



The Generations+/Northern Manhattan Health Network

# Network Review

Building for Success

SUMMER/FALL 2008 Edition

Harlem Hospital Center

Lincoln  
Medical and Mental Health Center

Metropolitan Hospital Center

Morrisania  
Neighborhood Family Health Center

Renaissance  
Health Care Network

Segundo Ruiz Belvis  
Neighborhood Family Health Center

## Sarah Jones

Sarah Jones' performance brought the audience to a standing ovation.



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## Partnerships

CAB/Auxiliary Network Annual Dinner



continues on pg. 12



Anita Soni, MD, Lincoln Hospital Medical Director; Richard K. Stone, MD, Metropolitan Hospital Medical Director; Meryl Weinberg, Metropolitan Hospital Executive Director. Front row: Dr. Ayman El-Mohandes, keynote speaker; Sr. Vice President, José R. Sánchez, HHC President Alan D. Aviles and Charlynn Goins, Chairperson, HHC Board of Directors

## 7TH ANNUAL URBAN HEALTH CONFERENCE SHOWCASED MODELS OF INTERVENTION STRATEGIES AND BEST PRACTICES

As racial and ethnic disparities in healthcare outcomes continue to make headlines both locally and nationally, the 7<sup>th</sup> Annual Conference on Urban Health brought together healthcare professionals and other stakeholders to share innovative strategies aimed at eliminating such inequalities in health. The forum, held on June 12<sup>th</sup> and 13<sup>th</sup> at the Helmsley Park Lane Hotel in Manhattan, featured clinical

workshops with participants from New York, Texas and California and focused on specific health disciplines that have garnered measurable successes in treatment modalities.

The clinical expertise of our Network hospitals and Neighborhood Family Health Centers was prominently showcased during the workshops.

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# Embracing Change

Welcome to the 2008 Summer/Fall Edition of our Network Newsletter. This publication is a reflection of the hard work that each facility produces daily, and demonstrates how we have made substantial gains and continue to improve in core clinical areas. There are many accomplishments highlighted throughout this newsletter. Each and every one of you should be proud to know that our Network is impacting communities and changing lives by providing quality health care centered on the health needs of the people we serve.

As of July 1, 2008 Metropolitan Hospital Center is no longer a part of the Generations+/Northern Manhattan Health. We celebrate the accomplishments of our sister hospital and include them in this issue of our Network Newsletter. Our relationship with Metropolitan spans two decades, as Lincoln and Metropolitan joined together in the early 1990s with the creation of the Generations+ Network. We became the largest network in HHC in 1999 with the merger of Generations+ and Northern Manhattan Health Network (Harlem Hospital). With such an extensive history, there are a number of resources that we have in common. I am confident that with the leadership of our Network staff and the dedicated individuals at Metropolitan and the Southern Manhattan Network we will make this a smooth transition.

Please join me in wishing Metropolitan the best in their future endeavors. The Generations+/Northern Manhattan Health Network will continue to offer our support to Metropolitan in any way that we can. The litmus test of a remarkable leader is not his or her ability to maintain the status quo, but their ability to adapt in times of change.

## BUILDING UPON OUR SUCCESSES

**Commitment to Quality:** Harlem Hospital Center underwent the tri-annual Accreditation Survey by The Joint Commission receiving full accreditation with only four recommendations for improvement--an accomplishment that all facilities should strive towards. Among other meritorious distinctions, Lincoln has been designated as a Diabetes Center of Excellence by the American Diabetes Association and Metropolitan's Bariatric Surgery Center received HHC approval in May 2008.

**Financial:** At the close of our 2008 Fiscal Year, our Network performance remained strong with a net surplus of \$7.337 million on an operating budget of \$1.2 billion. Our success in Fiscal Year '08 is extraordinary and makes us the top financial performers in HHC.

**Capital Design:** Lincoln Hospital's New Medicine Clinic Annex, which consists

of 15,000 square feet including 37 exam rooms, is currently in progress and nearing completion. Harlem Hospital Center celebrated the opening of its newly renovated Emergency Department entrance. Metropolitan Hospital Center is building a 15-bed Geriatric Inpatient Unit.

**Technology & Information Systems:** We have launched the out-patient robotic dispensing system at Lincoln, Harlem, and Metropolitan with significant results. The robotic system has improved prescription dispensing turnaround time by 60% and the accuracy of patients' drugs and dose by use of bar-coded labels.

The paramount aim of all of our efforts is to enhance patient safety and the effective and efficient delivery of healthcare utilizing state-of-the-art technology. I invite you to browse through this Newsletter and continue to think of creative ways in which you can further contribute to the Network.

Sincerely,

A handwritten signature in blue ink, appearing to read "José R. Sánchez".

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



## MESSAGE

### From John M. Palmer, Ph.D.

**“We have to be willing to repeat healthy choices, over and over, until they become our lifestyle.”**

Harlem Hospital Center is proud to be a partner in the Greater Harlem Chamber of Commerce’s Healthy Eating and Living Campaign. This year long campaign is educating the Harlem community to gain greater control over health and wellness by increasing access to, and the availability of, healthier foods, teaching moderation and control over the amount of food we eat, and encouraging residents to add more physical fitness into their daily routines.

Studies have shown that Harlem has fewer stores, supermarkets and restaurants with healthy food offerings than other neighborhoods in New York City. It is no coincidence that the health of our community suffers as a result. Harlem has higher incidences of diabetes, high blood pressure, stroke, heart disease, kidney disease, blindness and asthma. These diseases are directly related to the obesity epidemic in our community.

Additionally, the media bombards us with messages targeted at selling unhealthy food. The messages are persistent and

persuasive and so, as healthcare providers, we must be equally persistent and persuasive.

Just as we develop unhealthy habits, we can develop healthy habits. We have to be willing to repeat healthy choices, over and over, until they become our lifestyle. In most instances, repeated healthy choices will lead to better health. Changing our minds is easy, changing our behaviors requires persistence and practice.

The Greater Harlem Chamber of Commerce is to be commended for stepping up to the plate and organizing neighborhood restaurants, supermarkets, community based organizations, health care facilities, community leaders, the NYC Department of Mental Health and Hygiene, The New York City Department of Aging, and city-wide media to take up the challenge of encouraging healthy eating and healthy living in Harlem.

They have brought these groups together to publicize and promote a healthy diet

emphasizing fruits, vegetables, whole grains, fat-free or low-fat dairy products, lean meats, poultry, fish, bean, eggs, and nuts. They are also emphasizing the importance of reducing saturated fats, trans fats, cholesterol, sodium, and added sugar in the foods we eat.

They are also using this opportunity to encourage everyone to incorporate moderate intensity exercise including brisk walking at least five days a week and increasing the activity levels in our daily living including walking up the stairs, playing with children, and dancing.

Over the coming weeks and months, I encourage you to be on the look out for activities related to the Healthy Eating / Healthy Living Campaign in Harlem. It will be an important tool in your efforts to improve your health and the health of those you love.

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



## MESSAGE

From Meryl Weinberg, BSN, MA

**“Excellence in healthcare delivery and patient safety are at the heart of Metropolitan’s mission.”**

We are proud to display Metropolitan Hospital Center’s most recent initiatives and accomplishments in this issue of the Generations+/Northern Manhattan Health Network Newsletter. Excellence in healthcare delivery and patient safety are at the heart of Metropolitan’s mission. As this document goes to print, Metropolitan is implementing an exciting new corporate initiative penned "Breakthrough", designed to stimulate and maintain a culture of organizational learning and improvement. This past winter Metropolitan implemented the Greater New York Hospital Association’s Colors of Safety recommended color-coded patient wristbands. We continue to develop new patient care programs and modernize our physical plant. The Hospital's new Metabolic & Bariatric Center was recently approved to operate by the New York City Health and Hospitals Corporation. The Center focuses on the complete care of morbidly obese patients, from lifestyle modification to weight-loss surgery. This fall we will unveil a beautiful Geriatric Inpatient ACE (Acute Care of Elderly) Unit as well as a new Geriatric Outpatient Center. Earlier

this year, we embarked on an elevator modernization project which will provide us with state-of-the-art vertical transportation in both the Main and Ambulatory Care buildings. Our Emergency Department renovation project, which will include the development of a Comprehensive Psychiatric Emergency Program (CPEP) Unit and our Inpatient Pediatric unit modernization will begin construction in the near future. Metropolitan's comprehensive Department of Palliative Care and Pain Management has established the first Palliative Care fellowship program in a Public Hospital in the United States. These few recent accomplishments, while important, are eclipsed by the patient satisfaction scores we are achieving and the growth we are experiencing as a result of this satisfaction. We continue to be honored to be the medical home of choice of more East Harlem community residents daily.

As Metropolitan Hospital Center transitions to the South Manhattan Network, we reflect on our successful partnership with the Generations+

Northern Manhattan Health Network. We wish to acknowledge and thank our colleagues and friends at Harlem Hospital Center, Lincoln Medical and Mental Health Center, Morrisania D&TC, Renaissance Health Care Network and Segundo Ruiz Belvis D&TC for your invaluable contributions to Metropolitan, our patients, staff and community. We acknowledge Generations+ Senior Vice President José R. Sánchez for his visionary leadership. We sincerely believe that the New York City Health and Hospitals Corporation attracts the best employees who are most committed to excellence in healthcare and public health. Metropolitan has enjoyed a history of remarkable success as an active collaborative partner in the Generations+ Northern Manhattan Health Network. We look forward to building on our accomplishments as members of the South Manhattan Network.

Meryl Weinberg, BSN, MA  
Executive Director  
Metropolitan Hospital Center





## MESSAGE

### From Walid Michelen, MD

#### NEIGHBORHOOD FAMILY HEALTH CENTERS: ADVANCING STRATEGIC GOALS

The administrative and clinical leadership in our Neighborhood Family Health Centers (NFHC) continue to demonstrate its ability to face up to challenges and transform them into opportunities to improve the health status of the communities we serve. I am pleased to share with our readers some of the achievements, honors and designations that are helping to advance the strategic goals of the Health and Hospitals Corporation.

Belvis ranks at the top of the corporation in its management of diabetic and hypertensive patients, as well as in mammogram screenings, influenza immunizations and HIV testing.

An inspection of the Prenatal Care Assistance Program went so well that it is being used as a model by the State Department of Health. In addition, Belvis has had a fifteen percent increase in visits as well as an increment in managed care numbers in spite of the cancellation of 4 plans. This achievement is the result of the implemen-

tation of a Same Day Appointment system and the concept that “no patient gets turned away.”

Renaissance has been designated as a Center of Excellence for Patient Centered Scheduling. Its HIV Department is #1 in HHC for exceeding its target. In another acknowledgment of excellence, the Renaissance practice module on improving hemoglobin A1C was chosen among the best modules presented at an HHC Chronic Disease Forum. And, in yet another successful audit, Renaissance had such a successful PCAP review that the State is using it as a model on how to turn a program around.

Morrisania has established its own mini Patient Reminder Call Unit which has brought their no show rate down considerably. If the patient requests it, the staff reschedules the appointment, subsequently opening up access for same day appointments. Morrisania, along with Renaissance, was chosen by HHC

for best practice models for improving hemoglobin A1C in diabetics at a Chronic Disease Forum. In addition, an HIV IPRO Audit was conducted in April and reviewers were very impressed with the excellent team performance.

In closing, I'd like to extend congratulations to Dr. Angela Sanchez, of the Webster Child Health Clinic, Dr. Marie Alzi, from Belvis and Dr. Barbara Lazaro, from Renaissance. They were recognized by HHC among 22 outstanding physicians during the National Doctors' Day celebration in March. These physicians exemplify the dedicated men and women who day in and day out strive to make our Neighborhood Family Health Centers the best community-based facilities for improving our patients' quality of life.

**Walid Michelen, MD**  
**Network Chief of Staff**  
**Director of Business**  
**Development and Grants,**  
**Neighborhood Family Health Centers**

# Network Review

SUMMER/FALL 2008 Edition

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### The Network Review

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## Health Executive of the Year

Sr. Vice President José R. Sánchez was presented with the “Health Executive of the Year” award bestowed annually by the National Association of Hispanic Healthcare Executives (NAHHE). Pictured above, George Zeppenfeldt-Cestero, the organization’s President and CEO, makes the award presentation during the 2008 Annual Healthcare Diversity Awards Gala held at the New York Marriot Marquis on June 20, 2008. Also on hand were Walid Michelen, MD, Network’s Neighborhood Family Health Centers Medical Director, and Luis A. Vazquez, Gala Chair and NAHHE Board Chairman.

NAHHE is proud to recognize Mr. Sánchez’s contributions to public health,” said Mr. Zeppenfeldt-Cestero. “His achievements in the health field have raised the standards of care, providing a successful model for other hospitals.”

# Excellence in Clinical Care

- Dr. Richard K. Stone, Metropolitan Hospital's Medical Director, recently received the prestigious Leonard Tow Humanism in Medicine Award presented by the Arnold P. Gold Foundation. Dr. Stone is also Senior Associate Dean of New York Medical College.

The award recognizes a faculty member judged to be exemplary in compassion and sensitivity in patient care. All who have the privilege to know Dr. Stone applauds his continued achievements.

- Dr. Barbara Barlow, Director of Surgery at Harlem Hospital, received the Lewis and Jack Rudin New York Prize for Medicine, Feb. 19, 2008 from the NY Hospital Association and the NY Academy of Medicine.

The \$50,000 prize was given to the Injury Free Coalition for Kids, the National Injury Prevention Program that she founded in 1995 with grant support from the Robert Wood Johnson Foundation. This national program is modeled on the successful Harlem Hospital Injury Prevention Program which she started in 1988. Dr. Barlow also received the Distinguished Alumna Award from the Children's Hospital of New York on April 25, 2008.

- Dr. Lekshmi Dharmarajan, Chief of Cardiology at Lincoln, was recognized by the Bronx County Medical Society during "National Doctors' Recognition Day" on Wednesday, March 26th. She received the Society's 2008 Peer to Peer Excellence in

Medicine Award, in recognition of the contributions she has made to enrich the lives of patients through "Exemplary Care and Dedication."

- The Lincoln poster submission, "Decreasing Mortality in Severe Sepsis and Septic Shock in the Medical ICU Through a Multidisciplinary Approach" beat 38 other HHC posters in both content and presentation and brought home the first prize. The poster submission was presented at HHC's 2008 Patient Safety and Quality Exposition on April 22, 2008. Participation was coordinated by the Office of Patient Safety at Lincoln, Abdul Mondul, MD, Patient Safety Officer. The award was presented by the Medical and Professional Affairs Committee of HHC's Board of Directors on April 30th.

- The New York Medical College, at a ceremony held on May 20th, 2008, presented Dr. Marc Wallack, Chief of Surgery, Dr. James Mariadason, Surgery, Dr. William Wang, Surgery and Dr. Shobhana Chaudhari, Internal Medicine, with the Golden Apple Awards for their dedication to teaching and patient care.



## FINANCIAL OVERVIEW

The Generations+/Northern Manhattan Health Network remains fiscally strong with a net surplus of \$7.337 million as of June 30, 2008. This was the best financial performance of all HHC Networks. Harlem had a surplus of \$ 4.782 million. Lincoln continued to have the highest surplus in HHC of \$ 20.337 million. Metropolitan's deficit was \$ 21.439 million. Our Neighborhood Family Health Centers performed strongly as well. Segundo Ruiz Belvis' surplus was \$3.269 million. Morrisania had a surplus of \$1.509 million and Renaissance had a deficit of \$1.121 million.





Lincoln Hospital #1  
Fundraiser for Network and HHC

# FIFTH ANNUAL BREATHE NYC: ASTHMA WALK

For the fifth consecutive year, the Generations+/Northern Manhattan Health Network participated in the Annual Breathe NYC: Asthma Walk held on May 31, 2008. Hundreds of employees, along with patients, family and friends participated this year, and raised over \$70,000 to support the fight for lung health. The American Lung Association, at their Annual Volunteer Recognition Ceremony, acknowledged the Network's contribution.

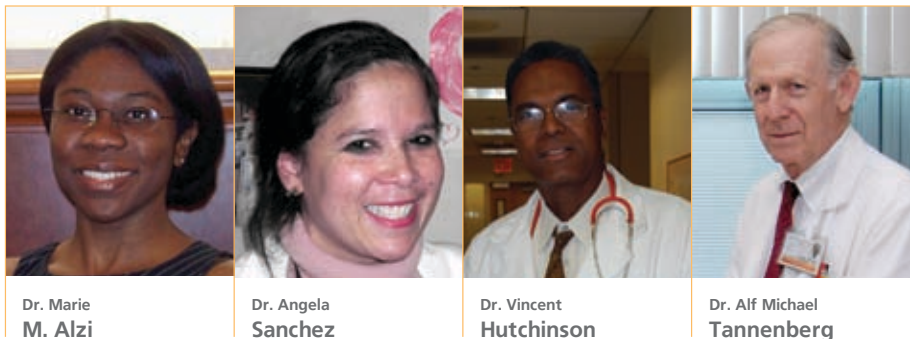
## 2008

“Collectively, we all worked very hard for a very worthy cause.”

“We are very proud of this achievement,” said Katherine Szema, MD, Clinical Director of Pediatric Ambulatory Care and the Asthma Clinic at Lincoln Medical and Mental Health Center. “Collectively, we all worked very hard for a very worthy cause.”

“I applaud every participant from our Network family and thank you for doing your part to help promote lung health and raise funds to combat the asthma epidemic year after year,” said José R. Sanchez, Network Sr. Vice President.





Dr. Marie  
M. Alzi

Dr. Angela  
Sanchez

Dr. Vincent  
Hutchinson

Dr. Alf Michael  
Tannenberg

# National Doctors Day: **Six Awarded**

New York City Health and Hospitals Corporation recognized 22 outstanding physicians for National Doctors' Day 2008 on Sunday, March 30th. These exceptional men and women represent the several thousand dedicated and talented physicians in our organization who are helping us to make HHC one of the most safe, effective, efficient and patient-centered health care systems in the country.

#### Dr. Marie

#### M. Alzi

Segundo Ruiz Belvis Diagnostic & Treatment Center, Dr. Alzi, who is fluent in English, French, Creole, and Spanish, has been providing Belvis patients with excellent optometry care since 2006. Her leadership has enabled Belvis to expand the rate of diabetic patients who receive annual eye exams from 33% to 44% over the last year.

#### Dr. Isaiarasi

#### Gnanasekaran

Lincoln Medical and Mental Health Center, Chief of Nephrology. Under Dr. Isaiarasi Gnanasekaran's leadership, the hospital's hemodialysis quality indicators have consistently scored above the national benchmark.

#### Dr. Angela

#### Sanchez

Webster Child Health Clinic is a satellite of the Morrisania Diagnostic and Treatment Center. Dr. Sanchez has dedicated her entire career to the children and families of the South Bronx Community, motivating her staff to high levels of productivity, and inspiring affection and loyalty in her patients and their families.

#### Dr. Vincent

#### Hutchinson

Harlem Hospital Center, Dr. Hutchinson is Medical Director of the hospital's Family Asthma Program and Acting Director of Pediatrics. Over the last 30 years he has devoted his career to improving the quality of life of families and children with asthma. He is also the Principal Investigator and Medical Director of the nationally recognized Harlem Children's Zone Asthma Initiative.

#### Dr. Barbara

#### Lanzara

Renaissance Health Care Network, Dr. Lanzara is an Attending in Obstetrics and Gynecology, she has trained all the OBS/GYN at both Renaissance and Harlem Hospital to use and effectively manage HHC's patient electronic medical record system since its early adoption.

#### Dr. Alf Michael

#### Tannenberg

Metropolitan Hospital Center, Dr. Tannenberg, Chief of the Nephrology Section, was the driving force in the development of the Center's Chronic Dialysis Program and has served as its director since 1978. He is a Professor of Medicine at New York Medical College and a recipient of the prestigious Lester Hoenig Award from the National Kidney Foundation.

# HHC President Aviles Presents Dr. John B. Corser Memorial Award



Alan Aviles, President of the New York City Health and Hospitals Corporation, presented Dr. Thomas R. Frieden, Commissioner of the New York City Department of Health and Mental Hygiene (DOHMH), the 2008 Urban Health Conference President's Award, posthumously renamed in memory of Dr. John B. Corser, former Chief of Medicine at Metropolitan Hospital Center.

Dr. Frieden has served as Commissioner of DOHMH since January 2002. In 2002, Dr. Frieden launched a comprehensive tobacco control program that has resulted in 240,000 fewer smokers and will prevent approximately 80,000 premature deaths. During this time, smoking declined twenty percent among adults and fifty percent among children.

The Dr. John B. Corser Award, instituted by Mr. Aviles, is awarded to individuals who have demonstrated exceptional commitment to identifying and employing strategies to eliminate disparities of health outcomes. It will be presented annually at the Urban Health Conference.



## 2008 SCHOLARSHIP RECIPIENTS

Three exceptionally deserving students were presented with the 2008 Urban Health Conference Scholarships. As in previous years, three scholarships of \$2,000 each—provided by MetroPlus Health Plan—were awarded to promising college-bound high school seniors from the communities served by the Network, which include Downtown Bronx, East and Central Harlem.

Scholarship recipients are chosen through a two-stage process. First, candidates

must be endorsed by their high schools to submit an essay for consideration and subsequently, a Selection Committee reviews and selects the best composition. This year's winners are Minushka Paul, a senior at Manhattan Center for Science and Mathematics; Dana Givens, a senior at the Frederick Douglass Academy II and Derrick A. German, a senior at Hostos Lincoln Academy. The essays submitted by the three students were outstanding and demonstrated an interest in health sciences.

# A NIGHT WITH SARAH JONES



Tony Award® Winning playwright, actor and poet, Sarah Jones, captivated the audience at the 7th Annual Urban Health Conference with her one-woman performance of “A Right to Care.” The critically acclaimed monologue, commissioned by the WK Kellogg Foundation, portrays the ways in which ethnic, racial and economic health disparities impact people’s lives. Jones’ compelling performance brought the audience to a standing ovation.

Her presentation was dedicated to the memory of Gloria Bynoe Thomas, former President and CEO of the Friends of Harlem Hospital Center and Chair of the Harlem Hospital Center Community Advisory Board. Ms Jones posed at the Conference reception with Harlem Hospital Executive Director Dr. John Palmer, Metropolitan Hospital Executive Director Meryl Weinberg and Network Sr. Vice President José R. Sánchez.

[continued from page 1](#)

The discussion groups highlighted successful strategies and best practices on disciplines related to palliative care, obesity and metabolic surgery, depression and substance abuse among the chronically ill elderly, radiation, imaging and patient safety as well as the impact of creating a patient-friendly environment and the national crisis of recruitment and retention of nurses.

“Consistent with HHC’s strategic direction, we are proactively addressing health disparities by enhancing our efforts at disease prevention, promoting a healing environment centered on the needs of our patients as well as striving for stellar performances on all accreditation surveys,” said José R. Sánchez, Network Sr. Vice President.

In his keynote address, Ayman El-Mohandes, MBBCh, MD, MPH, Professor of Pediatrics and Obstetrics and Chairman of the Department of Prevention and Community Health at George Washington University School of Medicine, highlighted the values of a systematic approach to healthcare based on principles

**We are proud to share models of intervention strategies and best practices that are helping to address the complexities of health care disparities among the 2.75 million individuals who reside within the areas we serve in East Harlem, the South Bronx and Central Harlem.”**

**- José R. Sánchez, Senior Vice President**

derived from epidemiology, primary care, preventive medicine and community-based collaborations. “This strategy maximizes resources, availability and cost effective care delivery.”

In other conference highlights, HHC President Alan Aviles presented NYC Health Commissioner, Dr. Thomas R. Frieden with the 2008 Dr. John B. Corser Award. (see page 10). Those attending the conference reception were treated to the exceptional talent of Tony award winning playwright, actress and poet Sarah Jones. (above)

In keeping with the long-established commitment to support college-bound seniors, the Network awarded scholarships to three outstanding students. (see page 10)

For the seventh consecutive year, the Conference on Urban Health Disparities offered a platform to discuss innovative strategies to close disparities in health outcomes in an effort to advance the elimination of disproportionate health burdens among people of color, the poverty-stricken, recent immigrants and the uninsured.



# Annual Joint Network CAB and Auxiliary Dinner

The traditional Annual Joint Network CAB and Auxiliary Dinner was held on May 19th hosted by Network Sr. Vice President José R. Sánchez. The much anticipated gathering was very well attended with full member participation. Mr. Sánchez' presentation provided a comprehensive report of the direction and focus of HHC and our Network, emphasizing our steadfast commitment to excellence in health care delivery.



Above, Members of Harlem Auxiliary: Johanna "JJ" Jackson, Emma Clayborne, Evelyn Arrington, Catherine Bridgeman, Lillie McElrath, Joella Nipper, Marlene Ramsey, and Elizabeth Smith

The occasion offered a unique opportunity for network-wide CAB and Auxiliaries to strengthen partnerships and gain important information about their sister facilities. "This annual gathering is a recognition of the essential advocacy role you play in our three acute care hospitals and Family Health Centers and an endeavor to solidify our Network collaborations," said Mr. Sanchez. "Just as importantly, it is an effort to empower you with vital and fundamental information about where we are as healthcare organizations."



Above, David Weaver, First Vice Chair, Harlem CAB; Carlos Infante, Chair, Metropolitan CAB; George Rodriguez, Chair, Lincoln CAB; Network Sr. V.P. José Sánchez; Justo Torres, Chair, Belvis CAB; Delores McCray, PhD, Chair, Renaissance CAB and William Pacheco, Chair, Morrisania CAB





# Harlem Hospital Certified as Baby Friendly by UNICEF and World Health Organization

The New York City Health and Hospitals Corporation announced on July 2, 2008, the certification of Harlem Hospital as Baby Friendly by the World Health Organization and the United Nations Children's Fund. Throughout the United States, only 64 hospitals have been certified Baby Friendly and only two hospitals in New York State have this designation.

The international Baby Friendly Hospital Initiative chooses hospitals and birthing centers that successfully implement the recommended ten steps to the comprehensive breast feeding program, including limiting the use of formula and initiating breastfeeding within an hour of the baby's birth.

"By implementing the Baby Friendly Steps program, Harlem Hospital has once again demonstrated its commitment to helping New York City babies get a healthier start in life," said Dr. Thomas R. Frieden, NYC Health Commissioner, during the press conference officially announcing the designation.

During the event, Dr. John Palmer presented Alison Benjamin, RN, with a plaque for her efforts in spearheading this initiative through Harlem Hospital Center. Regarding the certification, Dr. Palmer said, "We welcome this wonderful opportunity to promote breastfeeding and ultimately help reduce the risks of common childhood infections, asthma and diabetes."

## First Hospital in New York City to Receive Designation

Above-Dr. John Palmer, Executive Director, is joined by the Harlem Hospital Center Baby Friendly Team members, including, Dr. Edgar Mandeville, Chief of OB/GYN, Harlem Hospital Center; Althea Senior Morris, RN, Assistant Director of Nursing, and Alison Benjamin, RN, Breastfeeding Coordinator.

## OPENING OF NEW

# EMERGENCY DEPARTMENT ENTRANCE

Harlem Hospital Center celebrated the opening of its new Emergency Department entrance at a Ribbon-cutting ceremony in the spacious, newly renovated ambulance entrance located on 135<sup>th</sup> Street. Over 100 attendees were present at the ceremony held on April 18, 2008.

Dr. John M. Palmer, Executive Director of Harlem Hospital Center, standing under a clear, bright sky, and joined by Dr. Glendon Henry, Medical Director, and Dr. Reynold Trowers, Emergency Department Director, greeted the enthusiastic group of supporters. Dr. Palmer was joined at the podium by US Congressman Charles Rangel, NYC Council Majority Whip Inez Dickens, NYS Senator William Perkins,

NYC Councilman Robert Jackson, and many others.

“Our commitment to upgrading and modernizing every department in the hospital holds much promise for the future of this medical institution and the services we provide to the community,” said Dr. Palmer. “We are committed to building upon what we have achieved and bringing a higher level of healthcare services to the Harlem community”.

The ED entrance opening is part of the ongoing \$315 million Modernization Project at Harlem Hospital Center. The Modernization project includes a new state-of-the-art Patient Pavilion,

demolition of four older hospital buildings, the renovation of three buildings, construction of a 400 car parking garage, as well as the preservation of a series of priceless murals commissioned by the Federal WPA from local artists during the fabled Harlem Renaissance in the 1930s.

Two years into it, the Hospital has completed a number of departmental relocations and renovations, including moving the employee parking lot from 137th and Lenox Avenue to 137th and Fifth Avenue to make space for the New Patient Pavilion. This phase of the modernization brings the hospital one step closer to reaching its ultimate goals.



### Ribbon Cutting Ceremony of the New Emergency Department Entrance

(left to right) Hon. Robert Jackson, Hon. Bill Perkins, Hon. Inez Dickens, Dr. Reynold Trowers, John M. Palmer, Ph.D., Hon. Charles Rangel, Joseph Haslip, (Controller's Office Representative) and Dr. Glendon Henry





## REMEMBERING

# GLORIA BYNOE THOMAS

Harlem Hospital Center and the entire Generations+/Northern Manhattan Health Network's family have suffered a great loss and deeply mourn the passing of our colleague and advocate Gloria Bynoe Thomas, who passed on Monday, April 7, 2008. Chair and President of the Friends of Harlem Hospital Center, Gloria Bynoe Thomas was a native of Harlem. Her long-term immersion in the civic and social life of the community was clearly demonstrated by her dynamic interests, energy, talents and education. As a magna cum laude graduate of The City College of New York (CCNY), she served City College for more than twenty years, most recently as Assistant Director of The Institute for Research of the African Diaspora in the Americas and the Caribbean. Ms. Thomas also hosted a weekly show on radio station WHCR, 90.3 fm.

Mrs. Bynoe Thomas previously chaired the Community Advisory Board of Harlem Hospital Center and the Physicians Assistant Program of CCNY. She also served on the Guild of Aaron Davis Hall, was a member of CCNY Teams Housing Board, the New York City Health and Hospitals Corporation's Council of CABs and the Vestry of the St. Martin's Episcopal Church.

As the widow of Stanley B. Thomas, she was exceedingly proud of her four daughters, her grandson and granddaughters.

Mrs. Thomas was laid to rest on Monday April 14, 2008, at Flushing Cemetery, in



### GLORIA BYNOE THOMAS

Flushing, NY. The Reverend Dr. Calvin O. Butts, III, Abyssinian Baptist Church, officiated at the service attended by hundreds of Harlem residents, dignitaries, and the community at large.

"Gloria's skillful ability to unite stakeholders within the community greatly benefited the mission of Generations+/Northern Manhattan Health Network," said Senior Vice President José R. Sánchez. It was under her adept stewardship that the Network Community Advisory Boards Retreat was set in motion. This forum brings together hospital leadership, community representatives and elected audiences from across East Harlem, Central Harlem and the South Bronx to collectively develop strategies to ensure our facilities remain the mainstay of our communities, serving as both the medical and social home for many.

In celebration of Gloria's life and her legacy, the Network CAB Retreat this year will be dedicated to her. In another statement of how much we miss her presence, the performance of Tony Award winning playwright, actress and poet, Sarah Jones, at the 7<sup>th</sup> Annual Urban Health Conference, was dedicated to Gloria.

Gloria Bynoe Thomas' lifework leaves us a legacy of kindness, compassion, strength, honesty and loyalty. The impact of her loss will have a lasting effect, not only to our Network, but to the entire Health and Hospitals Corporation and New York City.

# WE SALUTE HARLEM HOSPITAL'S LEADING PHYSICIANS

May 2008 Issue



Orville  
Palmer, M.D.



John T.  
Herbert, M.D.



Alfred R.  
Ashford, M.D.



Velvie A.  
Pogue, M.D.



Ferdinand  
Ofodile, M.D.



Jay  
Cowan, M.D.

Congratulations to the Harlem Hospital Center's physicians who were named in Black Enterprise Magazine's 2008 Annual America's Leading Doctors list. They are: Velvie A. Pogue, M.D., Chief of Nephrology; Alfred R. Ashford, M.D., Director of Medicine and Interim Sr. Associate Dean at

Columbia; John T. Herbert, M.D., Director of Anesthesiology; Ferdinand Ofodile, M.D., Associate Director of Surgery; Jay Cowan, M.D., Attending Physician/Medicine; Orville Palmer, M.D., Attending Physician/Surgery.



## JCAHO SUCCESS

In one of its most significant achievements this year, Harlem Hospital Center underwent the tri-annual Accreditation Survey by the Joint Commission from May 13th through May 16th, receiving full accreditation for the Hospital and the Department of Behavioral Health.

Dr. John Palmer and his team as well as the Network leadership are commended for their hard

work and dedication to meeting nationally established standards that measure quality of care, the safety of the environment and other regulatory principles.

This achievement is a reaffirmation of the steadfast commitment of the institution's clinical and administrative leadership and indicative of how the Hospital will continue to build on its successes.



Dr. Benjamin Ortiz, joined by other Pediatric Physicians

## BROADER OPTIONS FOR TREATMENT OF MS AT HARLEM HOSPITAL

Harlem Hospital Center was recently certified as a Multiple Sclerosis (MS) Tysabri Outreach Unified Commitment to Health (T.O.U.C.H.) Center. The certification is mandated under an FDA regulation for facilities that treat MS patients and want to administer these

patients with a specialized infusion of Natalizumab (generic name for Tysabri), which greatly helps patients with recurring MS symptoms. In order to receive the certification, facility pharmacists, nurses, and neurologists, received extensive training.

Dr. Olajide Williams, Director of the Harlem Hospital Primary Stroke Center, who was instrumental for the Hospital receiving this certification states, "This means that we can treat complex MS patients who may otherwise be unable to respond to conventional treatments. It broadens our treatment options for this devastating disease right here in Harlem, without the need for our patients to go to other major academic centers for this treatment."

## HARLEM'S COMMUNITY ADVISORY BOARD LEGISLATIVE BREAKFAST



Harlem Community Advisory Board members

The Harlem Hospital Center Community Advisory Board held its Annual Legislative Breakfast on Saturday, March 8, 2008. Almost 200 people were in attendance to hear the Keynote Speaker, then Lieutenant Governor David A. Paterson, (right) and other elected officials address issues relevant to the communities' health and the significant role legislators play in supporting our hospitals. The theme, "Change: The Future of Healthcare," generated dynamic discussions about the

potential impact of the federal and state budgets on HHC. Other elected officials attending included NYS Senator Bill Perkins, State Assembly members Keith Wright and Denny Farrell and Council members Robert Jackson and Inez Dickens. John Palmer, Ph.D. was joined by Mr. Alan Aviles, President of the NYC Health and Hospitals Corporation, and José R. Sánchez, LMSW, LCSW, Senior Vice President of the Generations+/ Northern Manhattan Health Network. (above, Dr.




Governor David A. Paterson

Palmer is joined by Harlem Community Advisory Board members.





A large, multi-story brick building with many windows, likely a hospital. The building is the background for the text. The text is overlaid on the right side of the image.

# COMING SOON: NEW STATE-OF-THE ART AMBULATORY PAVILION AND ADULT EMERGENCY ROOM EXPANSION

In recent years, Lincoln Hospital's aggressive capital projects and design initiatives have greatly enhanced the environment of care, creating state of the art clinic renovations and improving the facility's public spaces. Our commitment to infrastructure improvements and building to meet the health care needs of a growing population is evidenced by our new high-tech Ambulatory Pavilion--which is near completion--and the subsequent expansion of our Emergency Department.

The two-story, glass facade state of the art Pavilion is annexed alongside the front of the hospital. The first

floor of this Ambulatory Pavilion will be the new home of the medicine clinics currently located next to the emergency department. The new 15,000 sq. ft. clinic space will include 37 exam rooms (an increase from 29 rooms). The second floor will house ambulatory surgery, including a new Endoscopy Suite.

This ambitious expansion project brings cutting-edge modernization that will enhance the delivery of efficient and patient-centered care, improving patient flow, reducing waiting time and maximizing the comfort of a growing patient population that uses Lincoln for its primary care.

The existing emergency room at Lincoln Hospital, built in 1972, will be expanded to create a new, larger emergency department, featuring the latest state-of-the-art technology. The space re-configuration provides improved patient privacy and comfortable amenities in patient care areas including children's play area, comfortable seating and bathroom facilities

Once completed, the ER expansion design will provide a walk-in entrance for patients, a private drop-off area and a separate area for ambulance traffic.

## Lincoln's OB/GYN Receives HHC 2008 Risk Reduction Award

Each year HHC selects one exceptional risk reduction initiative to receive an Award of Excellence presented by HHC's Council of Risk Management. Lincoln's Department of Obstetrics and Gynecology receipt of this award is a testament to the excellent care that we provide to our patients. Congratulations to the Women's Health staff for developing an approach to help prevent harm to the patients entrusted to our care.



## LINCOLN HOSPITAL RECOGNIZED FOR QUALITY CARDIAC AND STROKE CARE

The American Heart Association/American Stroke Association recognized Lincoln Medical and Mental Health Center for its performance in treating cardiac and stroke patients using the association's Get With The Guidelines<sup>SM</sup> (GWTG) program. Lincoln was one of the hospitals featured in the July 21<sup>st</sup> "America's Best Hospitals" issue of *US News & World Report*.

"The American Heart Association is pleased to recognize its top Get With The Guidelines participants," said Gregg C. Fonarow, M.D., national chairman, Get With The Guidelines steering committee and director, Ahmanson-UCLA Cardiomyopathy Center. "The program makes it easier for hospitals like Lincoln to provide appropriate evidence-based care

and ultimately improve the quality of life and help reduce the number of deaths in heart and stroke patients."

José R. Sánchez, Lincoln's Executive Director and Network Senior Vice President, said, "We are proud that the American Heart Association and American Stroke Association have chosen the 'America's Best Hospitals' issue of *US News & World Report* to recognize Lincoln Hospital for our achievements in their Get With The Guidelines program." He added, "Get With The Guidelines" gives our professionals the tools and reports they need to effectively treat coronary heart disease, heart failure and stroke patients."

GWTG is a hospital based, quality-improvement program designed to ensure that hospitals consistently care for cardiac and stroke patients following the most up-to-date guidelines and recommendations. The program provides three modules that address coronary artery disease, heart failure and stroke. Currently more than 1,450 hospitals use one or more GWTG modules.



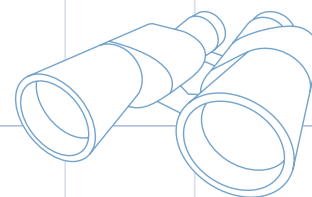
## Lincoln Hospital Receives 2008 NAPH Safety Net Honorable Mention Award

The Adolescent Health Services Clinic at Lincoln Hospital received high praise from the National Association of Public Hospitals (NAPH) for improving access to care to Hispanic and Black youth in the South Bronx. This segment of our population experiences disproportionate rates of teen pregnancy and sexually transmitted diseases as compared to their counterparts in New York City and the United States.

To address this serious healthcare disparity, Lincoln Medical and Mental Health Center redesigned and implemented a convenient, same-day service model as part of its hospital-based pediatric clinic, enabling adolescents to receive confidential services in a friendly, sensitive and structured environment.

All components of the one-stop, standard visit—including registration, triage, assessments, immunization, testing, treatment and follow-up appointments—are performed in the same patient room. This visit also includes same-day access to an interdisciplinary team (nurse, physician, social worker, psychologist, and health educator) assisting with the physical, intellectual, emotional and social challenges faced by teenagers as they transition to adulthood.

“The implementation of a new ‘Confidential Adolescent Account’ allows us to build trust and better professional relationships with our young patients, and provide health care regardless of their financial or parental insurance status,” says Tatiana Pavlova Greenfield, M.D., PhD., Chief of Adolescent Health Services.



**The measurable success of the redesigned service showed the total number of visits per clinic session and calendar year increased by nearly 300 percent.**

Additionally, Lincoln observed an excellent rate of return visits for the second and third doses of HPV vaccinations (up to 80%). Lincoln was recognized for having the highest number of HPV vaccines administered to adolescents in HHC since the program’s inception in December 2006. Furthermore, the ‘no show visit’ rate decreased and the return visits went up to 62% for the 12-month period after the implementation of this service model.



**Service Excellence:  
Exceeding Patients' Expectations**





**“We are empowering staff to intervene and be accountable for inconveniences and problems that patients and families face,”**

Lauren W. Johnston, R.N.  
Deputy Executive Director

At Lincoln we are striving to increase patient satisfaction by introducing a concept called “Service Excellence”. This initiative is based on the principles that we can best maintain excellence in service by using a customer focused approach, where we continually strive to understand and exceed the expectations of our patient population. As a result of this patient-

driven approach, we can achieve optimal patient care through a coordinated process that requires effective communication systems, staff education, team building, process improvement, work redesign and empowered workforce.

The Service Excellence steering committee, spearheaded by Lauren W. Johnston, RN, Deputy Executive Director, identified key areas that will help our patients feel that their experience at Lincoln was so good that they have to tell someone about it. We have rolled out the first phase, focusing on communication. Staff has been learning new methods of interacting with patients, which includes not only introducing themselves, but explaining their role, how long it will take to complete the task, and encouraging questions from the patients.

“We are empowering staff to intervene

and be accountable for inconveniences and problems that patients and families face,” says Ms. Johnston. “We encourage making frequent rounds to anticipate patient’s needs before they ring a call bell. We follow up care with a call to the patients after discharge, and make sure to thank them for choosing Lincoln.”



The staff is excited and has been getting wonderful feedback from the patients. The next phase will be telephone etiquette, using many of the same techniques mentioned above.



# Diabetes Education Program At Lincoln Hospital Receives ADA Certification



Above, with Sr. Vice President José R. Sánchez, from left to right: Lorena Drago, Diabetes Education Program Director, Miriam Lugo, Registered Nurse, Drs. Tasheem Zashra and Vinuta Mohan, endocrinologists and Christina Persaud, Registered Dietitian

The Diabetes Education Program at Lincoln Hospital has been designated as a Diabetes Center of Excellence for Diabetes Self Management by the American Diabetes Association (ADA). The specialized education program offers a culturally competent, patient centered, bilingual curriculum that focuses on Type 1 and Type 2 diabetes, obesity and the prevention of complications from the disease. This program provides self management education services that meet or exceed the national standards. This is welcomed news for the South Bronx—a community with the highest prevalence of diagnosed diabetes in New York City.

“This Center of Excellence is indicative of the hospital’s innovative work in the field of diabetes and its associated disorders,”

There are only two other recognized diabetes education programs in The Bronx

said José R. Sánchez, Lincoln Hospital’s Executive Director and Network Sr. Vice President. “The ADA’s certification recognizes the outstanding work of our specialized diabetes team whose unique skills and dedication provide patients with increased knowledge of diabetes and self-management of the disease.

Unnecessary hospital admissions and some of the acute and chronic complications of diabetes may be prevented through self-management. Heart disease and stroke, kidney disease, blindness, nerve disease and amputation are among the life-threatening complications associated with diabetes.

“There are only two other recognized diabetes education programs in The Bronx,” said Lorena Drago, Diabetes Education Program Director. She noted, “What makes our Diabetes Center unique is that it offers a bilingual instructional staff, providing education that incorporates culturally influenced beliefs, attitudes and practices. In addition, we have four times the number of nutrition classes offered by other diabetes education programs.”

# FOURTH ANNUAL BRONX LEGISLATIVE SUMMIT



Lincoln CAB Chair George Rodriguez addresses Summit. Below, Mr. Sanchez with Assembly member Carmen Arroyo, Council member Maria Del Carmen Arroyo and NYS Senator Rev. Ruben Diaz.



More than 150 community health advocates gathered in the employee lounge at Lincoln Medical and Mental Health Center for the Fourth Annual Legislative Summit convened by Lincoln Hospital, Segundo Ruiz Belvis and Morrisania Community Advisory Boards on March 14th. Over breakfast, the organizers focused on

## South Bronx CABs Called for Moratorium on Federal Medicaid Funds in 2009

the impact of the President's Medicare 2009 Budget Proposals on New York City's Public Hospitals. "The magnitude of the cuts proposed would disproportionately affect communities that are already underserved," said José R. Sánchez, LMSW, LCSW Senior Vice President of Generations+/Northern Manhattan

Health Network. Alex Diaz, Chairperson of the Legislative Summit Committee, urged attendees to support a moratorium on the implementation of rules proposed by the Centers for Medicaid and Medicare Services (CMS) that was due to expire May 25, 2008.

Elected officials attending included NYS Senator Rev. Ruben Diaz, Assembly members Michael Benjamin and Carmen Arroyo; Council members Maria Del Carmen Arroyo and Helen Foster and Cynthia Cox, Committee Member, 79th Assembly District.





# METABOLIC AND BARIATRIC SURGERY: AN OPTION FOR OBESITY

Shows Promise for Treatment of Some Chronic Diseases

A 53-year old Metropolitan Hospital patient, painfully aware that her obesity made it difficult for her to manage her diagnosed hypertension, sleep apnea, and osteoarthritis, decided to try surgery.

Jenny (not her real name), is one of the very first patients to have undergone laparoscopic adjustable gastric banding at Metropolitan's Metabolic and Bariatric Surgery Center. This novel procedure, according to researchers, appears to offer important advancements for the treatment of some of the most common chronic diseases. "Obesity, particularly belly fat or abdominal obesity, is associated with increased risk of hypertension, diabetes, hyperlipidemia, sleep apnea, coronary heart disease and stroke," said Daniel Stephens, MD, attending surgeon and co-director of the Metabolic and Bariatric Surgery Center at Metropolitan.

"Jenny's operation is one type of bariatric surgery, or weight loss surgery. The other common operation is a gastric bypass, which reduces the size of the stomach and bypasses part of the intestine." This limits the amount of food a person can eat and the calories that can be absorbed.



**Bariatric Team:** Daniel Stephens, M.D. Surgeon; Maria Cadiz, R.N., Yana Sosnovsky, P.A., Priscilla Santiago, Social Worker; Carol Blanchard, Registered Dietician and William Wang, M.D. Surgeon

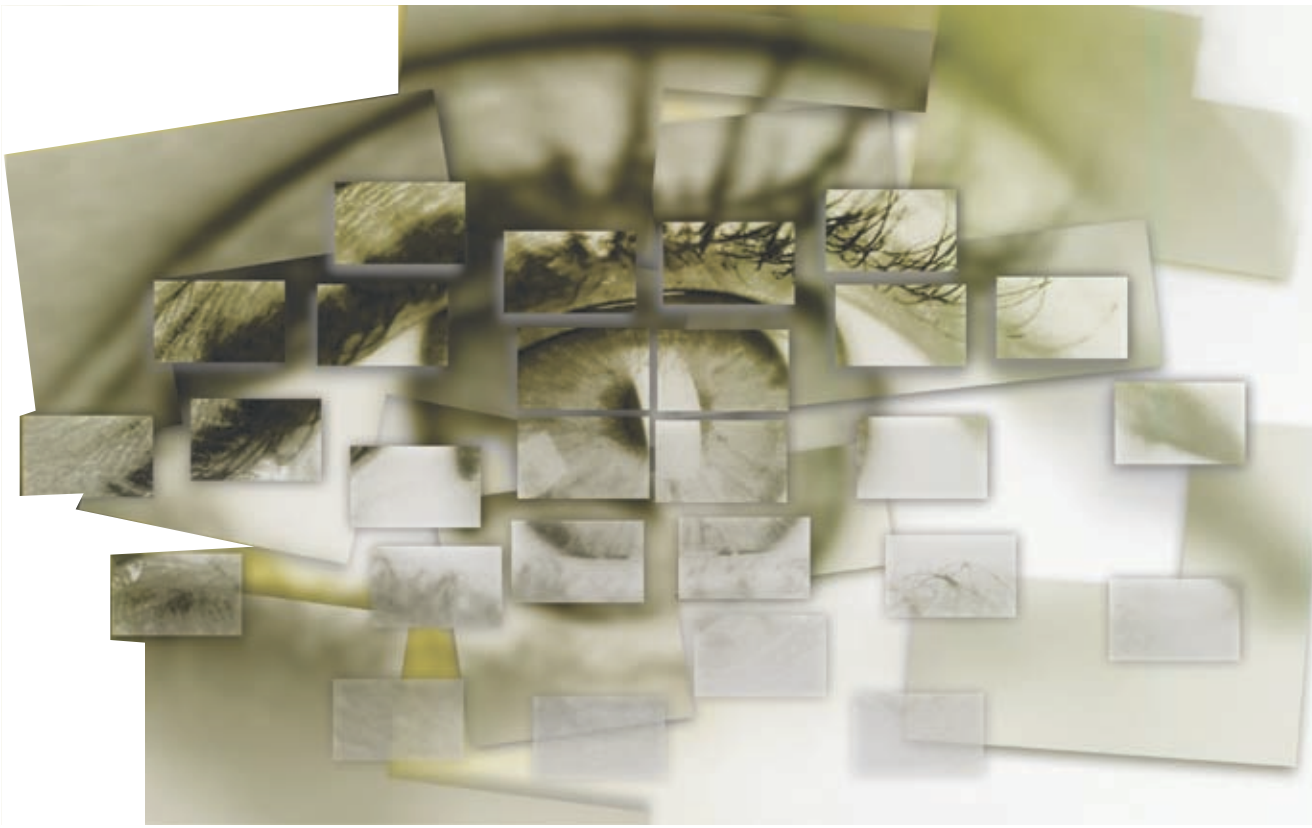
The procedures have soared in popularity as the obesity epidemic has spread and clinical trials have validated their safety and effectiveness.

Although doctors have long known that losing weight can alleviate diabetes and other illnesses, they were surprised to discover that many patients saw their conditions return to normal remarkably quickly after operations. "We are optimistic about the fundamental new insights into these procedures," said William Wang, MD, attending surgeon and co-director of the Metabolic and Bariatric Surgery Center. "All of our patients have lost weight.

One has come off his diabetes medication completely, and another patient has reduced hypertension medications." Jenny has lost over 25 pounds, and her knee and back pains have improved dramatically.

Patients must be referred to the Metabolic and Bariatric Center by their primary care provider; but not everyone qualifies for surgery. The medical evaluation includes assessment for the conditions that commonly accompany severe obesity. Assessment identifies problems that may occur, and provides a baseline set of clinical data for evaluating the benefits of surgery.





# Breakthrough Begins at Metropolitan

If you think Medical Records is a quiet corner of hospital operations, you weren't at Metropolitan on Wednesday April 9th. That day, a team of Medical Records and other hospital staff cleaned shelves, cleared old files, moved furniture, and measured before-and-after processing times in a one-day effort to improve work flow in the Chart Completion Department. The dizzying effort was one outcome of a week-long Rapid Improvement Event (RIE) to improve the hospital's documentation and coding process using Lean management techniques. Participants reduced chart completion time from 12 to 3 minutes and eliminated backlogs. Additionally, the team significantly improved physician documentation of mal-nutrition cases, where previously Metropolitan had trailed its peers.

Four more RIE's followed between May and June-- managed care, outpatient services, general surgery for outpatients,

and ambulatory care business operations. At least two have been scheduled every month thereafter. The events have already helped reduce processing time, reorganize "patient centered" flow, and decrease backlog. The documentation and coding department expects a \$500K revenue boost from timely work flow.

The events are part of a new corporate initiative called Breakthrough designed to create a culture of continuous quality improvement. Breakthrough projects are now underway at Central Office and five HHC hospitals, including Metropolitan. This past winter, senior leaders from Met and the Network identified core "value streams" of hospital services and selected revenue cycle and surgical services for the first series of RIEs. Early next fall, Metropolitan plans to increase the number of RIEs per month to improve more services.

Breakthrough is reliant on the quality



Just Doing It. A Rapid Improvement team at work organizing the Chart Completion Department at Metropolitan.

improvement philosophy known as "lean management" or "lean thinking" that developed in post-war Japanese manufacturing and is now in use worldwide in many industries, including health care. Lean practitioners separate business processes into value-added and non-value-added steps and strive to reduce waste by implementing smooth work processes without inventory or backlogs; clean, organized work areas and clear, well-documented standard work practices.

# METROPOLITAN HOSPITAL:

## POISED FOR WORLD-CLASS GERIATRIC CARE



**Geriatric Team:** Rasian Anderson, NP, Judith Osvath, MD, Shobhana Chaudhari, MD, AGSF (Chief of Geriatrics), Guadalupe Gonzalez, MD, Gayatri Sarkar, MD, Sofia Panagi, MD, Delatre Lolo, MD, Deborah Pitts, RN Head Nurse and Nerida Hernandez

“When the first of the 78 million baby boomers turns 65 in 2011, hospitals across America will see an exponential rise in demand for quality geriatric care”, according to the American Geriatric Society. The baby boomer generation is projected to reshape the healthcare arena, and progressive hospitals will need to address their complex and unique healthcare needs.

Metropolitan Hospital Center is poised to address the healthcare needs of the growing geriatrics population with the unveiling of the Inpatient and Outpatient Geriatrics Centers in the late summer of

2008. The redesign project is currently in the final phases of construction of a Geriatric inpatient unit on 6B as well as a new Geriatric Outpatient Treatment Center. The fifteen-bed Geriatric Inpatient Unit is specifically planned and built according to standard geriatric specifications to fulfill the needs of older adults. Comprehensive multidisciplinary care will focus on functional outcome and patient safety with special attention on prevention of falls, pressure ulcers, medication errors and thoughtful discharge planning. To maintain continuity of care, discharged patients without a primary care provider

will have the opportunity to obtain follow up health services in the new Geriatrics Outpatient Treatment Center.

The 3,000 sq ft Geriatric Outpatient Treatment Center will be conveniently located on the first floor near the Second Avenue entrance, with easy access to the hospital’s pharmacy and ambulette services. A team of dedicated geriatric care specialists will ensure world-class care, providing comprehensive geriatric assessments including dementia evaluation, depression and anxiety screening as well as gait and assistive devices evaluation. The Center will also boast a complement of highly trained nursing, paramedical staff, social workers and ancillary staff to help ensure that patients receive necessary care and support services at Metropolitan and in their communities.

## METROPOLITAN HOSPITAL OPENS PAIN MEDICINE AND PALLIATIVE CARE CENTER

The Pain Medicine and Palliative Care Center at Metropolitan Hospital Center provides comprehensive pain and symptom management, psychological and spiritual support, advanced care planning and home hospice care to patients facing chronic pain from incurable diseases or who are at the end of life. In addition, the Center has received a \$200,000 grant from the Fan Fox and Leslie Samuels Foundation to establish a Fellowship program, becoming the first public hospital in the country to train doctors in the specialty of palliative medicine after their residency program.

With an expert team of three physicians, a research nurse, several social workers, chaplains, psychologists and hospital administrators headed by Dr. Lauren Shaiova, board certified in palliative

medicine, the Center focuses on improving the quality of life for individuals who suffer from long-term chronic pain and other distressing symptoms due to cancer, sickle cell anemia, multiple sclerosis, AIDS, congestive heart failure, advanced dementia and other diseases. The new Center is designed to provide an environment of dignity and comfort, and will serve patients who are hospitalized as well as those treated on an outpatient basis.

Mercedes (not her real name) was a 79-year-old Hispanic woman admitted with advanced metastatic cancer with pulmonary involvement. The patient had no advanced directives. A meeting with the patient, her daughter and members of the palliative care team resulted in a shared decision to treat the mother with

appropriate medication for end-of-life care; and she died peacefully at home with her family.

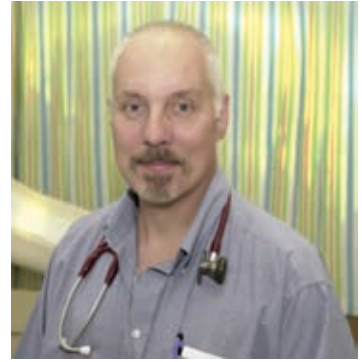
Karen (not her real name) is a patient with a history of cancer and multiple sclerosis who sees Dr. Shaiova on an outpatient basis. Her agonizing pain disrupted her life and she was succumbing to hopelessness and depression. "Before I met Dr. Shaiova, I could not cope with the pain," Karen says. "I know I will not be cured of multiple sclerosis, but my pain is under control, and I am able to go out of the house and enjoy time with my family."

The Pain Management and Palliative Care Center operates an outpatient clinic and provides consultation service 24 hours a day, 7 days a week.



Dr. Shaiova with patient and members of her medical team; left to right: Dr. Mitchell Chandler, Attending Physician; Dr. James Winbush, Attending Physician





## REMEMBERING

# DR. JOHN B. CORSER

Dr. John B. Corser was a brilliant, hands-on physician whose kindness and compassion touched the lives of those privileged to have known him. Metropolitan Hospital and the entire New York City Health and Hospitals Corporation (HHC) as well as the East Harlem community are deeply saddened by the passing on March 20th of a beloved colleague, friend and expert clinician. Dr. Corser was Acting Chief of Medicine at Metropolitan Hospital, Director of HIV Services and Principal in the Medical Ethics Program at HHC.

Dr. Corser joined Metropolitan Hospital Center's medical team in 1993 as Attending Physician in Medicine and Pediatrics. Among innumerable recognitions for his indefatigable commitment to his work, Dr. Corser received the prestigious Wasserman Award for Excellence in Pediatrics.

At the 7th Annual Conference on Urban Health on June 12th, Network Sr. Vice President José R. Sánchez presented the Corser family with the first "Dr. John B. Corser Award", instituted by HHC President Alan Aviles. Each year at the Urban Health Conference, the Dr. Corser

Award will be presented to a member of the medical community who has demonstrated a commitment to serving the underprivileged and who has excelled in his or her field.

Dr. Richard Stone, Metropolitan Hospital Medical Director, colleague and friend of

**"...an exceptional man, a friend and a world-class medical leader."**

Richard K. Stone, M.D.  
Metropolitan Hospital Center  
Medical Director

John for nearly two decades, delivered a heartfelt homage at the Memorial Service held at Draper Hall on March 26 before a multitude of Dr. Corser's colleagues, friends and members of his family. The following are excerpts of Dr. Stone's

message which poignantly renders both the collective sorrow at his passing and the inspiration to live by his example:

"We knew John to be an exceptional man, a friend as well as a world-class medical leader. First of all, he understood the science, especially the complicated and elusive science of HIV/AIDS, and could then talk about it on a level that was as accessible to patients as the weather, so they could understand it too. So, on the one hand, he was thoroughly informed...about medicine in general, about his specialty and about medical informatics upon which our practice at Met is so dependant. On the other hand, his way of using his knowledge made his practice of medicine as compassionate and humanistic as any I have ever seen. I think many of us saw that ability to bring things together as John's gift of quiet harmony, in service always to his patients and at peace with himself. It was, and is, something to admire and emulate.

"So much of John Corser remains with us, so deep a repository of shared experience and persistent impressions, that it is possible, almost obligatory, for each of us to find our own inspiration in his passing."

## Metropolitan Hospital First To Implement

# GNYHA “COLORS OF SAFETY” INITIATIVE

Metropolitan Hospital Center took an active and significant role in the celebration of National Patient Safety Awareness Week (March 3 to March 8, 2008) as the first hospital to implement the Greater New York Hospital Association (GNYHA) “Colors of Safety” initiative. The project’s objective is to enhance patient safety by regulating the color-coding of explicit alert medical conditions in hospital settings. The campaign is a risk-reduction intended to promote awareness about standardized identifiers not only among clinical and non-clinical staff but also patients and their families.

The “Colors of Safety Across the Continuum of Care”, spearheaded by the Greater New York Hospital Association (GNYHA), defines the following three alert conditions and wristband 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.

Metropolitan Hospital’s “Colors of Safety” project is part of the Corporation’s system-wide collaborative campaign to increase patient safety, including the prevention of medication errors.



## METROPOLITAN’S CAB LEGISLATIVE LUNCHEON

On March 20th, the Metropolitan Hospital Community Advisory Board held its seventh annual Legislative Luncheon in the Draper Hall auditorium with the participation of over 175 representatives of community-based organizations, municipal agencies, community residents, staff and CAB members.

Legislators attending were Manhattan Borough President Scott Stringer, City Council member Melissa Mark-Viverito, NYS Senator William Perkins and

representatives of Congressman Charles Rangel and Inez Dickens. The discussion focused on the status of the cost of care and the impact of proposed federal legislation on Metropolitan.

Those gathered heard from Chair of the CAB, Carlos Infante, Meryl Weinberg, Executive Director, José R. Sánchez, Senior Vice President, LaRay Brown, HHC Senior Vice President as well as those elected officials attending.



In photo above at Legislative Luncheon (top left) Council member Melissa Mark-Viverito, Mr. Sánchez, Manhattan Borough President Scott Stringer, municipal agencies’ representatives and CAB members.



# MORRISANIA'S PEDIATRIC OBESITY CONTROL INITIATIVE LAUNCHES NETWORK'S FIRST HEALTHY CHOICES PROGRAM



A study conducted by Morrisania's Pediatric Obesity Control Initiative has led to improved outcome in children's eating and physical activity habits in the South Bronx. Under the leadership of Carlos Rivera, MD, Chief of Pediatrics, doctors looked at the various ways to change the disturbing trend towards childhood and adolescent obesity. "Our principal strategy for the treatment of obesity in children is similar to those for adults; that is, lifestyle modification, which includes nutrition, increased physical activity, along with treatment goals based on age, severity of obesity, and a thorough risk-factor assessment," said Dr. Rivera. "In addition to intervention, we found that once parents got involved, and cultural variation in definition and perception of obesity as a health problem addressed, outcomes improved."

The Department used the findings to

develop the Network's first Healthy Choices Program (HCP). This program focuses on counseling and guidance to children and their family, along with consistent and persistent education of obesity and its associated co morbidities to providers, parents and families. The project demonstrates that strategies which involve families, the healthcare and school systems, the food and entertainment industries and public health professionals become a powerful force to protect our children's health.

The rate of childhood and adolescent obesity in the South Bronx is forty-nine percent, as compared to thirty percent nationwide. More support for research on the development and testing of interventions to prevent and treat obesity is needed to provide a strong evidence base for programs and public policies.

## BELVIS SCORES 100% PCAP COMPLIANCE

Segundo Ruiz Belvis NFHC received the official PCAP Site Evaluation Report with glowing grades. The OB/GYN team was successful in accomplishing 100% compliance of PCAP standards. The success of the audit is due to constant staff communication and the reliable cooperation of all departments and disciplines providing services to prenatal patients. We are very proud of the Belvis team for being the first in the Corporation to achieve this merit.

## SOCIAL WORKERS: VITAL PARTNERS IN PATIENT CARE

During the month of March, social workers throughout the Network were publicly recognized for the critical role they play in our therapeutic environment. Social workers and Caseworkers touch peoples' lives like no other professionals. "This special month provides an opportunity for social workers to be acknowledged for the essential role they play in supporting physical and mental wellbeing," said Network Sr. Vice President José R. Sánchez. "As vital members of the healthcare team, social workers work hand-in-hand with doctors, nurses and therapists to help minimize the burden caused by illness and other psychosocial stresses on patients and their families."

At Morrisania's Social Workers' Month celebration Marlene Figueras, Sr. Associate Director of Social Services said, "Social workers and case workers are exceptional individuals who have the unique skills to listen to others with compassion and understanding. They are optimistic and reassuring; remain calm in the most stressful situations and when someone is upset, they lend "a shoulder to cry on".

## RENAISSANCE #1 IN RAPID TESTING



Above Photo : l. to r. - Arturo Ceasar, MD; Dorothy Wyatt, Daryl Young, Denise Kittrell, Janie Richardson, ACM; Eva Wright, Sr. CLW, Allen Harrison, CLW, Frank Bowman, Sr. HCPPA; Carol McLean-Long, MD and Vinnie Gee

Renaissance recently received an HIV Expansion Report from HHC's HIV Department identifying Renaissance in the #1 place for meeting their targets percentage-wise for the last six months. When Renaissance first began Rapid Testing in 2006, they were at the #2 position. They decided second place was not good enough and strived to take the number one position. With the help of a diligent HIV Testing staff and the support of its leadership, providers, nursing and clerical staff, Renaissance has consecutively held on to the

number one spot for the last two reports.

This momentum is important in our battle against HIV. "It is with pride that we acknowledge the interdisciplinary team for its hard work to achieve this success," said Dr. Walid Michelen, Director of Business Development and Grants for the Neighborhood Family Health Centers. "This accomplishment not only benefits the staff but the community we serve. We all must know our HIV status if we are to eradicate this disease from our community."



**Nurses:**

National Nurses Week  
was celebrated in all our  
Network facilities

# Making A Difference Every Day

The extraordinary commitment and compassion of our nurses was saluted by the New York City Health and Hospitals Corporation at an awards ceremony held in May at Elmhurst Hospital Center.

“Nurses are  
the backbone  
of every health  
care facility.”

José R. Sánchez,  
Sr. Vice President

“HHC nurses have been leaders in our system-wide initiatives to improve patient safety, enhance chronic disease management and reduce the health disparities that affect many of the communities we serve,” said Alan D. Aviles, HHC President. “Thank you for your rigorous professionalism and your dedicated passion to HHC’s mission and to our patients. You make a difference every day.”

Nine of our Network nurses received HHC’s 2008 Nurse Excellence Awards. They are: Loreto M. Castillo, RN, BSN (Harlem), Arlinda Racaza, RN, BSN (Lincoln), Elena Haber, RN, BSN

(Metropolitan), Rosa Beniquez, RN (Morrisania), Eleise Gordon, RN (Belvis), Purificacion Pincet, RN (Renaissance). Evelyn Bersamin, RN (Metropolitan) received the Nursing Service Leadership Award. Evelyn Montecer, RN, BSN, MS (Lincoln) and Olaleye Adebayo, RN, MPH (Harlem) received the Corporate Award.

National Nurses Week was celebrated in all our Network facilities (see photos). Network Sr. Vice President José R. Sánchez, said, “Nurses are the backbone of every health care facility. They make all the difference in the delivery of quality health care every single day.”







The Generations+/Northern Manhattan Health Network

# Network Review

234 Eugenio Maria De Hostos Blvd. (149th Street), Bronx, NY 10451