



The Generations+/Northern Manhattan Health Network

# Network Review

2007 Holiday Edition

## Building for Success

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

## CAB Retreat

2007 Joint Community Advisory Board and Auxiliary Retreat.



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## Trendsetter Award

Senior Vice President Honored...



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## URBAN HEALTH CONFERENCE DRAWS RECORD NUMBER OF PARTICIPANTS

### *Local and National Experts Exchanged Ideas on Strategies to Close Healthcare Disparity Gaps*

The Annual Conference on Urban Health, hosted by our Network, has gained momentum as a significant forum for discussions of issues related to the challenges in the delivery of quality healthcare in urban settings. The sixth annual conference, held on June 14<sup>th</sup> and 15<sup>th</sup> at the Helmsley Park Lane Hotel in Manhattan, drew a record number of participants and gathered an unprecedented cast of local and national health experts who engaged in an invigorating exchange of ideas on the topic of “Innovative Strategies to Close Disparities in Health Outcomes.”

New York State Commissioner of Health Dr. Richard F. Daines unveiled the State’s plans for increasing health access, improving healthcare quality and combating health care disparities. “In a bold move that could improve the lives of thousands of New Yorkers, the Governor has directed the State Health Department to work with State agencies, the Legislature and

other stakeholders, to take the first steps toward universal coverage,” he announced.

CEOs from major health care systems in Chicago, Denver, New Orleans, San Antonio, Oakland, Los Angeles, and New York discussed the persistent challenges to achieve a higher level of care and reduce the disparities in health that continue to plague urban communities. Their passion and commitment was evident in each presentation. Jo Ivey Boufford, MD, President of the New York Academy of Medicine, facilitated this dynamic CEO Roundtable discussion.

The conference also provided an opportunity to showcase the clinical expertise of our Network clinicians. All Network hospitals and the Neighborhood Family Health Centers were represented at sessions on each of the many

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## Building Upon Our Successes

I invite you to take a few moments to peruse the Network Newsletter, which provides details and highlights of our recent successes and accomplishments. The goal of the newsletter is to empower you with information about where we stand as a healthcare organization. Every accomplishment and recognition highlighted in this publication is due to our most valuable resource: the talented and dedicated men and women who comprise the Network family.

*Patient Safety:* Consistent with the New York City Health and Hospitals Corporation's strategic direction to become the safest healthcare system in the country by the year 2010, this Network has embarked on the implementation of patient safety clinical improvement programs at each facility in the Network to advance our patient safety goals, many of which are described in this newsletter.

*Commitment to Quality:* We continue to fulfill our commitment to the provision of efficient, patient-centered medical services focused on measurably improving quality of care. All of our facilities continue to receive national, state and local recognition for achievements in clinical, patient safety and technology practices:

Lincoln was published in the US News and World Report (July 2007) as a recipient of the Silver Annual Performance Award from the American Heart Association and American Stroke Association for completing 12 consecutive months of participation at 85% or higher adherence to all performance measures of the "Get with the Guidelines" for Coronary Artery Disease (CAD). The New York State Health Accountability Foundation recently issued a healthcare report card (August 2007) for New York Hospitals which shows that Metropolitan Hospital achieved outcomes significantly better than State averages for heart attack care, heart failure care, pneumonia care and surgical infection prevention. In that same report, Harlem Hospital Center also achieved high scores, exceeding State averages in overall heart failure care and pneumonia care.

*Neighborhood Family Health Centers (NFHC):* This past year, with an increase in patient base and visits, the NFHC, including Morrisania, Segundo Ruiz Belvis and Renaissance Health Care Network performed better than the other HHC health centers.

*Financial:* I am pleased to report that the Network achieved a net surplus of \$13.1 million at the end of Fiscal Year 2006. It should be noted that there were only three HHC networks, including ours, who were able to report a surplus. We attribute this accomplishment to the teamwork and initiative exemplified in every department across every facility in the Network.

*Capital Design:* Our commitment to infrastructure improvement remains a priority. The Modernization Project at Harlem Hospital Center continues to progress nicely, with departmental relocations and renovations taking place in preparation for construction of the new patient pavilion. Lincoln Medical and Mental Health Center is building a new Medicine Clinic Annex and is moving forward in its project to expand the Emergency Department. In addition, at Lincoln a new Women's Imaging Center is being created to consolidate services offered to our women patients. Metropolitan Hospital Center has been awarded *Heal New York Phase II* Grant and matching funds from NYC General Obligation Bonds to allow for the design and construction of 5 projects.

*Technology & Information Systems:* The Network has made significant improvements to its information system infrastructure and capabilities and notably in February 2007 was presented with the prestigious 2006 Health Information and Management Systems Society (HIMSS) Nicolas E. Davies Award for Excellence in the implementation of Electronic Medical Records (only three percent of hospitals throughout the country have electronic health records).

We remain focused on building upon our successes and responding to the complete health needs of our community. I have the utmost confidence that our employees will continue to perform admirably as we strive to become the healthcare provider of choice.

Sincerely,

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



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

## Encouraging Our Patients to be Active Members of Their Health Care Team

Harlem Hospital Center is deeply committed to educating our patients on the best ways to remain safe during their stay at the hospital. The single most important way we can help prevent medical errors is to encourage our patients to be active members of their health care team. It means patients take part in every decision about their health care. Patients who are involved in their care achieve better results.

Encouraging patient involvement in their health care requires us to improve patient communication. We must ask the right questions and encourage patients to inform us of all prescriptions being taken, including over-the-counter medicines and dietary supplements such as vitamins and herbs. We should also invite our patients to bring all of their medicines and supplements with them when they visit their doctor, at least once a year.

Our clinical team is encouraged to speak with patients about medications they are taking in easy to understand terms. This information exchange should take place when prescriptions are written and when the patients receive their medication. Finally, if our patients and staff have questions or concerns about patient safety, we invite them to call the Hospital's Patient Safety Hotline. All calls to the hotline are confidential and receive prompt attention. To report patient safety concerns, please call the hotline at 866 728-7389 (866 PAT-SFTY). Encouraging patient involvement in their health care is just one of the ways we communicate the message of healing and hope to our communities.



Meryl Weinberg, M.A., R.N.  
Executive Director,  
Metropolitan Hospital Center

## Making Metropolitan Hospital The "Medical Home Of Choice"

*Staff participation in cutting-edge performance improvement initiatives enhances the development of an environment that supports our strategic direction.*

Metropolitan Hospital Center is comprised of an exemplary team of healthcare employees committed to providing patient-centered care. Our goal is to become the medical home of choice for the Community we serve. We strive to ensure that each patient/consumer makes the most of our full service hospital, including education, prevention, treatment, and tertiary services - the full continuum of care.

Toward this end, Metropolitan is dedicated to enhancing our preventive, curative and palliative services. We have invested both human and financial resources to develop and expand services intended to achieve the best physical and mental health outcomes for those we serve. The team at Metropolitan Hospital focuses on constructive collaboration and customer service to optimize the experience of our consumers as well as our staff.

Employee driven change has taken form in our new Women's Imaging Center, with state-of-the-art digital mammography equipment. This new technology spurred program advancement known as the Spa de Salud. This full service weekend clinic provides a one-stop shop where patients who need to maximize their access to multiple services can obtain needed education and preventive care in one convenient and attractive location. Tailored to the needs of the community in both language and physical accessibility, this program has had enormous initial success. Our plans for improved elevators, geriatric inpatient and outpatient services, renovated pediatric inpatient unit and a revised emergency services area will clearly communicate to our patients and staff that we value them and have worked to make a comfortable, beautiful and safe medical home for their use.

Metropolitan Hospital Center looks forward to a bright future. With our community, elected officials and Corporation partners we will continue to define and develop culturally sensitive and appropriate services. Together, we will help make Metropolitan Hospital Center the medical home of choice for the residents of East Harlem.



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

## NYC'S Finest Family Health Centers

The outstanding men and women at our Neighborhood Family Health Centers are making a real difference in the lives of people in our communities. We are very proud of the level of care we provide. For example, Morrisania continues to lead the network in Quality Assurance Recording Requirements (QARR), the clinical indicators HMOs and the New York State Department of Health use to measure performance. Renaissance and Belvis have the highest increase in HIV testing in the entire Corporation.

This past year our centers performed better than the three other HHC health centers, which had a drop in visits. Our patient base went up, and our visits increased significantly. For example, Belvis increased their total visits by 14% from last year; Renaissance increased visits by 6%, and Morrisania increased in all areas except psychiatry. We reversed a downward trend and patient visits are no longer decreasing. Our financial performance also improved significantly. While we still operate with a deficit, we have had considerable success. Belvis

decreased its deficit by 47%; Morrisania by 50%; and Renaissance by 61%.

We remain focused on our goals to increase the centers' patient base, while providing patients with a positive health care experience. We will continue to develop key strategies to ensure that our patients have access to the finest community based programs and services. One of our goals is to provide patients and community members with access to additional mental health services. We have to make sure we do not lose our patients to other providers. We will continue to succeed and improve with the full understanding and cooperation of all personnel in our health centers. We cannot do it without you!

Helping you get to know us better is an important goal of our Neighborhood Family Health Centers. I hope that reading this newsletter helps serve that purpose. As stewards of public trust and public funds, we invite your comments and feedback. Please let us know how we have done and how we can better serve in the coming year.



Lincoln Medical and Mental Health Center  
 234 Eugenio Maria de Hostos Blvd, Bronx, New York 10451



Metropolitan Hospital Center  
 1901 First Avenue, New York, New York 10029



Harlem Hospital Center  
 506 Lenox Avenue, New York, New York 10037

## NETWORK NETS FISCAL SURPLUS GOAL

The Generations+/Northern Manhattan Health Network has once again proven its ability to focus intensively on fiscal responsibility by ending Fiscal Year 2007 with a surplus of \$13.1 million. Our Network experienced the second best results in the New York City Health and Hospitals Corporation following the South Manhattan Network, which had a \$14.9 million surplus. Only three of HHC's seven networks had positive results; the third was the South Brooklyn Network with a surplus of \$3.1 million.

Within the Generations+/Northern Manhattan Health Network, two facilities had positive

variances; Lincoln had a surplus of \$22.9 million, and Harlem had a surplus of \$1.09 million. The overall financial performance of Lincoln resulted from exceptional success in revenue, which were by far the best in HHC.

Thanks to all of the dedicated and hardworking staff across the Network, we have once again achieved our financial goal of ending the fiscal year in the black, which is crucial to ensuring our continued provision of high quality health services to our communities.

## Paperless Emergency Departments at Lincoln and Harlem Support Network Patient Safety Goals

In mid-July, the Emergency Department (ED) clinical staff at Harlem Hospital Center and Lincoln Medical and Mental Health Center expanded electronic medical records utilizing Misys CPR. The new Emergency Department Information System (EDIS) has three main components: Computerized physician medication order entry; computerized clinical documentation by physicians and nursing; and the use of bar-coded ID bracelets for patients. The Network's system is now paperless.

ED and Information Technology (IT) leadership teamed up to implement this large-scale project without compromising patient care. The "go-live" date at Lincoln started with the Pediatric Division, then Surgery, Asthma and Medicine Divisions. At

Harlem, the Medicine and Pediatric Divisions went "live" almost instantaneously within the same week.

Our Network MIS built the electronic medication board to assist nurses to administer medication and support patient safety. It displays each patient's name, location and a detailed profile of medication orders. The medication board is also an important visual alert for medication orders.

IT has introduced the automated bar-coded patient ID bracelet at Harlem Hospital. When the nurse triages a patient, the bar-coded patient ID band prints automatically upon completion of mini-registration in Misys CPR. All patients now have an electronic bracelet printed with a bar code for easy identification. The medical record number (MRN) is scan-able and the clinical staff uses the MRN to identify patients while performing "point-of-care" tests such as an EKG or glucose testing.

The Network's Emergency Department Information System is now more efficient in assisting physicians and nurses to provide outstanding patient care.

## 2007 Joint Community Advisory Boards And Auxiliary Retreat

On October 19th and 20th, 2007, the Generations+/Northern Manhattan Health Network gathered 90 Community Advisory Board and Auxiliary members, Network Staff and HHC staff (including Dr. Ramanathan Raju, Executive Vice President, Corporate Chief Medical Officer of the NYC HHC and LaRay Brown, Senior Vice President, Intergovernmental Relations, Corporate Planning and Community Health) at a Joint CAB and Auxiliary Retreat held at the LaGuardia Courtyard Marriott. The opportunity to network within the Network, learn about the many activities taking place at the individual facilities, and ask questions of each other, the HHC staff and our senior vice president was exciting and very successful.

The Break Out sessions housed spirited and thoughtful exchanges: "Culturally Appropriate Customer Service," "HHC's Operating Procedure 10-20" (for Auxiliary discussion), "The Role of the CAB" and "Our Changing Neighborhoods." The CAB members and

Auxiliaries present found common ground on which to work together to support the goals of the Network.



Among those attending the Saturday session were CAB Chairs (left) George Rodriguez (Lincoln Medical and Mental Health Center), Carlos Infante (Metropolitan Hospital Center), Dolores McCray (Renaissance Health Care Network), Henrietta Lyle (Harlem Hospital Center) and William Pacheco (Morrisania Neighborhood Family Health Center) Justo Torres, Chair of the Belvis CAB, attended on Friday.

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## URBAN HEALTH CONFERENCE DRAWS RECORD NUMBER OF PARTICIPANTS

*Local and National Experts Exchanged Ideas on Strategies to Close Healthcare Disparity Gaps*

topics. Each facility presented unique programs established to serve their respective communities in the Downtown Bronx, East Harlem, and Northern Manhattan.

Once again, the Conference on Urban Health offered valuable insight into the strategies that safety net hospitals employ to address healthcare disparities

Consistent with its commitment to developing human resource talent within our communities, the Generations+/Northern Manhattan Health Network awarded three one-time scholarships to outstanding college bound seniors with an interest in the sciences or medicine. Mildred Gonzales representing East Harlem, Ysairt Claudet Sanchez from the Downtown Bronx and Zannatul Rezwana from Harlem each received \$2000 toward their college expenses.

This year an Urban Health Advisory Board was established, featuring a prominent cadre of professionals, including Larry Gage, President of the National Association of Public Hospitals (NAPH), Anna Carbonell, Vice President of Press and Public Affairs at NBC/Telemundo, Jo Ivey Boufford, MD, President of the New York Academy of Medicine and a former President of the New York City Health and Hospitals Corporation (HHC), Luis Marcos, MD, former President of the NYC HHC, Charlynn Goins, Chair of the Board of Directors of the NYC HHC, Jose R. Sanchez, founder of the Annual Urban Health Conference and Alan D. Aviles President of the NYC HHC.

## HARLEM HOSPITAL CENTER

# Hip Hop Stroke Initiative

Olajide Williams, MD, Director of the State Certified Harlem Hospital Center Stroke Program, collaborated with the National Stroke Program on their "Hip Hop Stroke" initiative, a successful health education project for teens to recognize the symptoms of stroke. As part of the program, educators go into public schools and teach children about the causes, effects, and most importantly, how to prevent a Stroke.

Harlem Hospital is the local headquarters of the "Hip Hop Stroke" Program. The National Stroke Association plans to use the Hospital's work in the community to build a national statewide model. Generous funding was received from the HHC Foundation, the New York City Council, General Electric and the JP Morgan Chase Foundation (which is specifically funding a Train-the-Trainer Program).

The Program collaborates with Hip Hop Artist Doug E. Fresh, to spread the message in middle and high schools. Children who participated in the program used the lessons learned and were



World-famous entertainer Doug E. Fresh (left) joins Gloria Thomas, President of the Friends of Harlem Hospital Center and Olajide Williams, MD, Director of Neurology at the Harlem Week Health Fair. Doug E. Fresh performed in front of thousands during Harlem Health Day. The Friends of Harlem Hospital graciously supported Dr. Williams and Mr. Fresh in the community outreach project "Hip-Hop Stroke."

able to identify possible stroke symptoms in others, and to assist in getting the necessary help in a timely fashion. Dr. Williams hopes to one day replicate the program throughout the nation.

## City College of New York (CCNY) President Williams Attends Leadership Roundtable at Harlem Hospital Center



Glendon Henry, MD, Medical Director and Emma Beveridge, RN, Director of Quality Management, engage President Williams to autograph his award winning book.

On July 12, 2007, Harlem Hospital Center welcomed the President of City College to its Summer Leadership Roundtable. Gregory Williams, Ph.D. shared his personal journey to leadership with a discussion of his book *Life on the Color Line: The True Story of a White Boy Who Discovered He Was Black*. This memoir was selected as the 1995 Book of the Year by the Los Angeles Times and named "Outstanding Book on the Subject of Human Rights" by the Gustavus Myers Center for the Study of Human Rights in North America in 1996. President

Williams holds five degrees, including a J.D. and a Ph.D. from George Washington University. A university administrator for over 30 years, he came to CCNY from the Law School of Ohio State University, where he served as Dean.

### Dr. Williams' Suggested Good Habits for Leaders:

- Don't hold a grudge
- There is a big difference between do and done
- You can't always get what you want
- You don't always want what you get
- Don't worry about getting credit for what you accomplish
- Keep the big picture in mind but don't skip the details
- Compromise your plans but not your goals
- Don't ask others to do something you don't want to do yourself
- Encourage other people to lead
- Encourage the best in others
- Keep your sense of humor
- Don't be afraid to show your gratitude
- When opportunity comes your way, jump on it.

## Lincoln Hospital and New York Yankees Hit Home Run To Strike Out Childhood Diseases



The Bronx is doing more than ever to ensure that children are receiving the highest quality health care. Whether immunization or outreach, our Network is at the forefront of ensuring that information on all critical children's health issues are distributed to families in our communities. Consistent with this objective, Lincoln Hospital teamed up with the New York Yankees on a "Back to School Immunization campaign." The partnership proved to be not only exciting but also very effective in calling attention to the urgent need for childhood immunizations.

First launched on August 22 at the Yankees' Stadium Club, the world class baseball team decided to sponsor a second campaign at Lincoln Hospital on September 22nd. Lincoln's Back to School Immunization Campaign is designed to protect children, ages 6 to 13, now and for years to come, against serious and sometimes life-threatening diseases. The Yankees provided incentives: tickets to Yankees baseball games, teddy bears and the thrill of the Bronx team.

## METROPOLITAN HOSPITAL CENTER

### Improving Medication Safety with Robotics



for bedside medication and reduces errors.

Metropolitan Hospital Center's outpatient pharmacy also introduced the new PARATA automatic dispensing system. The PARATA system eliminates manual repackaging of prescriptions, provides speed, and double checks prescriptions filled for accuracy. Once the pharmacist processes the prescription, the correct drug is selected by the PARATA robotic dispensing system. The robot then delivers an accurate count into a vial, caps the vial, affixes a label with all the appropriate information, and delivers the final product to a shelf in alphabetical order, according to patients' last names.

Metropolitan is currently re-vamping and re-engineering the Pharmacy in order to optimize these technological enhancements. Pharmacy automation underscores Metropolitan's commitment to patient safety initiatives and its efforts to enhance services consistently.

Metropolitan Hospital Center hosted a ribbon cutting ceremony in August to unveil the McKesson ROBOT-Rx and PARATA Robotic Dispensing System (RDS). The new pharmacy robotic system is an important part of Metropolitan's strategic effort to increase patient safety.

The new inpatient robot, named ROBOPHARM, automates the packaging and labeling of prescriptions. It provides the Hospital with state-of-the-art bar code scanning at the patient's bed as well as high-speed packaging. ROBOPHARM automatically picks up all orders reviewed by the Pharmacy. It increases readiness

The ceremony was attended by New York State Assemblyman Jose M. Serrano, Jr., Councilmember Melissa Mark Viverito, Michelle Sherwood, Esq, representing the Honorable Charles B. Rangel, members of the Metropolitan Hospital Community Advisory Board and Auxiliary.

### Metropolitan Hospital Center Receives Full JCAHO Accreditation

Metropolitan Hospital Center successfully passed its Joint Commission Accreditation on Healthcare Organization's 2007 Unannounced Survey on May 25th. One surveyor said that if she were sick, she would want to get care at Metropolitan, the ultimate compliment. Mr. Jose Sanchez took the opportunity to thank and congratulate all for the hard work and dedication exhibited throughout the preparation process and during the actual survey. "Metropolitan once again excelled because of your enthusiasm, team spirit, and commitment to delivering superior healthcare services to our community..." Executive Director, Meryl Weinberg, MA, RN added, "I look forward to continuing to work with the remarkable and accomplished team of professionals at Metropolitan Hospital Center. I will confidently rely on your outstanding skills and exceptional devotion to delivering quality healthcare as we strive to maintain high standards throughout the year."



## NEIGHBORHOOD FAMILY HEALTH CENTERS



### Belvis Keeps An Eye On Diabetes...

A Diabetes Education workshop for patients was held in August where ophthalmologist Dr. Marie Alzi discussed the effects of diabetes on the eyes. Many participants brought their glucometers to the workshop and everyone



received a hands-on lesson on the correct use of personal glucose monitoring devices. As participants enjoyed a delicious meal, nutrition and portion control was discussed as an important element to control diabetes.

### Belvis Strives For Healthier Kids...

To promote healthier eating habits and fitness among the children of the Bronx, Belvis hosted its first interactive, "Fun, Fitness & Nutrition Workshop" on July 31 with the participation of over 25 pediatric patients and their parents. They were encouraged to engage in physical activities a couple of hours each day and limit their use of TV, video games and computers. The importance of developing good eating habits was stressed. For example, they were advised to drink water instead of soda or juice and eat a total of five or more servings of fruit and veggies daily. After a question and answer session, participants engaged in exercise and recreational activities and enjoyed a variety of healthy snacks.

### Morrisania's Employee Flu Campaign

Morrisania Neighborhood Family Health Center was the leader in the percentage of employees vaccinated within the NYC Health and Hospitals Corporation for the 2006-2007 Flu Season.

When the last Flu Season began, Morrisania made a commitment to increase its employee compliance rate by at least 10% from the previous 2005-2006 season. Looking at potential barriers to achieving that goal, staff found that elements such as an imagined cost to the employee, employee lack of knowledge and misconceptions about the vaccination, lack of dedicated staff to vaccinate employees, and inconsistent follow up, were standing in the way. Working seamlessly as a team, a specific plan was established, including staff education, interdepartmental leadership support with weekly meetings, incentives and "Flu Santa" nurses and providers to help administer the vaccine.



HHC honored Nurse Gigi Navarro and Morrisania for exceptionally promoting influenza vaccinations for clinic employees, resulting in a high rate of immunization of Morrisania staff.

Morrisania found that as the team concept and commitment grew, it established a strong spirit of cohesiveness, and the facility benefited. They exceeded their goal and established a 92.4% compliance rate, approximately 15% over the desired goal; and far ahead of the rest of our Network.

Using what was learned last season, the goal set for the 2007-2008 flu season is a 95% compliance rate. This campaign is another way to make an important difference, working together as a TEAM, being the best in everything they set out to do.

### Morrisania's Annual Healthy Life Styles Fair

Morrisania was the place to be on the closing days of summer. The annual WIC Program "Healthy Lifestyles Fair" hosted over 1800 people on August 29, 2007. Patients and community residents learned and experienced healthy eating habits and enjoyed the many fun activities provided.

In addition to the usual cooking demonstrations, fitness challenges and health and safety promotions, this year there were horseback rides, a dynamic DJ and a group jump rope event. In addition, 3 bicycles with helmets and 2 scooters were raffled off to lucky kids in the community.



## NEIGHBORHOOD FAMILY HEALTH CENTERS



Sydenham Diabetes Team: Ms. Sylvia Obijuri, Deborah Paylor, Dr. Sommai Bunynavich and Dr. Arturo Caesar. Not pictured, Stephen Nartey, RN

### Renaissance Diabetes Team Helps Patients Successfully Manage Their Diabetes

In October, Renaissance Health Care Network providers were trained for the Diabetic Registry. Given the tools necessary for The New Transparency Diabetic Registry HHC initiative, this will allow providers to access diabetic patients' information online. The providers will meet on the second Wednesday of each month to contact patients, discuss cases, and listen to lectures in a collaborative setting. The goal is to educate them on how best to control patient high blood pressure, cholesterol and A1C. In addition, every first and third Monday of the month, in the Sydenham Clinic conference room at 1:00 PM, a Diabetes Educator will speak with patients referred by their PCP (Primary Care Physician) for an hour and a half. During this session, patients learn how to manage their diabetes by developing healthy eating habits, learning about insulin, and the importance of checking their Glucose levels. Renaissance is taking these steps in order to better serve its high risk population.

### CONGRATULATIONS

Congratulations to John M. Palmer, Ph.D. Executive Director of Harlem Hospital Center who received the very prestigious Dr. Walker M. Booker, Sr. Health Promotion Award from the Association of Black Cardiologists.

Dr. Palmer traveled to the National Medical Association Convention in Hawaii in August 2007 to pick up this honor, which recognizes Harlem Hospital Center's unique and innovative programs designed to prevent and reduce cardiovascular diseases in African Americans.



### Renaissance Auxiliary Fundraising Cruise

In August, the Renaissance Health Care Network's Auxiliary held a one-day "fun-raising" boat ride on the Spirit of New York, sailing on the Hudson River. Guests socialized in cabaret-style seating reminiscent of an ocean cruise, dined on gourmet cuisine, and were entertained with a fascinating narrated tour of Manhattan's skyline. The ship's talented Broadway quality performers dazzled the cruisers with song and dance. Auxiliary President Bob Grier reveled in the spectacular view of the greatest skyline in the world. "Until you've seen Manhattan from the water, you really haven't seen Manhattan. It's a vantage point you have to experience firsthand to fully comprehend."

All proceeds from this event went to patient care services at Renaissance.



### Renaissance Aces PCAP Survey

A Prenatal Care Assistance Program (PCAP) audit took place at Renaissance from August 13 through August 16, 2007 by the New York State Department of Health (NYS-DOH). The Renaissance PCAP Team's hard work and dedication succeeded in what was described as "a 360 degree turn-around" by the auditors, an improvement evident by the presentations and statistics. During the exit interview, the auditor said she will recommend the Renaissance PCAP program be used as a model for other facilities needing improvement.

# Respecting The Past, Embracing The Future



The new Emergency Department Walk-in entrance on Lenox Avenue (December 2007)

## HARLEM HOSPITAL CENTER

# The Modernization Project



Creating a new entrance for the Emergency Department:

Aerial view of Construction Site on 135th Street between Lenox and Fifth Avenues (August 2007)

The Modernization Project at Harlem Hospital Center promises much for the future of the facility and the communities it serves. Two years into the project, the Hospital has completed a number of departmental relocations and renovations which include moving the employee parking lot from 137th Street and Lenox Avenue to 137th Street and Fifth Avenue to make space for the New Patient Pavilion.

The Hospital has kept the community informed and involved in the project during renovations. In addition to holding regular monthly meetings with community representatives, Harlem Hospital welcomed over 100 community residents to a town hall meeting in June to talk about the Modernization Project. At this meeting, the Hospital discussed construction progress and the timeline for upcoming projects. The community was introduced to the WPA Mural website, at [www.columbia.edu/cu/iraas/wpa/artists/index.html](http://www.columbia.edu/cu/iraas/wpa/artists/index.html).

The Modernization Project's construction and engineering teams were on hand to answer the community's questions. In July, all staff and programs were relocated from the New Nurses Residence to prepare for the asbestos remediation and demolition. The construction for the temporary Emergency Department relocation was completed; the sidewalk areas in front of the location are near completion, and the awning was erected.

Upcoming projects include preparing for the demolition of the MRI Building, partial demolition of the Old Nurses Residence, and relocation of the oxygen tanks. Harlem Hospital Center's commitment to upgrade and modernize every department in the facility will provide a more patient and staff friendly environment, increased parking for staff and the community, and will implement a design that unifies the campus.

## LINCOLN MEDICAL AND MENTAL HEALTH CENTER

### Rebuilding For Present And Future Generations

Investing in infrastructure modernization will bring greater levels of comfort to patients and staff as well as more efficient, patient-centered clinic operations. At Lincoln Medical and Mental Health Center, rebuilding continues to be a priority.

### Women's Imaging Center

A new Women's Imaging Center is being created to consolidate the clinical services offered to women, including mammography, stereotactic breast biopsies, bone densitometry and ultrasound. Consolidation into one central location makes for easier access for our patients. Construction began in October 2007 and full occupancy is anticipated by April 2008. This project is funded by the New York City Council at \$600,000 thanks to Councilmember Maria Del Carmen Arroyo.

### Garage and Hospital Façade Rehabilitation

A contractor has been chosen to repair the structural elements of the parking garage and selected brick façade to ensure the structural integrity of the Hospital's buildings. Traffic flow in the garage area will be modified, but, all access will be maintained at all times. It is anticipated that the construction will begin in January 2008. All of Lincoln Medical and Mental Health Center's projects are funded by NYC Health and Hospitals Corporation.

## Trendsetter Award



Mr. Jose R. Sanchez, Senior Vice President of the Generations+/Northern Manhattan Network was honored at the Sixth Annual Latino Trendsetter Awards Gala at the United Nations on November 5, 2007.

Trendsetters are aptly recognized by DTM Magazine each year as those who transcend boundaries and define trends that influence both the Hispanic and non-Hispanic culture.

Mr. Sanchez was honored before a prestigious crowd, graciously accepting as one "driving trends in multicultural and mainstream America" according to the founder and publisher of DTM Magazine, Juan Guillen. Others also receiving the award were leaders from the worlds of business, sports, entertainment, education and government.

Photos courtesy of DTM Media

### Conference on Urban Health 2007 Scholarship Recipients

Awarded to promising college bound high school seniors from the communities served by the Generations+/Northern Manhattan Health Network



Scholarship awardees Ysaint Sanchez from the South Bronx and Mildred Gonzales from East Harlem

## METROPOLITAN HOSPITAL CENTER

### METROPOLITAN AWARDED HEAL NEW YORK - PHASE II GRANT

Metropolitan Hospital Center has been awarded approximately \$5 million from a HEAL NY Phase II Grant with matching funds from NYC General Obligation Bonds. A total of \$10 million was awarded to design and construct five projects:

#### Geriatric Inpatient Unit

The Hospital will convert an existing 30-bed Medicine/Surgery unit to a 15-bed Geriatric Inpatient Unit. The existing 30-bed unit consists of 3 and 4-bedded rooms. The proposed bed complement for the Geriatric unit will consist of seven 2-bedded rooms and a single room. The scope of work will include an aesthetic upgrade, conversion of existing bathrooms to comply with the American Disabilities Act, and an upgrade of furniture to meet strict geriatric requirements.

#### Geriatric Outpatient Clinics

A Geriatric Outpatient Clinic will be created on the first floor of the OPD Building to allow easy access for our geriatric patients. The clinic will have seven exam rooms based on a projection of 16,000 geriatric patient visits.

#### Comprehensive Psychiatric Evaluation Program/Emergency Department Upgrade

This program allows Metropolitan Hospital Center to more effectively and comprehensively treat adults and decrease inpatient hospitalizations. At the same time the program will improve the quality of care offered to adult patients with mental illness and substance abuse and to pediatric patients with mental illness and/or developmental disabilities. Located in the Emergency Department, six new patient beds allow patients to stay for 72 hours. To accommodate this more comprehensive program element, an exclusive area within the ED is being renovated. The Pediatric Emergency Department will relocate to the former EMS Station. Project Heal awarded Metropolitan Hospital Center \$4.5 million for this renovation project.

#### Pediatric Inpatient Unit

The Pediatric Inpatient Unit has not been renovated since the Hospital was built. While there have been aesthetic upgrades, the renovation will also ensure compliance with current code requirements. With the reduction of pediatric beds from 17 to 14 and the elimination of the Pediatric Intensive Care Unit (PICU) (4 beds), this is a unique opportunity to consolidate all pediatric inpatient services into one unit. This new Pediatric Unit will have single and semi-private rooms with private bathrooms. It is designed in a child-friendly environment with a state-of-the-art playroom.

#### Chemical Dependency Outpatient Program

A new Chemical Dependency Outpatient Program to supplement the services of the existing methadone program will improve the quality of care provided to Mentally Ill Chemical Addicted (MICA) patients. The program uses a patient centered, individualized, culturally sensitive care model that focuses on helping patients understand the nature of their illness, the impact it has on their physical health, the triggers that cause their substance abuse, and relapse prevention.

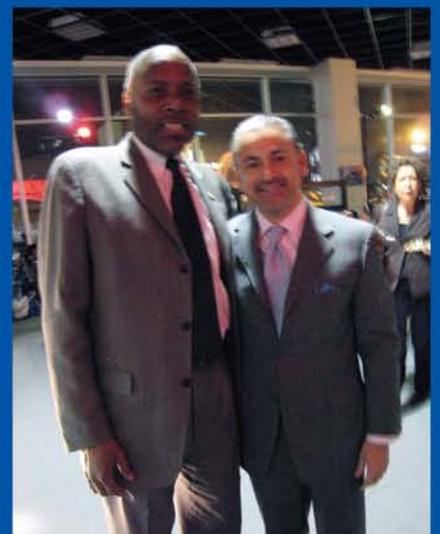
Other projects planned for Metropolitan Hospital Center include an expansion of the Renal Dialysis Unit and an upgrade of the elevators.

## An Evening of Latin Jazz and A Taste of East Harlem: Celebracion Del Barrio

Chairman of the Board of the East Harlem Business Capital Corporation, (EHBCC) Mr. Jose Sanchez, presided over the first Trailblazer Awards in East Harlem, honoring the Honorable Olga A. Mendez, Founding Member of the EHBCC and former NYS Senator, and East Harlem business owner. The evening was a delight of music and drums, aromas and foods, and brought in individuals from all over the City.



Mr. Sanchez accepts a proclamation from NYS Senator Bill Perkins.



## Palliative Care Programs

HHC has launched a new corporate-wide initiative to establish Palliative Care Programs at all HHC Hospitals. Consistent with this corporate initiative Harlem Hospital Center, Lincoln Medical and Mental Health Center, and Metropolitan Hospital Center are actively engaged in formalizing comprehensive palliative programs. The goal of palliative care is to improve the quality of life for patients who face serious, chronic or terminal illness. It is appropriate for people of any age and at any point in an illness.

Palliative care is typically provided by a team that includes palliative care doctors, nurses and social workers. The team helps patients and their families make medical decisions taking into account the patient's psychological, medical and spiritual needs as well as the needs of their family. Overall, palliative care offers patients the best possible quality of life during their illness. All palliative care programs at each of the Network acute care facilities have become operational.



## Sister Mary Caulfield Retires After Three Decades Of Service To Lincoln Hospital

Ever since she could remember, Sister Mary Regina Caulfield wanted to make a difference in the lives of those less fortunate. She has been a true advocate of any cause that helps people overcome their suffering. Her extraordinary spirit of courage, compassion and love of mankind led her to become a missionary and later a Sister of Charity. And Lincoln Hospital was the direct beneficiary of thirty years of Sister Mary's unyielding devotion to patients and staff alike. Her passion, wisdom and spirituality touched many lives.

As Director of Volunteer Services, Sister Mary excelled in her functions to recruit and retain her corps of volunteer men and women and never missed an opportunity to encourage and

praise their efforts. In difficult times of grief and mourning, Sister Mary's spiritual guidance was a source of comfort to many patients and their families. As an enthusiastic member of Lincoln's staff, she coordinated the Annual Health Fair as well as the holiday collection and distribution of toys for outpatient and inpatient pediatrics.

In an interview for the Network Review, Sister Mary reminisced about her humble beginnings and her life of service to mankind.

Mary Regina Caulfield's father died when she was two years old and she and her sister Theresa were sent to Ireland to live with their grandmother. When Mary was 7 years old, her very loving grandmother died and the two were left in the care of their uncle and aunt.

In 1941, the sisters came back to New York City to live with an aunt in Washington Heights. The girls went to Cathedral High School and spent summers at camp in the Catskills. After graduation, Mary became a Sister of Charity at Mount St. Vincent in New York.

"My first missionary assignment was in the Bahamas, but my heart was in the Bronx," said a pensive Sister Mary. "The year was 1977 when then Executive Director José Morales hired me on the spot." The years flew by. She reminisces about the high school students she has watched grow into adulthood and how all became a part of her life. She fondly remembers the five Executive Directors she worked under and she thanks God for this experience.

"There is a spirit at Lincoln that cannot be matched...it is friendly, warm, a family. You don't find it in other places." Sister Mary has always counted the precious time she has spent making a life at Lincoln Hospital. "Goodbyes are never easy," she says with a tear in her eye.

Sister Mary Caulfield lives in New Rochelle with another Sister of Charity and will be making home visits for the Holy Name Church in New Rochelle. Look for her to come back to Lincoln to volunteer.

## 2007 EMPLOYEE OF THE YEAR



**Carol Ng, RPh, MS**  
 Director of Pharmacy, Metropolitan Hospital

After more than 30 years at Metropolitan Hospital's pharmacy (from intern to director) Carol Ng's capabilities have "flourished." Her tireless energy, contributions and continuous work fosters team work on many fronts...with Nursing, the Medical Staff as well as Engineering.

She ensures no patient leaves the hospital without medication, even though there is a shortage of staff and budget restraints. Working together,

hand in hand with Finance, she is working on cost containment and reducing Pharmacy's budget. Her most recent accomplishment was the entrance of the new Robotic Technology for both inpatient and outpatient services... reducing patient waiting time as well as reducing workload for current staff.

## 2006 EMPLOYEE OF THE YEAR



**Young Chun Kum, RPh, L.Ac., MS**  
 Director of Pharmacy, Morrisania

Mr. Young Kum started his career with HHC at Morrisania in 1986. He joined the Lincoln Pharmacy in 1990. In early 2006 Mr. Young Chun Kum returned to Morrisania on a part-time basis, to help staff the Pharmacy during a serious staff shortage. He immediately identified several manual procedures that could be improved by using available technology. He took the initiative to transition the purchasing and inventory-tracking systems to save staff time and reduce costs.

Mr. Kum rejoined Morrisania permanently in July 2006 as the Director of Pharmacy. Since

that time, he has increased staff retention, reduced patient complaints, modified the formulary to ensure quality care while saving money, and improved the pharmacy billing process.

Mr. Kum volunteers in many departmental activities. His collaboration with Nursing to improve the vaccine storage and monitor procedures has successfully improved the quality of care. His team spirit, integrity, knowledge base and understanding of patients' needs and professional demeanor are tremendous assets to Morrisania's community.

## New Medicine Clinic Annex

Lincoln is currently building an Annex in the former Great Lawn area to house the Medicine Clinics and to consolidate an Ambulatory Surgery Center in the near future. The new clinics will have 15,000 square feet and include 37 exam rooms (an increase from 29 rooms) in the two-story structure. The core and shell of the structure will be completed by the end of the year. The clinic portion of the work is being constructed by the in-house construction crew and will be completed in May 2008. Program design for consolidating Ambulatory Surgery (including the Endoscopy suite) is being developed by Capital Design. This modern new space will greatly improve patient flow and provide easy access for one-day surgeries.



Lincoln Medical and Mental Health Center New Medicine Clinic Annex

## Emergency Department (ED) Phase II Construction

The expansion of the Emergency Department will increase its square footage from 25,000 to 36,000 square feet. A new pedestrian walk-in entrance will be created to eliminate the current condition created by cross traffic

between ambulance patients and walk-in patients. The new design includes expanding the waiting and triage areas in the pediatric and adult trauma and treatment areas. The treatment areas are modular in design,

allowing the clinical team to more closely monitor patients. A Psychiatric Emergency Department is also included in the program expansion.

## Mayor Bloomberg Thanks Lincoln Staff on Thanksgiving

New York City Mayor Michael R. Bloomberg made an early morning visit to Lincoln Medical and Mental Health Center on Thanksgiving Day. Accompanied by the Senior Vice President of the Generations+/Northern Manhattan Health Network, Jose R. Sanchez, the Mayor's first stop was in the EMS Station located at Lincoln Hospital. He spoke with the EMS team, our fellow first responders to fires, public safety and medical emergencies, and thanked them for their ongoing support.

Mayor Bloomberg then visited the Pediatric and Adult Emergency Departments. He spoke with the doctors, nurses and staff, and thanked them for providing fellow New Yorkers with outstanding medical care, during the holiday and throughout the year. He brought cookies for the staff to show his appreciation for their work on a national holiday and shook hands with Lincoln employees. Everyone was genuinely delighted to personally meet the Mayor.

Mr. Sanchez expressed gratitude to the Mayor and all Network employees for taking excellent care of all New Yorkers.





## SAFEST HEALTHCARE NETWORK: Patient Safety Initiative

This year has been a great and rewarding year as we have embarked on a major clinical initiative to implement strong patient safety programs at every facility across the Network.

Consistent with the New York City Health and Hospitals Corporation's strategic priority to become the safest healthcare system in the country by the year 2010, our Network has made a full commitment to advance our patient safety goals. We have launched an aggressive patient safety awareness campaign that incorporates the input of all our stakeholders including physicians, nurses, administrators, housekeepers, clerks, Community Advisory Board and Auxiliary members and leadership.

**Patient Safety Officers:** We have appointed patient safety officers at each acute care facility to champion patient safety goals. Each officer has participated in the Institute for Health Initiative (IHI) Executive Development Patient Safety Training program.

**Executive Walk Rounds:** Teams of administrators conduct ongoing visits on various inpatient and outpatient units to learn about patient safety concerns directly from the unit's frontline staff. All issues are recorded, and discussed further by the leadership team meeting where solutions are formulated.

**Established a Just and Fair Reporting Policy:** This policy encourages the reporting of near misses and adverse events by establishing guidelines for the reporting of errors by employees in a non-punitive, supportive environment.

**Rapid Response Teams:** Each facility has developed Patient Safety Clinical Improvement Programs, such as a Rapid Response Team, a special system for the early recognition of patients that are deteriorating clinically.

**Patient Safety Committee:** A Network Patient Safety Committee that includes front line staff has been initiated to share best practices and outcomes.

**Patient Safety Hotline:** The Network implemented a patient safety hotline (1-866-PAT-SFTY) for patients and employees to share concerns anonymously.

**Color Coded Bands for Safety:** Each facility participates in GNYHA's Colors of Safety Initiative and will begin utilizing recommended color-coded patient wristbands for safety.

**Electronic Medical Record:** Our Network has raised the bar for patient safety. The most improved and discernible outcome of the Electronic Health Record (EHR) affecting patient safety is medication ordering, otherwise known as computerized physician order entry (CPOE). The positive effect of the EHR on patient safety has motivated our caregivers to be creative and engaged in developing new and better uses for IT.

**We look forward to the New Year with enthusiasm.  
As always, our goal is to provide the communities  
we serve with first class health care.**

