



The Generations+/Northern Manhattan Health Network Network Review

Building for Success

WINTER 2009 Edition

Harlem Hospital Center

Lincoln
Medical and Mental Health Center

Morrisania
Neighborhood Family Health Center

Renaissance
Health Care Network

Segundo Ruiz Belvis
Neighborhood Family Health Center

COMMUNITY ORIENTED PRIMARY CARE FORUMS Reaffirming our role in community focused health care delivery

MARIA RAMOS

Maria Ramos Receives RWJ Award



See page 19

Advocacy In Action

CAB/Auxiliary Network Annual Dinner



See page 9



Over 80 clinical and administrative staff attended the seminar

Defining a common direction for future implementation of hospital-based Community Oriented Primary Care (COPC) was the focus of the first of a series of seminars held on October 24, 2008, in response to the dismal state of health in urban settings such as the South Bronx and East and Central Harlem. Convened by the Generations+/Northern Manhattan Health Network, the symposium was structured by the George Washington University School of Public Health and Health Services. Topics were presented by a distinguished panel of public health professionals headed by Dr. Ayman

El-Mohandes, noted neonatologist and seasoned researcher. The importance of engaging stakeholders in setting an agenda that supports identifying unmet health needs, health disparities and other issues which the community determines as requiring priority intervention was at the heart of the discussion. Other forthcoming forums will focus on the process of engaging community stakeholders; defining social, economic, cultural, environmental and biological health determinants and community involvement and participation.

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Looking Forward

José R. Sánchez, LMSW, LCSW
Senior Vice President
Generations+/Northern Manhattan Health Network
Executive Director, Lincoln Medical and Mental Health Center

Welcome to the Winter Edition of our Network Newsletter. This edition is a timely reflection of the accomplishments that we have made throughout 2008. Looking back, we will find that we were faced with both successes and challenges. The successes reminded us that our institutions are filled with quality professionals who are dedicated to our patients. And our challenges have reminded us of the same. We have taken difficulties and turned them into victories.

Our Network is filled with professionals who exude creativity and daily go above and beyond their call of duty. Our staff has received numerous accolades and stand out amongst New York City's workforce. Our managers and front-line staff have embraced the ideals of service excellence and are continuously making improvements in delivering patient-centered care. This Newsletter highlights some of those initiatives and recognitions and causes us to reflect upon the high caliber of individuals that we have all been privileged to work with.

I am pleased to welcome Dr. Michael Stocker as the new Chairperson of HHC Board of Directors. His years of leadership in healthcare management will prove to be a definite asset during

these challenging financial times. He joins HHC's team of exceptional leaders committed to providing the absolute best care to our patients. Alan Aviles, HHC President, has diligently urged us to make New York City's municipal hospital system the safest in the Nation. This past year is evidence of the hard work that each facility produces daily and is indicative of the fact that the Generations+/Northern Manhattan Health Network is among the best in the public health field. Throughout my tenure as Senior Vice President, our Community Advisory Boards and Auxiliaries have been consistent in their support and in their drive to ensure that our programs are reflective of the needs of our communities. Our Centers of Excellence, state-of-the-art specialty services, and preventative outreach programs make a significant difference in neighborhoods where lack of access to care is prevalent and preventable diseases often claim lives prematurely.

Daily the doors of Harlem, Lincoln, Morrisania, Belvis, and Renaissance swing open to a diverse group of people who are dependent upon our facilities for affordable, quality healthcare. Our economic times remind us that the services we provide to low-income communities are needed now more than

ever. Patients find comfort in knowing that there are clinicians, administrators, technicians, and support staff that treat them with dignity and respect, and provide them with the highest level of care. Because of this, it is no surprise to me that our hospitals receive national recognition and that our facilities are noted for their high performance. Even with our successes, it is important that we consistently assess our programs and see where there is further room for growth. 2009 presents an excellent opportunity to do just that. Let us always pursue excellence.

I personally thank each and every one of you who have worked throughout this past year to make the Generations+/Northern Manhattan Health Network what it is today—the strongest financially performing network in HHC and the number one network dedicated to providing the best of care in Northern Manhattan and The Bronx. I also ask that you extend my appreciation to your families for their support. I am proud to know that I work amongst a community of individuals who are committed to public service.



BREAKING LANGUAGE AND CULTURAL BARRIERS

John M. Palmer, Ph.D.
Executive Director
Harlem Hospital Center
Renaissance Health Care Network

“People who are far away from home still need a doctor – a medical home – to guide them through the various stages of their lives.”

John M. Palmer, Ph.D.

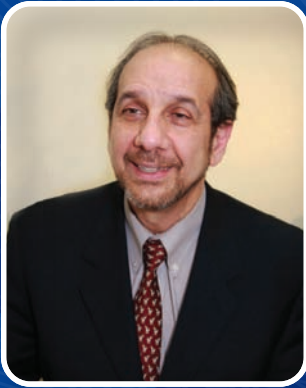
The Communities of Central Harlem and East Harlem have become more ethnically diverse. Central Harlem has the largest documented West African population in New York City. Language and cultural customs are often barriers for newly immigrated residents, particularly in terms of seeking health care.

Harlem Hospital Center has recently received a grant from the New York State Foundation for Health to establish a culturally competent ambulatory care clinic to serve the Islamic Community, beginning with Muslims from West Africa. In addition to speaking English,

French, and Arabic, the clinic will have providers and staff who speak African Languages including Soninke, Wolof, Pulaar, Mandingo, Hausa, and Twi.

Let us talk for a moment about change. In the old days, the family doctor who delivered you and your mother knew your family’s health history. He or she steered you through measles, broken bones, and new parenthood. Today, not many of us live in the place where we were born. People who are far away from home still need a doctor – a medical home – to guide them through the various stages of life. Establishing a clinic that is culturally competent and sensitive to the needs of West African immigrants is the first step in encouraging the community to view Harlem Hospital Center and the Renaissance Health Care Network as their medical home.

We have always been in the business of community service and have every reason to be hopeful that our project to establish a clinic geared to the specific cultural needs of West Africans and Muslims will encourage a free and open exchange of care-giving and care-seeking to everyone— Muslim and Non-Muslim alike— in the Harlem Community.



MAKING STRIDES IN THE RIGHT DIRECTION

Walid Michelen, M.D.
Network Chief of Staff
Director of Business Development and Grants
Neighborhood Family Health Centers

Once again, the staff at Belvis and Morrisania Neighborhood Family Health Centers and Renaissance Health Network have demonstrated what can be accomplished with hard work and team effort. It is the energy, dedication and enthusiasm of the people at our Family Health Centers that account for our significant achievements in 2008. Most notable among our accomplishments are the considerable increases in our patient base, the acknowledgments our centers have received for improvements in patient care and our aggressive and measurable community outreach efforts.

In our pursuit of fiscal stability, the Network Financial Office has been solidly committed to revenue enhancement. In this endeavor, Network Deputy Chief Financial Officer, Ann C. Sullivan, has been resolute in her commitment to working closely with the Neighborhood Family Health Centers' leadership, leading the way to financial efficiencies. Ms. Sullivan's commitment to our fiscal health has enabled us to maximize service and clinical proficiencies as well as share best practices.

On the subject of promoting wellness

through health education and life-saving health screenings, our commitment was evidenced by the Centers' active involvement in the myriad of health education campaigns that took place throughout the entire year. We thank all those who enthusiastically coordinated and participated in the American Cancer Society's Making Strides Against Cancer Walk, Asthma and Diabetes Awareness campaigns and Take Care NY health screenings. In addition to these corporate sponsored events, all centers engaged in the coordination of over 50 local health fairs, workshops and campaigns that addressed all aspects of health education— from hypertension, nutrition, the risks of smoking and eye care to depression screening, flu vaccines, HIV/AIDS and more, reaching thousands of people.

The measurable results of this unwavering commitment to health promotion were demonstrated by the significant improvements in diabetic care at Belvis which ranked high at the top of the corporation in its management of diabetes. On the other hand, the Renaissance Health Care Network's HIV Department continued to receive accolades for

meeting their HIV testing target goal and surpassing their own targeted goal by 33%. In another achievement, the Continuing Day Treatment Program at Morrisania received accreditation until the year 2010.

We start 2009 embracing opportunities to improve our primary care services and rebuild the Pediatrics Department and Youth Center at Morrisania, thanks to a New York State Department of Health grant of \$494,000 awarded under the Health Care Efficiency and Affordability Law (HEAL). Renaissance received \$1.2 million for improvements in its dental department and acquisition of new dental chairs.

Maximizing on these strengths, we will sustain our efforts to improve our service to those who depend on us for quality and affordable health care. We are improving the level of patient safety, assigning patient safety officers and coordinators at all three family health centers as well as embracing a service excellence philosophy that will enhance the respectful and sensitive way we provide care.

COMMUNITY ORIENTED PRIMARY CARE FORUMS



Over 80 clinical and administrative staff attended the seminar. Rosa Gofin, MD, MPH; Ayman El-Mohandes, MBBChM MD, MPH; Patrick Johansson, MD, MPH; Howard Straker, PA-C, MPH; Jaime Gofin, MD, MPH (not shown in photo) addressed the principles and practice of COPC. Photo also shows Jose R. Sanchez, Sr. Vice President and John Palmer, PhD, Harlem Hospital Executive Director.

continues from page 1. The communities served by the Generations+/Northern Manhattan Health Network have drastic and disproportionate high rates of obesity, asthma, diabetes and cardiovascular diseases. Governmental health agencies report that the population in these communities engages in limited physical activity and smokes at higher rates than New York City as a whole.

Reaffirming our role in community focused health care delivery

The distressing prediction is that more than half of all children born in the year 2000 in these neighborhoods will develop diabetes at some point in their lives, resulting in a concomitant increase in cardiovascular disease, renal disease and other associated illnesses.

The COPC seminars seek to reaffirm Generations+/Northern Manhattan Health Network's role in the community as safety net institutions committed to creating viable programs that meet the health care needs of the communities we serve.

Network Financial Overview

The latest HHC Financial Report presented to the Board of Directors shows that the Generations+/ Northern Manhattan Health Network continues to have the best financial results in HHC.

As of November 30, 2008 the Network had a net surplus of \$ 8.184 million. Lincoln Medical and Mental Health Center continues to be the best acute care facility with the net surplus of \$ 5.625 million. The Diagnostic and Treatment Centers also performed very well, with each facility showing positive net results.

FYTD November 08 Total Variance (in thousands)

Facility		% Variance
Harlem	\$(2,062)	(0.8%)
Lincoln	\$5,625	.6%
SR Belvis	\$1,745	19.0%
Morrisania	\$1,673	8.7%
Renaissance	\$1,203	7.8%
NETWORK	\$8,184	1.3%

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Network Review

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NETWORK EMPLOYEES OF THE YEAR



Carol Matthews-Roberts
Psychiatry
Harlem Hospital Center

Ms. Carol A. Roberts-Matthews, a Senior Program Planner Analyst with the Child and Adolescent Psychiatry Division at Harlem Hospital Center, continually assesses the needs of the patients and has put into practice a Parents Group to promote and improve communication between parents and the clinic. As a result, the division has achieved success in patient compliance and increased clinic productivity.

She exemplifies the principles of world class service excellence. The parents seek out Ms. Roberts-Matthews when service is not what they expect and when they need assistance in resolving issues and concerns. They credit Ms. Roberts-Matthews with creating “great changes for the betterment of the division, for listening and respecting them and giving them a voice that allows them to fully participate in their children’s therapy.”



Detra Bryant
Dental Assistant, Renaissance
Healthcare Network

Ms. Detra Bryant’s steadfast commitment as a public servant and her devotion to her patients has made her an esteemed and irreplaceable member of the Renaissance Health Care Network Department of Dentistry. When patients come to the Grant Houses Center for their dental appointments, before they report to the front desk, they look for Ms. Bryant just to say "Hello" and to hear her words of encouragement. Detra's warm disposition and pleasant personality are a source of comfort. She never hesitates to extend a reassuring hand to ensure that all patient visits are pleasant and stress-free.

Detra loves people, and she has a true appreciation for life and the opportunities that life has to offer. This is reflected in her relationships with her family, co-workers, and patients.



Jacqueline Vasquez, LPN
Belvis Neighborhood Family
Health Center

Ms. Vasquez is acknowledged for her outstanding contributions to the OB/GYN Department and her eagerness to provide caring and effective care to the patients. She embodies the principles of service excellence in everything she does. She is, in every respect, dedicated to her profession. No task is too trivial for her and she's always ready to roll up her sleeves to assist anyone. Patients sense how knowledgeable and dedicated she is and feel encouraged to approach her with questions and any concerns they may have.

Her service excellence demeanor extends to her co-workers. Her sincerity and eagerness to be a productive member of the team has earned her the respect and admiration of her peers.



Robert Tucker, Dietary Aide
Lincoln Hospital's Food and Nutrition
Department

Mr. Tucker is highly respected and esteemed by all the managers, supervisors and employees. He is extremely knowledgeable about every job function in the main kitchen and multi-tasks better than anyone.

In his efforts to ensure patient satisfaction, Mr. Tucker has reported to duty on his days off or stayed past his scheduled time. He takes pride in everything he does and mentors his peers to ensure that everything is done correctly. Even though Mr. Tucker does not have daily contact with patients, he truly shows that patients are at the heart of everything that we do.



Tewodros Kiros, M.D.
Ophthalmologist, Morrisania
Neighborhood Family Health Center

Dr. Tewodros Kiros joined the Morrisania Eye Clinic in July 2006 and has been a true asset to this department and facility. He has been a perfect role model on the true concept of providing measurable patient satisfaction to both our internal and external customers. This was evidenced when, due to staffing limitations, he embraced extra responsibilities by taking on an additional panel of patients. As a result, not one patient has changed to another facility. Patients compliment Dr. Kiros on his gentle bedside manner. The secret to his hard work is his untiring commitment to his profession and his devotion to the people who have chosen Morrisania for their eye care.

HARLEM COMMUNITY ADVISORY BOARD ANNUAL PUBLIC MEETING



L-R: Tony Spencer, Laura Brown, Eleanor Kennedy, Jan Myer Cook, David Weaver, Chair, Frances Blackwell, Stephanie Howze, Bettie White, Femi Showole
Seated: Azeeza Hurston, Gloria Jackson, Dorothy Payne-Morehead, and Beverly Frazier

The Harlem Hospital Center Community Advisory Board held its Annual Public Meeting on Wednesday, September 17, 2008, in the Herbert Cave Auditorium. The theme for this year's event was "Oral Health: Reconnecting the Mouth to the Body." Dr. James King, who was the keynote speaker, gave a thought provoking presentation on Oral Health, which included a stimulating panel discussion on issues addressed by Dr. Michael Bolden, Dr. Charles Grannum, and Dr. Robert

North. The audience was very engaged in this part of the event, asking numerous questions on oral healthcare. Assemblymember Keith Wright was a guest speaker at the event, and Assemblymember Denny Farrell also addressed the attendees. During the event, Dr. John Palmer was presented with an award by the community group "Harlem Mothers Save", for his ongoing work to prevent the gun violence throughout the Harlem community.

NETWORK CAB/AUXILIARY ANNUAL DINNER

The 2008 Annual Joint Network Community Advisory Boards (CAB) and Auxiliaries Dinner was held on December 9th hosted by Network Sr. Vice President Jose R. Sanchez. The gathering has become a tradition in the network, providing an opportunity for CAB and Auxiliary members to come together, exchange ideas and become acquainted with what their sister facilities are doing. Mr. Sanchez expressed his appreciation for the vital support and critical advocacy role that the CAB and Auxiliary members provide to the acute care hospitals and Neighborhood Family Health Centers in the Generations+/Northern Manhattan Health Network. “You continue to be essential partners in our efforts to provide excellence in health care to the people of the South Bronx and Harlem.



Members of Lincoln Hospital CAB and Auxiliary pose with Mr. Sanchez and John M. Palmer, Ph.D., Harlem Hospital Executive Director. From left to right, they are Pascual Gomez, Alex Diaz, Justo Torres, Roland Lopez, Carmen Benitez, George Rodriguez, Lincoln CAB Chair; Lucas Henriquez, Angela E. Randall, Lincoln’s Auxiliary Chair; Carmen Allende, Yvette Oppong and Marcelina Albaladejo.



Members of Harlem CAB and Auxiliaries, including Candi Halbert, Eleanor Kennedy and Azeeza Houston and others take note of Mr. Sanchez’s comments regarding the invaluable contributions made by the CAB’s and Auxiliaries and the importance of their continued participation on behalf of the communities they represent.

PROMOTING HEALTHIER LIFESTYLES

The Network's Community Outreach and Health Education Departments surpassed their efforts to promote healthier lifestyles. In every one of our facilities, the TAKE CARE NY month-long campaign became a top priority during October 2008. The campaign urges New Yorkers of all ages to protect their health through screenings for blood pressure, cancer, asthma, diabetes, HIV and other diseases. Our community outreach and education teams held numerous screening events, seminars, health fairs and other health awareness activities. Lincoln was at the top of the list of acute care facilities with the highest number of people attending the Take Care NY events. Morrisania was in front of other Neighborhood Family Health Centers in attendance and screenings with Belvis coming in second place at the Annual "Making Strides Against Breast Cancer" Walk. Harlem Hospital and Renaissance Health Care Network were the largest team in the Corporation, bringing over 80 participants to Central Park.

First Saturday in October
lecture at Lincoln Hospital



Renaissance Health Care Network Walkers Build Bridges To a Cure for Diabetes

When it comes to community outreach and promoting healthy habits, the employees of the Renaissance Health Care Network do more than talk the talk – they walk the walk.



**HEALTHY VISION
2010: BELVIS**

Above: Marie M. Alzi, OD, personally invites patients to join the seminars that will provide them with the knowledge they need to take control of their eye care.



The Morrisania Health Fair

The Morrisania Health Fair broke a record number of over 2,500 participants this year. Over 25 community-based organizations joined, demonstrating Morrisania's strong partnership with the community.



Universal Sisters

On Saturday, October 25, 2008, Harlem Hospital Center was the primary sponsor of the Universal Sisters: Speaking of Women's Health event at Columbia University. Over 1,000 people attended this seminar, which featured Harlem Hospital Center physicians as the primary guest speakers. Clinical participants included Fred Donko, MD; Icilma Fergus, MD; Janet Taylor, MD; and Benjamin Aubey, MD. Community Health Education and Outreach provided comprehensive health screenings, including HIV testing, glucose, and blood pressure, smoking cessation, and much more. In total, over 400 people were screened at this event.

STAFF RECOGNITION

Excellence in Technology Awards

Each year the City of New York recognizes professionals and managers for their dedication and commitment in the information technology field. We are proud to report that two of our MIS staff at Lincoln Hospital captured awards for excellence in technology. Mr. Agbenyo Aheto, Director of Network Security was recognized with the Excellence in IT Service and Support Award and Anibal Guzman, Supervising System Analyst, received the Excellence in IT Service and Support Award. Lincoln Hospital is very proud of these achievements.



Dr. Wafa El Sadr, Chief of the Division of Infectious Diseases at Harlem was chosen as a 2008 MacArthur Fellow for her research in HIV/AIDS and Tuberculosis. Dr. El Sadr is among 24 winners who will receive \$500,000 each in “no strings attached” support over the next five years. Commenting on this prestigious award, Jonathan Fanton, President of the John D. and Catherine T. MacArthur Foundation noted that their institution “...celebrates extraordinarily creative individuals who inspire new heights in human achievement.”



Lauren W. Johnston, R.N. Lincoln's Deputy Executive Director, recently became a Fellow of the American College of Healthcare Executives (FACHE), the nation's leading professional society for healthcare leaders. Fellow status represents achievement of the highest standard of professional development. In fact, only 7,500 healthcare executives hold this position. Ms. Johnston is privileged to use the FACHE credential, which signifies board certification in healthcare management. Congratulations, Ms. Johnston.

HEALTHY VISION 2010: BELVIS EMPOWERS PATIENTS WITH EYE HEALTH EDUCATION

Segundo Ruiz Belvis' Specialty Eye Clinic strives to address the varied visual health needs of our community with the departmental mantra of service excellence and "an educated patient is our best customer." Our vision care objectives are consistent with Healthy Vision 2010, which addresses opportunities to combat visual impairment due to eye disease and refractive error; regular eye examinations for children and adults; vision screening for pre-school children; injury prevention; and vision rehabilitation.

It is important to note that since 2006, there has been a continual trend of increased access for emergency "Same Day Appointments," diabetic retinal evaluations, chronic ocular disease management and routine ocular evaluations. Additionally, in light of the varied systemic manifestations of diabetes, Belvis' Eye Clinic realizes the importance of a multi-disciplinary approach. Evolving paradigms are highlighting the role of inflammatory processes in the pathogenesis of diabetes. Many inflammatory markers are detected during preventive care in the specialties of dentistry, podiatry and optometry. Part of our success stems from our supportive relationship with specialty clinics, medicine, pediatrics, social services and Lincoln Hospital's services.

In our pursuit of earlier detection of preventable vision loss from diabetic retinopathy (among others), we strive to address the medical and non-medical issues our unique community faces.

Consistent with the Healthy Vision 2010 goals, Belvis has sponsored bi-lingual seminars that have covered topics including diabetic retinopathy, glaucoma, retinal detachment, pterygium, cataracts and macular degeneration. The health center will continue to develop future seminars and public health drives for our community.

"After having participated in these interactive seminars, patients have learned key facts of disease detection, management and symptomology," said Marie M. Alzi, Doctor of Optometry. "Patients are empowered to disseminate this knowledge and mindset of preventive care into the community."

The clinic will continue to provide comprehensive ocular examinations from infants to geriatrics with an emphasis on ocular disease detection and management. We proudly look forward to building upon our accomplishments, educating our community and adapting to the changing health needs of the population we serve.

"Part of our success stems from our supportive relationship with specialty clinics, medicine, pediatrics, social services and Lincoln Hospital's services."

Marie M. Alzi, OD



HYPERTENSION SELF MONITORING AT MORRISANIA: PATIENTS TAKING CONTROL OF THE DISEASE

“Morrisania has been at the forefront of addressing the needs of patients with high blood pressure and other chronic conditions.”

- Judith Flores, M.D.

Uncontrolled hypertension goes undiagnosed in almost one third of affected patients and is the leading cause of preventable heart attacks, stroke and death. Judith Flores, M.D. Morrisania’s Medical Director, reports that the Morrisania and Highbridge communities in the South Bronx are disproportionately affected by this disease. “Morrisania Neighborhood Family Health Center has been in the forefront of addressing the needs of patients with high blood pressure and other chronic conditions through interventions that have improved health outcomes and empowered patients to take control of the disease,” says Dr. Flores.

A Patient Self Blood Pressure Monitoring Program, implemented in 2006 through a partnership with the NYC Department of Health and

Mental Hygiene has been extremely successful. The care team is headed by Adenike Adeyemo, M.D. and includes Luz Aguirre, R.N.; Delmis Cardenas, LPN; Miriam Kyei, PCA and Michelle Williams.

The program’s objective is to have patients learn to use self monitoring as a tool to improve blood pressure control and motivate patients to make life style changes that would sustain this improvement. Ninety nine actively enrolled patients that had uncontrolled hypertension for at least six months were selected as participants and were provided with automated machines, supplied by the Department of Health, which allowed them to monitor their blood pressure independently at home. At the patients’ regular clinical appointments, the care team members reviewed the home readings and used the results to address issues that have a direct impact on blood pressure, such as nutrition, physical activity and smoking.

The program helped patients and their families understand, in a very concrete way, that their medication use and their lifestyle choices had a connection to the blood pressure reading they would get that day. At the conclusion of this study, 80% of the patients completed the program and nearly 70% of the patients achieved sustained control of their hypertension. Going forward, this successful model of care has been expanded to include an additional 100 patients in 2009.

GROUND BREAKING CEREMONY

The new Patient Pavilion modernization and continued expansion of the Harlem Hospital Center Campus became closer to reality on Thursday, September 18, 2008, when HHC President Alan D. Aviles, Sr. Vice President Jose R. Sanchez, and Harlem Hospital Executive Director John M. Palmer, Ph.D., presided over the Groundbreaking Ceremony. Dignitaries in attendance at the event included Dr. Marcia Brown, member, HHC Board of Directors; Dr. Ramanathan Raju, HHC's

Executive Vice President, Medical and Professional Affairs of NYC Health and Hospitals Corporation, NYS Senator William Perkins, Assemblymembers Keith Wright and Denny Farrell, Geoffrey Eaton, Representative of Hon. Congressman Charles Rangel, Leslie Wyche, Representative of City Council's Majority Whip Inez Dickens, Paul T. Williams, Jr., Executive Director, NYS Dormitory Authority and Dr. Glendon Henry, Medical Director, Harlem Hospital Center.



Transforming Care At The Bedside

Harlem Hospital Center has received a \$15,000 NAPH scholarship to participate in a one year Institute of Health (IHI) project. This venture will afford the hospital an opportunity to “transform care at the bedside” addressing prevention of falls with injury and hospital acquired pressure ulcers.

The team is composed of 5 nursing staff, including Lauren Goodridge,

RN, Director of Nursing, who traveled to New Orleans and St. Louis to participate in two “Transforming Care at the Bedside” conferences. The nurses participate in two monthly conference calls and are part of an international network of healthcare providers who share best practices via e-mail.

They have formed teams in three units (intensive care, surgery and medicine)

to research best practices and implement improvements. To track their improvement, the team established baseline data and submits information to IHI monthly. This health initiative allows Harlem Hospital to share improvement activities with hospitals from around the world.

The Modernization Project: A New MRI at Harlem Hospital Center

Harlem Hospital Center's Modernization Project includes building a new patient pavilion on Lenox Avenue which will connect the hospital's main building, the Martin Luther King Pavilion, with the hospital's Ambulatory Care Department located in the Ron Brown Pavilion. To begin the excavation for the new patient pavilion, the temporary MRI will be replaced by a permanent MRI, to be located on the fifth floor of the MLK Pavilion. Construction for the installation of the new MRI unit began in June 2008 with a target completion date of December 2008. The MRI will go into service June of 2009.

To accommodate the new equipment, over the past few months, many services were relocated, including the Birth Certificate Office and Breast Feeding Services. Demolition began with the removal of the concrete slab and structural steel. The flooring system was strengthened to support the weight of the MRI. In November, the new MRI unit was delivered and rigged into place through a huge hole made in the outside wall of the MLK Pavilion. The hole has since been closed up and the contractor continues to work on completing all phases of the project in time for the in-service date. When the Modernization Project is completed, Harlem Hospital Center will be one of the most technologically advanced hospitals, public or private, in New York City.



Workmen preparing MRI on the truck to be lifted by crane to the fifth floor



MRI being rigged into the MLK Pavilion fifth floor at Harlem Hospital Center

Grand Opening of New Ambulatory Care Pavilion

Marks First Phase of Multimillion Dollar Emergency Department Expansion

Joining HHC President Alan D. Aviles and Lincoln Hospital Executive Director Jose R. Sanchez are (left to right) Thomas Laconia, representing the Bronx Borough President; Angela E. Randall, Lincoln Hospital Auxiliary President; Mr. Sanchez, Maria Espejo, M.D.; Anita Soni, M.D., Josephine Bolus, member HHC Board of Directors; Assemblyman Michael Benjamin, Mr. Aviles, Dr. Marcia Brown, member HHC Board of Directors; Lauren Johnston, Deputy Executive Director and Harris Lampert, M.D.



left: HHC President Alan D. Aviles and Lincoln Hospital Executive Director Jose R. Sanchez presided over the ribbon cutting ceremony.

Lincoln Hospital's new annex—a two-story, state-of-the-art glass façade structure that will serve as a new Ambulatory Care Pavilion—will be the new site for medicine clinics currently located next to the existing emergency department. The 15,000 sq. ft. new space on the first floor was constructed at a cost of \$7 million and allows for the expansion of 37 exam rooms (an increase from 29) that will enhance the delivery of efficient and patient-centered primary care. The new Ambulatory Care Pavilion will improve patient flow, reducing time and maximizing patient comfort for the growing patient population that uses Lincoln as its hospital of choice for primary care. Subspecialty clinics will relocate to the 2nd floor of the pavilion at a later date.

Upon occupancy of this new Ambulatory Care Pavilion, the existing emergency

room, built in 1972, will be expanded to create a superior Emergency Department, featuring the latest cutting-edge technology. The space reconfiguration will provide additional treatment space to accommodate the more than 145,000 patients that visit the busiest Emergency Department in New York City. In addition, this ambitious renovation project will provide improved patient privacy and comfortable amenities in patient care areas and public spaces, including expanded space for private vehicle drop-off and ambulance traffic.

Present at the ribbon cutting ceremony, Alan D. Aviles, President of the New York City Health and Hospitals Corporation, noted: "Building 21st century medical centers to serve future generations of New Yorkers has been a major priority for the City of New York." He added, "Investing in infrastructure

modernization brings critical resources to our patient population, maximizing quality health care delivery in the environment of comfort and dignity that all patients deserve."

"I am delighted that we are doing our part in uplifting the Downtown Bronx by building a new wing that reflects the level of expertise, dedication, energy and talent that is found within the walls of this great institution," said José R. Sánchez, Lincoln Hospital Executive Director and Generations/Northern Manhattan Health Network Sr. Vice President. "The new Ambulatory Care Pavilion and the projected expansion of the Emergency Department highlight our commitment to bring a new level of healthcare service to this community."

LINCOLN HOSPITAL ADVANCES SAFER PATIENT CARE



Dr. Mondul demonstrating use of scanner

Use of State-of-the-art Technology Improves Patient Identification and Safety in Medical Processes

The “Colors of Safety”—a patient safety initiative that uses color-coded clasps on patients’ wristbands to identify certain high alert medical conditions and help prevent medical errors, allergic reactions and falls—has been successfully in use at Lincoln for over two months, improving both safety and patient satisfaction.

The project is adopted from the “Colors of Safety Across the Continuum of Care” initiative, spearheaded by the Greater New York Hospital Association (GNYHA) which defines three alert conditions by the following standardized colors: Purple is the standard color for Do Not Resuscitate (DNR), Red denotes allergies and Yellow alerts to patients who have been identified as fall risks.

“Utilizing color coded clasps on one single wristband facilitates placement of additional color coded alerts when patients present other risk factors,”

notes Dr. Abdul Mondul, Lincoln Hospital’s Patient Safety Officer and Chief of Palliative Care.

In the course of implementing the Colors of Safety initiative, Dr. Mondul and the Patient Safety Committee worked closely with the Network’s Information Services to improve patient identification by adding bar coding technology to patients’ wristbands. “State-of-the-art bar coding technology is bringing a new level of patient care and safety directly to the bedside,” noted Maricar Barrameda, Network Chief Information Officer.

Employing bar code technology in the process of patient identification, medication administration and point of care testing is a rising trend in healthcare organizations. With a simple scan of a patient’s ID tag and medication container, clinicians will be able to ensure the correct identification of patients, the proper dispensing of medications

and transfer the information to the electronic medical record. Improving the accuracy of patient identification tops the Joint Commission’s National Patient Safety Goals.

Lincoln Hospital’s Colors of Safety and bar coding initiative is consistent with the New York City Health and Hospitals Corporation’s multi-year campaign to become one of the safest healthcare systems in the nation by the year 2010.

“This risk-reduction undertaking is an important opportunity to improve patient safety and share best practices”, said José R. Sanchez, Lincoln Hospital Executive Director and Network Sr. Vice President. “Electronic medical record technology and patient safety go hand in hand. With the colors of safety and bar coding technology, we are advancing towards safer medical care through clear and pertinent clinical documentation.”

Maria Ramos One of Ten Americans Chosen to Receive the Robert Wood Johnson Award for Improving Local Health Conditions



Maria Ramos, a longtime health advocate in New York City's South Bronx, East Harlem and Central Harlem communities, is one of ten exemplary Americans who received the "Community Health Leaders Award for 2008", presented by the Robert Wood Johnson Foundation. Ms. Ramos, Director of Lincoln Hospital's Department of Community Health Education and Outreach, was selected from more than 800 nominees who participated throughout the United States.

Maria Ramos, a longtime health advocate in New York City's South Bronx, East Harlem and Central Harlem communities

This distinguished annual award honors extraordinary men and women from all over the country who conquer huge obstacles and take commanding action in local communities to tackle some of the most challenging health care problems facing the nation. Awardees are celebrated with national recognition and \$125,000.

The Foundation chose Ms. Ramos this year for her leadership in developing an initiative to provide free health screenings for hundreds of taxi and limousine drivers in the South Bronx and East Harlem communities served by Generations+/Northern Manhattan Health Network. She was presented with her award on October 29th at a special ceremony honoring each of the 2008 recipients in San Diego.

Lincoln Hospital Celebrates 169th Anniversary

Lincoln Medical and Mental Health Center's 169th Anniversary Gala, celebrated in October 2008 at Marina Del Rey, was a resounding success hosted by the hospital's Auxiliary. The event paid tribute to Lincoln Hospital's rich history and honored Jose R. Sánchez, Sr. Vice President and Lincoln's Executive Director, for his 10 years of steadfast leadership and commitment to improving the quality of life of the people who depend on this institution for compassionate and optimal health care. Proceeds raised at the event—close to \$20,000—will benefit the CASA Program at Lincoln Hospital's Child Advocacy Center. The program provides skilled medical and psychosocial evaluations and treatment for children who have been physically or sexually abused or neglected.



Posing with Lincoln Auxiliary President Angela E. Randall are: Lydia Vazquez, CASA Program Social Worker; Aaron Miller, M.D., CASA Program Director; Marjorie McGhee, Madeleine Walton, Carmen Allende, Mirian Moses, Anita Vega, Brenda Goodwin, Mallory Curtain, Ms. Odalys Molina, Telemundo news anchor who served as Master of Ceremonies and George Rodriguez, Lincoln Hospital Community Advisory Board Chair.

"Reaching communities that are challenged by high disease prevalence, and providing improved access to health information, preventive screening and patient navigation, are consistent with the New York City Health and Hospitals Corporation's solid commitment to serve as the health care safety net for the city's poorest, least enfranchised residents," said Lincoln Hospital Executive Director Jose R. Sanchez. "Through Maria Ramos' ingenuity and initiative, we are partnering with community-based organizations to heighten public awareness of significant healthcare issues specific to the community; thereby, decreasing the pervasiveness of preventable diseases."

Ms. Ramos noted, "The Foundation's grant will greatly enhance our ability to continue to reach out to populations that are confronting obstacles in accessing health care. Expanding life-saving screenings that provide early intervention of disease will help eradicate health disparities in our communities."



The Generations+/Northern Manhattan Health Network

Network Review

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