate professionalism," said Robert K. Hughes, Executive Director of both Coler-Goldwater and the Henry J. Carter Specialty Hospital and Nursing Facility.





*The Journey Continues...*

# ...BREAKTHROUGH INITIATIVES

An old saying notes that: *"If you don't know where you're going, any road will take you there."* The Breakthrough Performance Improvement Methodology aims to do exactly the opposite of that old adage.

*We know where we are going, and are working to find the best and most efficient road to get there.*

In March 2012, Coler-Goldwater began using the Breakthrough Performance Improvement Methodology adopted by HHC on 2007. It is a system and approach to improvement, a set of principles founded in a philosophy that utilizes specific tools to provide value to our customer.

Breakthrough is based on Toyota's very successful LEAN business method, so many of the terms used in Breakthrough are of Japanese origin.



*A pharmacy billing presentation explained how significant savings could be achieved.*

Through Breakthrough organizational problems are solved by involving staff members who do the work. Its primary focus is identifying and eliminating waste from processing systems, therefore, becoming a "Lean" organization. As a result, patient care services are delivered more efficiently.

Breakthrough improvement activities include training and coaching from experts, or "sensei"; targeted onsite, team-based action; and constant reviews of progress to create even greater improvements.

Monsy Nieves-Martinez, Breakthrough Deployment Officer (BDO) for Coler-Goldwater/Henry J. Carter, spearheads the many Breakthrough initiatives. Looking at the "Value Stream"—the entire collection of activities necessary to produce and deliver high quality care to our patients/residents—is one of the crucial steps of the Breakthrough journey.

"Value Stream Analysis" (VSA) separates the activities that contribute to value creation (high quality care for our pa-



*Rebecca Rozario introduced the D/C Med Team to Gemba Walk participants.*

tients/residents) from activities that create waste, and identifies opportunities for improvement. VSAs have been undertaken for the Nursing Facility, Long Term Acute Care Hospital (LTACH) and for the Patient Experience.

The staff that work in the "Gemba" (the unit or other place where work is done) are the ones who are asked to find the solutions to problems. When executive staff goes to a unit or other work area to observe firsthand, it is called a "Gemba Walk." The time when employees share their thoughts and ideas for improvement and decide on a workable solution is called a "Rapid Improvement Event" (RIE). The RIEs lead to real improvements in efficiency, and also to significant financial savings.

On January 17th HHC's newest addition, the Henry J. Carter facility, hosted a Gemba Walk to give the attendees a firsthand look at the great accomplishments they have been achieving using Breakthrough. It was the first Gemba Walk



*The D/C med team gathered for a presentation during the Gemba Walk.*





*The Gemba Walk participants were on their way to visit unit 3E and the Pharmacy Department.*

since our Breakthrough journey began. Representatives from all of the other HHC long-term care facilities, as well as from other HHC hospitals, were in attendance to see the new facility and hear about the new improvements.

The Gemba Walk was coordinated via the New York City Health and Hospitals Corporation Breakthrough Development team. Mr. Robert Hughes, Executive Director along with members of the Executive Steering Team, welcomed participants. After a welcome from the Coler-Carter executive leadership and our Breakthrough officer, the Henry J. Carter staff told the audience about their experience with Breakthrough, and in particular the improvements made in the Pharmacy area. Escorted by Rebecca Rozario and Abraham Shapiro, visitors had the opportunity to see how improvements, made using Breakthrough methodology, had been accomplished in the Pharmacy area and inpatient units.

Two Rapid Improvement Events were showcased at the Gemba Walk: Nursing Facility Pharmacy Billing and Medication Dispensing upon Discharge. By improving the process and creating standard work in Pharmacy billing and the dispensing medications upon discharge, the savings achieved in the first six months post RIE were \$1,216, 965.

Faced with the challenges of using a new software system, QS1, as well as pressing financial performance issues, the staff recognized that change was needed. Utilizing Breakthrough techniques, the Pharmacy led the way for a culture change to a more business-like model, which increased efficiency and eliminated waste.

Additionally, other RIEs have determined potential savings in the following areas:

- Nursing Overtime (LTACH)      \$1,128,533
- Nursing Overtime (NF)      \$1,535,197

The potential savings are very significant. So far, the Breakthrough methodology has proven to have real benefits, saving time and funds. It has also engaged staff at all levels and made them feel a part of both the processes and the solutions.

We look forward to seeing excellent results from future initiatives and procedures identified by the Breakthrough process, which will help both Coler-Goldwater and Henry J. Carter achieve and maintain a top rating among healthcare facilities.

## These are some terms that are often used in Breakthrough:

**Breakthrough Deployment Officer (BDO):** The senior leader responsible for the overall Breakthrough activities

**Breakthrough Facilitator:** Someone who skillfully helps a group to reach a consensus on a topic without themselves taking any side of the argument. The facilitator learns to become the internal sensei

**Executive Sponsor:** The senior leader who champions and signs off on the initiations of Breakthrough activities, provides guidance and removes all barriers

**Executive Steering Committee:** The leadership team that guides the overall implementation of Breakthrough activities by using the Transformation Plan of Care (TPOC) as their map to prioritize Value Streams

**Gap Analysis:** A tool that helps compare the initial state and the target state. Helps identify potential direct causes

**Gemba:** The place where the work is done

**Process Control Board (PCB):** Visual information center that is self-explanatory, self-regulating and is aimed at targeted performance outcome and control system if necessary

**Process Owner:** the person responsible for leading Breakthrough efforts within an assigned Value Stream and RIE. Also is responsible for ensuring the future state is implemented, the expected outcome is achieved and the improved results are sustained

**RIE (Rapid Improvement Event):** The time when employees share their thoughts and ideas for improvement and decide on a workable solution

**Standard Work:** An agreed upon set of work procedures that effectively combines people, materials and equipment to maintain quality, efficiency, safety and predictability, and establishes a routine

**Sensei:** Expert

**Team leader:** The person responsible for leading the RIE team, keeps everyone involved, promotes a problem solving spirit and transitions the RIE Completion Plan to the Process Owner

**Value Stream:** The entire collection of activities necessary to produce and deliver high quality care to our patients/residents

**Visual Management:** The presentation of a wide variety of information in the workplace

**Waste (aka Muda):** Any activity that takes time and resources but does not add value to the product or service sold to the customer

# AWESOME WELL DONE GOOD JOB GREAT COMPLIMENTS YOU ARE THE BEST NICE WORK

**SONIA WILLIAMS**



To Sonia Williams, Hospital Care Investigator, Patient Accounts, from a resident of NF6, Carter Facility:

*"Expert care and guidance in difficult and trying circumstances ... helped to understand the process."*

From the son of a patient on NF5, Carter Facility:

*"Very accommodating and easy to talk to...a pleasant experience."*

From the wife of a patient on NF2, Carter Facility:

*"Ms. Williams is very sweet with the family. Thanks so much."*

**RAJ RANI**



To Raj Rani, Head Nurse, and staff, from a resident of 6NF, Carter Facility:

*"I want to compliment the staff for the exceptional greeting as I entered the unit. She is a very pleasant nurse."*

From a resident of 6NF, Carter Facility:

*"She is a good nurse."*

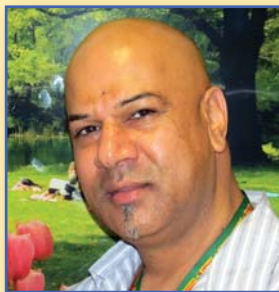
**CHELSEA WILSON**



To Chelsea Wilson, CNA, Chronic, from a resident of 6NF, Carter Facility:

*"I appreciate your compassion, time and care you have provided to me."*

**JAIRAM RANGLALL**



To the Environmental Staff from resident on 6NF, Carter Facility:

*"The room and unit are always maintained very clean. They do a great job."*

To the Environmental Staff from a resident on 6NF, Carter Facility:

*"Housekeeping is great!"*

To the Environmental Staff from a resident on 6NF, Carter Facility:

*"Housekeeping is excellent!"*

To Asma Ahmed, MD from a resident on 2NF, Carter facility:

*"She is very caring and visits my husband every day."*

To Asma Ahmed, MD from a resident on 6NF, Carter Facility:

*"The doctor, upon my brother's arrival on the unit, was pleasant, and we truly found the greeting a wonderful approach."*

**ASMA AHMED**



To Gail Tyson, MST, Chronic from a resident of 6NF, Carter Facility:

*"I appreciate Ms. Tyson's time, patience and thoughtfulness."*

**GAIL TYSON**



**MARGARET RIVERS**



To Margaret Rivers, Associate Executive Director, Executive Administration, from a Carter facility 2<sup>nd</sup> floor patient/resident's family:

*"Your presence makes a wonderful difference."*



**OLUFUNMIBI  
AWOSHILEY**



**COLER STAFF  
A-51**



**BETTY  
FENELON**



To all staff of A-51, Coler facility; Olufunmibi Awoshiley, Asst. Director, Hospital, Executive Administration; and Betty Fenelon, Special Officer, Security; from the Eye Bank hospital liaison:  
*"Thank you for gaining consent for the donations."*

**ROSELYN  
VASQUEZ**



To Roselyn Vasquez and Nathaniel Blugh, Patient Representatives, Patient Relations from a patient/resident of A-42, Coler facility:  
*"Everything is good."*

From a patient/resident of A-11, Coler facility:  
*"I appreciate the help you have given me throughout my seven years."*

To Roselyn Vasquez from a patient/resident of C-42, Coler facility:  
*"Thank you for your quick response in getting my electric wheelchair repaired. Thank you for your concern."*

From a patient/resident of A-41, Coler facility:  
*"Thank you for making the right decision between what is right and wrong with courtesy, empathy and honesty...God bless you."*

From a patient/resident of A-11, Coler facility:  
*"Thank you my friend for taking care of my issue with the TV."*

From a patient/resident of C-44, Coler facility:  
*"Thanks Rosey. Appreciate Your Help!"*

**NATHANIEL  
BLUGH**



**MARIA  
OLA-SIMS**



**SYLVIA  
MILLER**



**ANNMARIE  
XAVIER**



**JENNIFER  
DIZON**



**MARIAMMA  
MATHEW**

Patients/residents on C33 (now A33) of the Coler Facility wanted these six staff members recognized for their good work.



**OCTAVIA  
VISHNEVSKY**

# Coler-Goldwater's Innovative Volunteer Extended Self-Care Program

Thanks to a generous United Hospital Fund (UHF) grant of \$30,000, an important, first-of-its-kind initiative entitled the "Self-Care Program" has been in place at Coler-Goldwater for over a year. When the modernization program—which involved the relocation of many patients and residents to a new campus in Harlem, the discharge of hundreds of resi-

dents into the community, and the eventual closing of the Goldwater Campus—was planned, it became apparent that innovative ways to address these big changes were needed.

Beginning in late 2010, the New York City Health and Hospitals Corporation's Corporate Planning Team, led by Dona Green, Sr. Assistant Vice President, smoothed the way for Coler-Goldwater's Self-Care program by assisting in obtaining housing and essential services for residents who qualified for discharge. This was in keeping with the corporate modernization plan.

A key aspect of the UHF grant



*Residents, staff and volunteers proudly display their delicious and nutritious dishes created during a Self-Care workshop held on the Goldwater Campus.*

was a plan to use volunteers to extend the Self-Care Program to prepare nursing facility residents with the skills and support needed to successfully transition from an institutional-based setting to independent community-based living, and promote volunteerism. Coler-Goldwater matched and exceeded the UHF funds, giving the Self-Care Program more than \$60,000 of operating capital.

The UHF grant aimed to reach 114 residents, and that goal was met. Led by Pamela Hargrow, Director, Volunteer Department and assisted by Lydia Ortiz, Coordinating Manager, the volunteers were instrumental in encouraging residents to attend the program, reminding them of the class dates and times, and getting them to

the scheduled workshops. Upon completion of the workshops, volunteers escorted the residents back to their units and relayed residents' concerns and questions back to the social workers. Volunteers also assisted with the follow-up on residents who had transitioned back to the community.

Sui-Fan Yung, Assistant Director, Hospital, Social Services, conceived of and implemented the Self-Care Program to teach residents—some who had been living at Coler-Goldwater for years—how to re-enter the community and function smoothly in day-to-day activities. She realized that there were many practical questions and hurdles that needed to be overcome before discharge, noting: "Residents could not just be given keys to an apartment and expected to rejoin the community unprepared."



*Alexandre Chavkounov, resident, assisted by a volunteer, carefully seasons the cubed meat during the lunch preparation.*



*"Ambassador" Glen Womack discovered how much he likes cooking, and proudly displays the delicious chicken he made in a Self-Care workshop.*



Ms. Yung observed that many residents had been living at Coler-Goldwater for years, and the outside world had changed. Some had forgotten how to do laundry, shop, cook a meal, take public transportation, cash a check, or conduct themselves in an interview.



*Christine Mitchell, resident; Linda Suber, Community Liaison Worker, Therapeutic Recreation; and Lydia Ortiz, Coordinating Manager, Volunteers; examine the recipe for a healthy meal during a "Cook a Meal" workshop.*

Residents who were awaiting housing were required to participate in the month-long program as part of the discharge process. Each of the 13 workshops—with groups of 10 residents or fewer—were taught by staff from the departments of Social Work, Nursing, Food & Nutrition, Psychiatry, Therapeutic Recreation, Dentistry, Occupational Therapy, Nursing Rehab and Volunteers. As an incentive to attend the workshops, attendees received gifts that complimented and reinforced

each carefully planned workshop, such as a calculator and shopping tote for the "Cook a Meal" session and a measuring cup and food storage container for the "Food & Nutrition" lesson.

Residents who have completed the program return to assist in it and encourage other residents' participation—a key aim of the UHF grant—are called "Self-Care Ambassadors." One such Ambassador is Glen Womack. Glen is waiting for available housing and currently resides at Coler. Womack said: "I believe in giving back. The program has increased my self-esteem and motivation, and I encourage others to attend the workshops." Mr. Womack, along with resident Shafi Alam and other "Ambassadors," subscribe to the concept of "paying it forward," an idea in which the recipient of a kind act shows their gratefulness by helping others.

Although the grant ends in January 2014, the program will not. Other sources of funding are being sought, and the Volunteer Department has set up an internship for students at local colleges who would continue assisting with the Self-Care Program.

Many departments at Coler-Goldwater assisted with this important initiative, and the Self-Care team is most thankful for their participation. The cooperation, support and diligence of the departments of Food & Nutrition, Psychiatry, Occupational Therapy, Dentistry, Nursing, Nursing Rehabilitation, Social Work, Therapeutic Recreation, Volunteers and Administration enabled the Self-Care program to be a great success, and the interdepartmental cooperation was instrumental in achieving a high outcome.

**Coler-Goldwater's Self-Care Program is a 13-part monthly initiative with workshops on:**

- ◆ Medication Management and Handwashing
- ◆ Community Benefits and Resources
- ◆ Housing Readiness
- ◆ Food and Nutrition
- ◆ Active Range of Motion (AROM) Exercises and Wellness
- ◆ Conflict Resolution Through Communication
- ◆ Oral Health
- ◆ Independent Living
- ◆ Sober Living
- ◆ Life's Journey and Spirituality
- ◆ Food Budgeting and Preparation
- ◆ Cook a Meal
- ◆ Landlord and Tenant Rights



*Former volunteers showed their commitment to the Self-Care Program by assisting current volunteers and staff during the January 29 graduation and reunion celebration.*

# THE SELF-CARE PROGRAM REUNION CELEBRATION



*Sui-Fan Yung, Lydia Ortiz and Pamela Hargrow spearheaded the program.*



*Executive administration representative Jeff Rogoff pulled the first winning ticket for the Self-Care event raffle.*



*A volunteer presents one of the lucky raffle winners with his prize!*



*Shafi Alam and Glen Womack are two of the Self-Care Ambassadors.*



*Volunteers presented gift bags to all the past and present Self-Care graduates who attended the January 29, 2014 celebration!*



*Recent Self-Care graduate Christine Mitchell displays a MetroCard from her gift bag.*

## WHAT IS THE UNITED HOSPITAL FUND?

The United Hospital Fund, which was founded in 1879, is a non-profit organization whose mission is to shape positive change in health care for the people of New York. They advance policies and support programs that promote high-quality, patient-centered health care services that are accessible to all, and to help solve shared problems. The Fund undertakes research and policy analysis to improve the financing and delivery of care in hospitals, health centers, nursing homes, and other care settings. They raise funds and give grants to examine emerging issues, stimulate innovative programs, and work collaboratively with civic, professional, and volunteer leaders to identify and realize opportunities for change.





# HIGHLIGHTS FROM 2013

## Coler- Goldwater's Annual Breast Cancer Fundraising Gala

The Coler-Goldwater Fight Against Breast Cancer Committee, chaired by Stanlee Richards, RN, Director of Goldwater Nursing, held its annual Gala to benefit The American Cancer Society on June 14 in the Goldwater Auditorium. Special guest speaker was NY1 News Anchor, Cheryl Wills. Floyd R. Long, Coler-Goldwater Deputy Executive Director/Chief Operating Officer was given an award for his ongoing support of the Coler-Goldwater Breast Cancer Committee.



## Coler-Goldwater Resident's Artwork Featured in Show

On Saturday, October 5, 2013, the artwork of Coler resident Michael Motayne was prominently featured at the 7th Annual Fall for Arts Festival on Roosevelt Island.

The program is a partnership of the Roosevelt Island Operating Corporation and the RIVAA Art Gallery on Roosevelt Island. The festival was held at the Roosevelt Island's Southpoint Park.

## Coler-Goldwater Helps Local Seniors Fight the Flu

On Oct 25, 2013, Ira Weisberg, MD, Director, Occupational Health Services (OHS), Coler-Goldwater, along with OHS staff, administered over 100 flu shots to seniors at the Roosevelt Island Senior Center.

The annual event is sponsored by Coler-Goldwater, in conjunction with the office of Assemblyman Micah Kellner.



## Coler-Goldwater's Medical Externship Program

On August 8, Robert K. Hughes, Executive Director, Coler-Goldwater, along with Administration members, hosted the Coler-Goldwater 2013 Medical Student Externship Program graduation.

The goals of the program include acquiring an understanding of chronic illness and the interdisciplinary team approach that is required to care for people with chronic illness.

This unpaid placement exposed the medical students to the diverse population that Coler-Goldwater caregivers serve with compassion and great skill.

**2013 was an extraordinarily busy year!** There were numerous meetings, and extensive planning for the construction and opening of the new Henry J. Carter campus in Harlem, the discharge of many patients/residents to the community, the transfer of patients/residents to the new facility, and the eventual closing of the Goldwater Campus. Even with this enormous undertaking, Coler-Goldwater staff continued with their excellent daily patient/resident care, and held annual events and special activities for both patients/residents and staff. The timeline below shows many of the year's highlights.

**January 28**  
Joint Labor Management  
Subcommittees on  
Transportation &  
Communication visit  
Harlem neighborhood



**May 8**  
Stanlee Richards, RN, receives  
Sloan Public Service Award



**January 29&30**  
Multistar Event

**February 20**  
Coler-Goldwater dentists visit  
Roosevelt Island school



**February 7**  
Hank Carter hosts luncheon for  
WCI volunteers

**April 5**  
iPod Music & Memory  
Dan Cohen visits Coler Campus

**June 20**  
Goldwater Health Fair

JANUARY

MARCH

MAY



**January 10**  
LPN Capping Ceremony

FEBRUARY

**March 11**  
Volunteer Training Seminar

**Week of March 12**  
Safety Week, Goldwater

**March 21**  
Breast Cancer Fundraising  
Food Sale

**March 21**  
Safety Week Event

APRIL

**May 3**  
Volunteer and Auxiliary  
Award Ceremony & Luncheon

**May 9**  
Wheelchair Charities  
40<sup>th</sup> Anniversary Gala

**April 30**  
Employee  
Recognition Day

**April 27-May 26**  
Patient/Resident Art Show  
"Art From the Heart IV"  
at the RIVAA Gallery

JUNE

**June 4**  
National Nurses Week  
Celebration

**June 27**  
Coler Health Fair

**June 14**  
Breast Cancer  
Fundraising Gala

**June 20**  
LPN Pinning

**June 28**  
Dental Graduation



**February 22**  
Black Nurses celebration

**April 11**  
WCI supporters from Nike visit Harlem  
construction site







**July 24**  
Coler Patient/Resident Art Show



**October 20**  
HHC President Alan Aviles joins  
"The Walk" for Breast Cancer  
in Central Park



**August 2**  
Nameplate placed on entrance to  
Henry J. Carter building

**SEPTEMBER**

**October 16**  
Goldwater Farewell  
Party

**October 21**  
relocation exercises begin

**October 6**  
Breast Cancer Fundraising trip  
to Atlantic City

**NOVEMBER**

**December 5**  
Coler Tree Lighting

**December 18**  
Henry J. Carter, First Employee  
Holiday Party

**December 19**  
Patient/Resident Holiday Party,  
Coler

**December 31**  
Patient/Resident New Years  
Party

**JULY**

**July 30**  
Medical Residents begin  
Externship Program



**AUGUST**

**September 26**  
Hank Carter Honored at  
Queensbridge Luncheon



**August 9**  
"Have Breakfast With Us"  
fundraiser for  
Breast Cancer

**August 29**  
Employee BBQ



**OCTOBER**

**November 19**  
Baseball star CC Sabathia  
visits new HJC facility

**November 12**  
Mock Move

**November 21**  
Patient/Resident  
Thanksgiving

**October 28**  
Families of  
Patients/Residents  
tour new HJC facility

**October 22**  
Basketball star Bernard King  
visits new HJC facility



**DECEMBER**



**December 17**  
Coler Employee Holiday Party





# Coler Carter

## STILL



*Wheelchair Charities, Inc. (WCI) continued its 41<sup>st</sup> year of generous giving in late February 2014. On February 27, the New York City Health and Hospitals Corporations' executive leadership gathered in the Coler lobby to share in the donation of 21 new wheelchairs—19 motorized, one manual lightweight, and one manual sport chair.*

Alan Aviles, President & CEO; Antonio Martin, Executive Vice President and Chief Operating Officer; LaRay Brown, Senior VP, Corporate Planning, Community Health and Intergovernmental Relations; and Joseph Schick, Senior Advisor to the President and Executive Director, The Fund for HHC, took part in the event.

Coler-Goldwater/Henry J. Carter leadership and staff from many departments also attended, including Executive Director, Robert Hughes and Chief Operating Officer/Deputy Executive Director, Floyd Long. A welcome face in the crowd was former Executive Director, Claude Ritman, who remains a strong supporter of both Wheelchair Charities and our facilities. The event was emceed by long-time WCI supporter "Doctor" Bob Lee, of WBLS radio. Rev. John Boyd III led the opening prayer.

The following day, new chairs were presented in the Renaissance Room of Harlem's Henry J. Carter facility. WCI purchased a total of 16 chairs—14 motorized one manual lightweight, and one manual sport chair. Residents and staff





COLER ♥ GOLDWATER

Coler Campus

900 Main Street

# WHEELCHAIR CHARITIES, INC CARING, STILL GIVING

were joined by HHC executive Ross Wilson, MD, Senior Vice President of Quality, Corporate Chief Medical Officer, and a Corporate Officer at HHC. It was Dr. Wilson's first visit to the new hospital. Also attending were HHC's Antonio Martin, LaRay Brown and Joseph Schick. Mr. Schick, noting that Hank Carter is present at the hospitals on a daily basis, quipped: "Hank Carter is our one-a-day vitamin."

In attendance was WCI board member Henry Lavan; along with Kelsey Stevens, Children's Aid Society; and Jackie Rowe-Adams, Co-Founder and President, Harlem Mothers Save. Long-time WCI supporter Lloyd Desvigne brought some special guests—students from Holy Cross High School in Flushing, Queens—to experience the impact of charity in action.

Additionally, guests and HHC leadership viewed a demonstration of a brand-new, life-changing piece of equipment—the newly-arrived LiteGait® machine—which is manufactured by Mobility Research and distributed by Rehab Dimensions.

David Smith, a representative of Rehab Dimensions, explained the partial weight-bearing therapy device, which will provide a safe and effective environment for walking therapy. It can achieve increased efficiency, increase the number of patients receiving gait therapy and provide a secure environment that allows the therapist to treat difficult patients.

Richard Mongiardo, Supervisor, Physical Therapy, Rehabilitation Therapy, demonstrated the new machine, and showed how it will help patients obtain supported suspension, comfortably walk in an environment free from falls, increase or decrease the weight bearing load on the weaker side of the body, and help reduce the risk of back injury to staff.

On both campuses, grateful residents thanked Mr. Carter for his generosity, as well as hospital staff and leadership for their care and compassion. Several residents were receiving motorized chairs for the first time ever, and were overcome with emotion, knowing how much the new chair would change their lives for the better.



# Coler-Goldwater

## Henry J. Carter

*How satisfied and engaged are Coler-Carter employees?* The results from the 2013 Press Ganey Partnership Survey are in! From May through June 2013, the survey was available for anonymous completion through the Press Ganey website, and was designed to measure the levels of employee satisfaction and engagement throughout Coler Specialty Nursing Facility and Henry J. Carter Specialty Hospital and Nursing Facility. The survey response rate for Coler employees was 49% and 37% for Carter Employees (Goldwater at the time of Survey) and indicated an overall partnership score of 61.7 and 66.3 respectively.

Employee **Partnership** is a product of your levels of **Engagement** and **Satisfaction** at work. Answering this survey helped us understand your perception of the workplace in order for us to improve conditions that need improvement and maintain those you value most. The survey gave us insights and knowledge into what is currently going well at Coler and Carter and what still needs improvement. Great opportunities have been identified for both facilities and will be acted on in the upcoming months.

Employees at both facilities agreed that our strengths are: the excellent quality of care that we provide; the high regard for our facilities in the community; and the feeling of accomplishment our employees get from their work. Conversely, employees in both facilities agreed that there is an opportunity to improve the leadership skills of managers/supervisors; and involvement/inclusion of employees in decisions that impacts them and the organization.

The results of the survey are a starting point for creating stronger employee

partnership and improving Coler-Carter's overall performance. To this end, the Executive Leadership team at Coler-Carter, in collaboration with Human Resources and the Organizational and Staff Development department, have begun implementing a number of initiatives geared towards improving employee's overall satisfaction and engagement.

These initiatives include but are not limited to:

- *Group discussion sessions with the Executive Director, where small groups of employees have the opportunity to sit with our Director and share concerns and ideas over a meal*
- *A Monthly Employee Recognition Program*
- *Manager/Supervisor participation in a 12-month South Manhattan Healthcare Network leadership development program*
- *Weekly rounds throughout the facility by members of the administration*

## Employee Engagement

- *Organizational Development interventions with high impact departments*

Coler-Carter leadership is committed to improving the employee partnership scores. High employee partnership leads to increased work performance, which translates into positive impacts on patient satisfaction, safety, retention and productivity.

## Partnership

## Survey

## Satisfaction



# IMPROVING THE PATIENT/RESIDENT EXPERIENCE

**A**t Coler-Goldwater and Henry J. Carter, we aim to give the best possible care to our patients and residents, and the quality of care our staff delivers is consistently rated very high. We want the way in which our care is delivered to be equally high, so some new initiatives have been undertaken to achieve that goal.

A cross-section of patients/residents from both the Coler and Goldwater campuses, surveyed in July of 2013 by Press Ganey, indicated that there are some areas that could be improved. Among those areas for improvement are staff friendliness and courtesy, which fall into the broader categories of communication and quality of life. From August 19 through August 23, a Value Stream Analysis took place that examined the survey results. From the Value Stream Analysis, seven Rapid Improvement Events (RIEs) were determined necessary.

From January 21-27, 2014, the first RIE, entitled "Improving Relationships Between Staff, Patients, Residents and Families," was initiated. On February 18-24, the second RIE, "On-Boarding and Welcoming Patients and Residents to the Facility," was initiated. The RIE team—comprised of front line staff from many departments—quickly identified several root causes and made recommendations.

One of the recommendations from the first RIE was a campaign to increase awareness of the role compassion, empathy and communication plays in the healing process and quality of life for our patients and residents.

The campaign, called *Healing Hearts with Compassion* (HHC), had its kick-off on February 18, 2014. Robert Hughes, Executive Director, delivered a special message about the new initiative to staff from many departments who had gathered in the lobby of the Henry J. Carter facility. Informational pamphlets were presented, along with the first in a series of educational staff videos showing examples of ideal patient/resident interaction contrasted with unacceptable behavior and attitude. There was also a Healing Hearts questionnaire, and completed forms were entered into a raffle on each tour. Winners Marie Le Clerk, Assoc. Respiratory Therapist, Respiratory Therapy; Koreen Young, Clerical Assoc., SNF; and Lilawattie Naul, LPN, SNF each won a Dunkin Donuts/Baskin Robbins gift card.

One aspect of the Healing Hearts campaign is the concept of K.I.S.S.—which stands for **K**indness-**I**nteraction-**S**ensitivity-**S**milng—an easy acronym to remember, which will remind staff to take time during their busy day to remember to treat everyone with dignity.

One of the concerns of patients/residents was that they wanted the facilities to be more home-like. Those who now live at Henry J. Carter are in a new building that was designed to be patient-centered, and has the most home-like environment possible. While the Coler facility is older and constructed of a less patient-centered design, steps are being taken to enhance Coler's ambiance. Cosmetic improvements, such as fresh paint and repairs, are being undertaken in the admissions department

and other areas. Staff is also taking care to remove extra equipment from patient/resident rooms and corridors.

Another area that was examined was our processes—especially the admitting and discharge procedures. To enhance communication to our patients/residents, scripts for standard work were developed, and a new On-Boarding procedure put in place. Each new patient/resident is personally greeted by staff, and given a gift bag and hot soup or hot drink while they wait. And of course, all care is now delivered with K.I.S.S.—kindness, interaction, sensitivity and a smile.



*In addition to the HHC/KISS initiative, the team has...*

- Created standard work for conducting Interdisciplinary Care Plan (ICP) at bedside in the LTACH during rounds. This includes the entire team going to the bedside with the purpose of increasing communication and building trust with patients and family members.*
- Developed a facility-wide training program with emphasis on empathy, respect and communication. This will include producing video training programs using HJC/Coler staff.*
- Established the need for daily staff briefings on each Nursing Facility (NF) unit. These briefings will involve all staff and will allow everyone to have current information about the activities of the day including, admissions, compliments and areas of concern.*
- Recommended a process control board which will include the information covered at the daily briefings, which will be available for all staff to share.*
- Recommended implementing a voluntary staff-to-resident feeding program in the NF.*

This important campaign, which will also be instituted on the Coler Campus in the coming months, can make a big difference in the lives of our patients, residents, families and with staff. Creating an enhanced culture of compassion, empathy and openness will give our facility a competitive edge and ensure our top ranking among the very best facilities in the country.

In late spring, the third RIE, "Enhancing the Dining Experience," will commence. We know that food is the heart of a home and recognize that it's an important element of our patients and residents overall perception of the Nursing Home and Hospital experience. When we enhance the dining experience, we nourish our patients and residents souls, as well as their bodies and maximize their quality of life and quality of care.





# T.R. ROCKS!

In addition to regularly offering music and art activities on each unit, our Recreation Therapy Department holds many special events for patients/residents. Here are some scenes from their fall and winter offerings at Coler.



9/25/13 - Harvest Ball



10/24/13 - Cultural Festival (France)



10/31/13 - Halloween Party



12/19/13 - Holiday Luncheon



11/21/13 - Thanksgiving Luncheon



10/29/13 - Hoe Down



12/31/13 - New Year's Eve Party



12/5/13 - Holiday Tree Lighting



# Location: Goldwater

Thought you'd seen the last of the Goldwater Campus? Think again!

For years, the Goldwater campus was a major location for television and film productions. Although always given a stage-name, look for the familiar hallways, units and rooms of Goldwater in these major motion pictures:

**The Exorcist**  
**Autumn In New York**  
**Private Parts**  
**Kinsey**  
**Hide and Seek**  
**Perfect Stranger**  
**Salt**

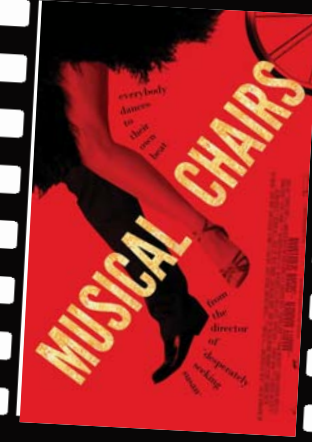
**Just Wright**  
**Arthur (2010)**  
**Delivery Man**  
**Musical Chairs**  
**The Namesake**  
**Dark Water**  
**Carlito's Way: The Beginning**  
**House of D**

**Romance and Cigarettes**  
**El Cantante**  
**The Brave One**  
**The Good Heart**  
**Muhammed Ali's Greatest Fight**  
**The Ex**  
**Tower Heist**  
**Synechdoche, NY**  
**Reign Over Me**  
**El Vacilon**  
**Shame**

**Paranormal Asylum**  
**Jack Goes Boating**  
**Brazzaville Teenager (YouTube short)**

*(In theaters soon)*

**Lullaby**  
**This Is Where I Leave You**  
**The Normal Heart**  
**Song One**  
**Mania Days**  
**Beware the Night**



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and Nursing Facility  
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## Coler's Patient / Resident



*Chris Wittman, Recreation Therapist, listens carefully to a spelling bee participant's answer.*



When many people think of spelling bees, they imagine young schoolchildren lined up on stage carefully saying the letters they hope are in the big word the teacher just said. At Coler-Goldwater, spelling bees aren't just for kids. Several

years ago, Christopher Wittman, Recreation Therapist, L-I, had the idea of recreating the friendly competition of the school spelling bee for our residents. The Coler-Goldwater Spelling Bee has since become a popular annual event.

A crowd gathered in the Coler Canteen on Thursday afternoon, October 10. Some came to compete; others came to cheer on their friends. Chris, armed with a microphone and dictionary, went around the circle of players, enunciated each word, and listened carefully to the spellers' answers. He started with easy words, and gradually increased the level of difficulty. With each wrong spelling, people were eliminated until only a few top spellers remained. This year Devlin Reed won third place, Lisa Enem took second place, and Carlton Burrell earned a big round of applause, finishing in first place.