

Making Care Better

A New Way of Working Together — story on page 4



Inside This Issue



Making Care Better initiative launches pg. 4



Service recovery training for all NYP employees begins pg. 7



Barbara Walters visits NYP/Morgan Stanley Children's Hospital pg. 10

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A Message from Dr. Corwin and Dr. Kelly

It has been a very busy start to the year as we continue to focus on our 2014 Kick-Off theme: *I am NYP*. That is, each of us has an impact on the patient experience and the Hospital's success. Embracing this philosophy will be critical to achieving our vision and delivering the highest quality, most compassionate care and service to our patients and families.

The Hospital has accomplished a tremendous amount, but we face many challenges ahead. In addition to competition from other academic medical centers, we are affected by health care reform. Medicare and Medicaid payments to all hospitals have been greatly reduced and will decrease more significantly in the years to come. To prepare for this, three years ago we developed *HERCULES*, our approach to reducing costs and achieving operating efficiencies while continuing to deliver the highest quality patient care. Thank you all for participating in this initiative and for contributing to our success in reducing the amount we spend on such things as drugs, supplies, and overtime, and in lowering length of stay. We will continue to use *HERCULES* to achieve further cost reductions and operating efficiencies going forward. We are also responding to the challenging environment through *Making Care Better*, an initiative intended to redesign and better coordinate how we deliver care to our patients. It entails changing the way we work together and requires that we work in collaborative teams, break down silos, and communicate effectively with each other and with our patients and families. The *Making Care Better* initiative is now being piloted on 12 inpatient units and will be rolling out shortly across the entire Hospital.

Together, these initiatives will help us to deliver *value* to our patients – that is, the highest quality, most compassionate care and service, as efficiently and effectively as possible. Our success depends on our ability to evolve and strengthen the NewYork-Presbyterian culture. We must have a strong culture of personal responsibility, respect, trust, teamwork, and communication. We must all live *I am NYP*. We thank every member of our amazing team for being on board!

Steven J. Corwin, MD
Chief Executive Officer
NewYork-Presbyterian Hospital

Robert E. Kelly, MD
President
NewYork-Presbyterian Hospital



NYP hosted the 15th annual "On the Frontiers of Medicine" medical symposium in Palm Beach, Florida, last month. This year's symposium drew nearly 500 attendees, a record number, and was led by Dr. Steven J. Corwin (third from left) and Dr. Herbert Pardes (far right). Presenters were, from left, Dr. Donald D'Amico, Ophthalmologist-in-Chief, NYP/Weill Cornell; Dr. Randolph S. Marshall, Chief of the Stroke Division, NYP/Columbia; Dr. Daniel Brodie, Director, Medical ECMO Program, NYP/Columbia; and Dr. Darren Schneider, Chief of Vascular and Endovascular Surgery, NYP/Weill Cornell.



Dr. Robert E. Kelly speaks with WCBS-TV medical reporter Max Gomez for a news segment about hand hygiene in hospitals. The segment, which aired in February, highlighted NYP as a medical institution that is leading the way in preventing hospital-acquired infections. Also interviewed were Grimilda Mendez-Augsburg and Fergus Scully from Infection Prevention and Control.

Our New Strategic Initiatives



NYP's new Strategic Initiatives, introduced at the 2014 Kick-Off in January, provide the road map to guide us in achieving our vision and supporting our ultimate goal: *We Put Patients First*. This means that in everything we do, we must make patients our first priority and strive to provide them with the highest-quality, safest, and most compassionate care and service. As discussed at the Kick-Off, *Culture* is the most important of our Strategic Initiatives. A strong culture influences everything we do here at the Hospital.

This month's cover story is on *Making Care Better*, a new way of working in teams to improve patient care. The success of *Making Care Better* depends upon our ability to evolve our culture to one of personal responsibility, respect, trust, and teamwork.

Our New Strategic Initiatives



Our Culture



Culture

Live Our Culture — At NYP, our culture is defined by our core beliefs of *Empathy, Respect, Teamwork, Excellence, Responsibility, and Innovation*. These beliefs should guide everything we do, both in our interactions with our patients and our interactions with each other. The strength of our culture and our core beliefs will help us continue to deliver the best care possible while meeting the challenges ahead.

Access

Improve and Expand Access — We will continue to work to improve and expand access to the Hospital and the Physician Organizations. Patients should be able to receive care promptly and not have long waits to schedule appointments. We will also work with our Healthcare System members to broaden our geographic reach and expand care delivery to the communities we serve.

Engagement

Engage Staff and Patients — Engaged employees are actively involved in the work they do and the care they provide to patients and their families. This year we will introduce an Employee Engagement Survey that will help us identify how we can work together to strengthen engagement at the Hospital. At the same time, engaged patients actively participate in their own health and recovery. We will provide patients with tools and educational materials to help manage their own care, as well as enhance cultural competence among our staff.

Health & Wellbeing

Enhance Health and Wellbeing — We know that healthy employees are important for our organization and for our patients. In 2013, we initiated our *NYPBeHealthy* initiative, which will offer new programs, healthier choices in our cafeterias, and targeted information to help our staff meet their personal health goals.

Value

Deliver and Demonstrate Value — We must deliver the highest quality care as efficiently and effectively as possible, as this is important for both our financial health and for our patients who contribute to the costs of their care. Our *Making Care Better* initiative will help us reduce unnecessary clinical variability, promote quality and safety, and achieve efficiency. We will also continue to seek opportunities to streamline processes and reduce unnecessary costs through HERCULES and Operational Excellence.

High Reliability

Provide Highly Reliable, Innovative Care — We want to provide the best care to our patients, every single time. To achieve this goal, we will focus on developing highly reliable processes, enhancing our culture of safety, and reducing variability in care.

Respect

Every Person Counts

Teamwork

Working Together

Excellence

Exceptional Quality and Service

Empathy

Listen, Understand and Respond

Innovation

Creative Ideas, Cutting-Edge Solutions

Responsibility

Honoring Our Past, Ensuring Our Future

Making Care Better

A New Way of Working Together to Improve the Patient Experience and Patient Safety

The theme of this year's Kick-Off was *I am NYP*, reflecting NYP's commitment to creating a culture of personal ownership of the patient experience. The *Making Care Better* (MCB) initiative is an outgrowth of *I am NYP*, designed to improve the patient experience by changing the way the Hospital operates at the unit level. *Making Care Better* is intended to redesign and better coordinate how we deliver care to our patients. It entails changing the way we work together and requires that we break down silos, work in collaborative teams, and communicate effectively with each other and with our patients and families. It also helps NYP remain a leader in delivering high-quality, cost-effective care in today's rapidly changing health care environment.



The NYP/Milstein 6 Garden North's MCB team leaders, Jamie Beyer, Dr. Ashmi Patel, D. Denielle Lawtum, and Dr. Michaela Restivo (top photo), and NYP/Weill Cornell 5 North's MCB team leaders, Amy Silverstein, Dr. Paul Martin, and Natalie Mohammed (bottom).

Pilot Units and Leaders

Twelve units across NYP/Weill Cornell, NYP/Milstein, and NYP/MSCH were chosen to pilot *Making Care Better*, which officially launched in January. Each unit's MCB efforts are led by a team made up of a patient care director, the unit medical director, and a Quality & Patient Safety Improvement (QPSI) manager. Together, the team reviews performance data, identifies improvement opportunities, and facilitates change.

Unit	Medical Director	Patient Care Director	QPSI Manager
NYP/Columbia			
6GN, Milstein	Dr. Ashmi Patel	D. Denielle Lawtum	Jamie Beyer
6GS, Milstein	Dr. Maureen Kelly	Shirley Carrington	
9GS, Milstein	Dr. Angelena Labella	Nadine Couch	
5GS, Milstein	Dr. Donna Mancini and Dr. LeRoy Rabbani	Dianna Smith	Michael Nguyen
5GN, Milstein	Dr. Michael Argenziano	Diane Baruch	
5T, Morgan Stanley Children's Hospital	Dr. Alice Lee	Nicole McElvery	
NYP/Weill Cornell			
10N	Dr. Eugenia Siegler	Mary Rose Mitchell	Nita Brassard and Anit Makhija
5W	Dr. Daniel Crossman	Cathy Collins	
5C	Dr. Renuka Gupta	Marianne Moore	
5N	Dr. Paul Martin	Natalie Mohammed	Amy Silverstein
P02	Dr. Paul Martin	Barbra Hormann	
14N	Dr. Toyooki Sonoda	Cynthia Kazmac	



Cover photo: During interdisciplinary rounds, one of the 13 *Making Care Better* elements, members of the care team first meet as a group to review each patient's plan of care and needs, then visit the patient at his or her bedside. In this photo are members of the care team on 10 North – Acute Care of the Elderly, NYP/Weill Cornell, clockwise from bottom, Mary Rose Mitchell, Patient Care Director; Matthew Tiede, Physician Assistant; Brett Thompson, RN; William Owen, Chaplain Resident, Pastoral Care; and Brittany Jordan, Nurse's Aide.

Page 2 photo: The NYP/Weill Cornell 10 North team discusses each patient's plan of care and needs. Clockwise from bottom, Matthew Tiede, Physician Assistant; Kristen Montesano, Social Worker; Mary Rose Mitchell, Patient Care Director; Kathleen Breen-Scopinich, Care Coordinator; William Owen, Chaplain Resident, Pastoral Care; and Myrrha Varon-Abayon, RN.

THE THIRTEEN Making Care Better ELEMENTS

The 12 pilot units will focus on 13 elements to improve patient care. The elements, which are at various stages of implementation, are led and designed by expert process owners from across NYP.

Making Care Better Workgroup members: Top photo, standing, Veronica Lestelle, Catherine Halliday, Paula Roberts, Isaac Kastenbaum, Emme Deland, Dr. John Evanko, Dr. Karen Scott, Dr. Steven Kaplan, Kari Mastro, and Rita Hamburg; sitting, Vinni Genovese-Schek, Jamie Beyer, Wilhelmina Manzano, and Katherine Pavlovich.

Bottom photo, standing, Mary Beaudette, Anit Makhija, Patricia Prufeta, Nita Brassard, Dina Propp, Carol DeJesus, and Jeffrey Jacinto; **sitting,** Hussein Tahan, Denise Stone, Nadine Rosenthal, Suzanne Boyle, and Avani Vaidya.

Not pictured, Dr. Richard Liebowitz, Maria-Beatriz Alvarez, Diane Baruch, Dr. Audrey Compton, Jason Han, Ravi Koganti, Dr. Lyuba Konopasek, Helen Kotchoubey, I-Fong Lehman, Carol LeMay, Dennis Myers, Michael Nguyen, Lauren Pluff, Andrea Procaccino, Amy Silverstein, Dr. Ralph Slepian, and Brian Taylor.



1. ELEMENT Document Primary Care Physician and Referring Physician

By documenting the PCP and referring physician, all care providers and teams across the continuum of care are kept informed of the patient's current condition and circumstances.

Process owner:

Dr. Steven Kaplan, Associate Chief Medical Officer, Ambulatory Care and Patient Experience

2. ELEMENT Document NYP Care Team

By using a customized care team widget to document the NYP inpatient care team, the care team members can more easily identify and page each other and be notified about alerts.

Process owner:

Ravi Koganti, Director – IS, Computerized Provider Order Entry

3. ELEMENT Document Active Problems

By documenting the active problems in the electronic health record for every inpatient using the new Problem List tool, the appropriate pathway, disease-specific alerts, and clinical decision support are triggered.

Process owner:

Ravi Koganti, Director – IS, Computerized Provider Order Entry

4. ELEMENT Conduct Initial Screening by Care Coordinator

A care coordinator screens patients within 24 hours of admission to determine their medical necessity for acute care, complexity of discharge needs, and as needed initiates a referral to other clinicians for the purpose of expediting care. This element targets better use of care management resources and ensures patients are cared for at the appropriate level of care.

Process owners:

Suzanne Boyle, VP, Nursing and Patient Care Services, NYP/Weill Cornell
Hussein Tahan, Corporate Director of Nursing Education and Research

5. ELEMENT Utilize Daily Interdisciplinary Rounds

The care team conducts daily interdisciplinary rounds to review patient needs and care progression compared with the already determined plan of care. This allows clear communication among members of the care team, patient, and caregivers. The rounds reaffirm the expected date of discharge and the responsibilities of each team member toward completion of specific patient care activities.

Process owners:

Suzanne Boyle, VP, Nursing and Patient Care Services, NYP/Weill Cornell
Hussein Tahan, Corporate Director of Nursing Education and Research

6. ELEMENT Utilize Discharge Bundle

This element encourages the use of available discharge bundle for pneumonia and chronic obstructive pulmonary disease, including performing and confirming the completion of all elements. This helps ensure that patients have all the information necessary to be successful once discharged.

Process owners:

Hussein Tahan, Corporate Director of Nursing Education and Research
Denise Stone, Manager of Quality Innovation and Improvement, Quality and Patient Safety

7. ELEMENT Determine Availability and Appropriateness of Clinical Pathway

This element asks the care team to check if a patient is eligible for one of the approved clinical pathways and if so, to initiate and use that pathway. These pathways reduce process and treatment variation in care and align care with national, professional, and Hospital standards and guidelines.

Process owner:

Denise Stone, Manager of Quality Innovation and Improvement, Quality and Patient Safety

8. ELEMENT Determine Eligibility for Ambulation and Mobilization

By determining the patient's eligibility for ambulation and mobility, patients are encouraged to move throughout their hospital stay to support a speedier recovery.

Process owners:

Rita Hamburg, Site Director, Rehabilitation Medicine, NYP/Columbia
Lauren Pluff, Clinical Program Coordinator, Nursing Administration – Critical Care, NYP/Weill Cornell
Patricia Prufeta, Director of Nursing, NYP/Weill Cornell

9. ELEMENT Determine Eligibility for Palliative Care

This element aims to ensure that patients facing advanced illnesses and/or at end of life are appropriately assessed for palliative care needs.

Process owner:

Veronica Lestelle, Program Manager, Palliative Care, Service Line Division

10. ELEMENT Perform National Quality Forum Teach-back with Patients

This element introduces a communication technique that enables clinicians to check that patients and families understand information conveyed by asking them to repeat their understanding of information in their own words.

Process owners:

Dr. Lyuba Konopasek, Designated Institutional Officer
Hussein Tahan, Corporate Director of Nursing Education and Research

11. ELEMENT Educate Patients about myNYP.org

The portal myNYP.org gives patients their medical records electronically – this includes discharge instructions, lab results, and other medical information. In addition, myNYP.org helps keep patients informed and allows them and their families to be more involved in their health.

Process owner:

Helen Kotchoubey, Corporate Director of Information Services, IT

12. & 13. ELEMENT Safe and Reliable

This two-part element encourages care team members to speak up freely and respond appropriately if concerned about a patient's safety. Improving openness and communication about errors enhances trust, empowers staff, and helps prevent and reduce errors, while enabling learning.

Process owner:

Jeffrey Jacinto, Manager of Quality Innovation and Improvement, Quality and Patient Safety

Making Care Better

A New Way of Working Together to Improve the Patient Experience and Patient Safety

In mid-January, a *Making Care Better* retreat was held, in which more than 100 leaders, physicians, and employees from NYP, Weill Cornell Medical College, and Columbia University Medical Center came together to develop plans to implement the MCB elements on 12 pilot units.



The four executive sponsors of *Making Care Better* are Dr. Karen Scott, Vice President, Quality and Patient Safety; Emme Deland, Senior Vice President, Strategy; Dr. Richard Liebowitz, Senior Vice President and Chief Medical Officer; and Wilhelmina Manzano, Senior Vice President and Chief Nursing Officer.



Pictured speaking at the *Making Care Better* retreat are, from top, Jamie Beyer, Ravi Koganti, Dr. Paul Lee, Nida Shekhani, and Dr. Jeremy Sperling.

“By improving our communication, we can improve the safety and quality of our care. MCB addresses patient safety from multiple approaches and recognizes the important role of every member of the care team in ensuring the highest-quality care.”

— Dr. Karen Scott, Vice President, Quality and Patient Safety

“We need to truly recognize that providing the best care for our patients is a team effort. It is not just about making sure any one of us has done our part, but also that our team members have done theirs. We must mutually own the care of our patients.”

— Dr. Richard Liebowitz, Senior Vice President and Chief Medical Officer

“When patients and their families enter the Hospital, they should have the confidence that they will receive consistent, high-quality care that is designed around their needs.”

— Wilhelmina Manzano, Senior Vice President and Chief Nursing Officer

“Launching MCB has been a journey of a year and a half. We visited other sites across the country, interviewed several individuals at our campuses, and analyzed our data to develop this initiative.”

— Emme Deland, Senior Vice President, Strategy

Measuring Progress and Expanding Making Care Better

To measure progress on *Making Care Better*, each unit in the pilot will receive real-time unit-level measures specific to the elements it is trialing in order to understand their impact for rapid cycle improvement. In addition, a unit outcome dashboard that provides a snapshot of unit performance, including patient experience, quality, operations, and patient safety metrics, will be provided on a regular basis to the unit. *Making Care Better* is expected to be rolled out across the Hospital throughout the year.



How to Communicate with Empathy

NYP Staff Commit to Train Their Colleagues

From housekeeping aides to outreach coordinators, psychiatrists to unit clerks, 106 NYP staff members recently participated in 12 hours of training to become certified trainers in the *Communicating with Empathy: Service Recovery* program. The training sessions were conducted by Carol Santalucia, VP of Champs Patient Experience, and her staff. These new trainers were nominated by their site leadership because they demonstrate commitment to the patient experience, model empathetic communication, and are role models for service excellence.

Communicating with Empathy: Service Recovery is an invaluable training

program designed for and provided to all NYP staff. The program's first phase, which runs from February through December 2014, includes training all 8,000-plus NYP staff at the NYP/Weill Cornell, NYP/Weill Cornell ACN, NYP/Westchester, and NYP/Lower Manhattan sites. Starting in March, the second phase will begin by selecting trainers for the 9000-plus staff from NYP/Columbia, NYP/Columbia ACN, NYP/MSCH, and NYP/Allen. Those sessions will begin this coming July. By April 2015, all 20,000 NYP staff will have received this *Communicating with Empathy: Service Recovery* training, either in the Leadership Boot Camp or in one of these sessions.

Julie Armstrong Muth, Patient Care Director, 6S Women's Unit, NYP/Westchester; Ellen Brous, Director of Nursing, NYP/Westchester; Lana Jordan, Staff Nurse - RN, 3W Perioperative Services, NYP/Weill Cornell; and Trisha Choi, Patient Centered Care Specialist, NYP/Allen, at a recent service recovery training held at NYP/Westchester.

Page 2 photo: Walter Bayne, Leader - General Construction, Carpentry, NYP/Weill Cornell

NYP wishes to recognize this group of pioneer trainers who are currently conducting *Communicating with Empathy: Service Recovery* classes and thank them and their managers for committing the time and effort to make this important program available to all.

NYP/WEILL CORNELL - AMBULATORY CARE NETWORK

- Dawn Alexander**
Staff Assistant, HT-5
- Marie Coriolan**
Counselor, HT-5
- Michelle Cotugno**
Social Worker, Center for Special Studies
- Beth Freedman**
Program Coordinator
- Paula Hudson**
Staff Assistant, HT-5
- Kim Jerome**
Supervisor, WCIMA
- Catherine Lopez**
Supervisor, Center for Special Studies
- Christine Marengo**
Outreach Coordinator, ACN Administration
- D. Elaine Omenih**
Patient Navigator, Oncology
- Adee Rasabi**
Senior Clinical Dietitian, Nutrition
- Elizabeth Torres**
Patient Registrar, Baker-21
- Jason Young**
Staff Assistant, Specialty Clinics
- Erika Santos**
Patient Registrar, WCIMA
- Melissa Rodriguez**
Staff Assistant, Internal Medicine

NYP/WEILL CORNELL

- Rachel Aarons**
RN, 10 Central
- Victoria Agostini**
Supervisor, Food & Nutrition

- Shirley Ames**
Nurse Administrator, Nursing Admin
- Jennifer Andrews**
Housekeeping Aide, EVS
- Kenneth Artery**
Nurse Administrator, Nursing Admin
- Yasin Azad**
X-Ray Technician, Radiology
- Walter Bayne**
Leader, General Construction, Facilities Operations
- Willa Brody**
Director, Government Relations
- Lindsay Bryant**
Specialist, Talent Acquisition
- John Campano**
VP, Risk Management, General Counsel
- Mariel Carney**
Senior RN, 6 North/Pediatrics
- Sung Hee Choe**
RN, 2 North
- David Cobb**
Business Assistant, 3 West
- Jonathan Cortes**
Unit Clerk, 5 Central
- Jenn DeWald**
Clinical Specialist, Emergency Department
- Courtney Donnell**
RN, F 10 PACU AS
- Stephanie C. Freudenberger**
Occ. Therapist, OP Rehab
- Josh Gluck**
Director, Information Technology
- Cheryl Graham**
RN, 7 North Obstetrics
- Vinh Ho**
Associate, Human Resources

- Lana Jordan**
RN, Holding/PACU
- Rachel Kellersberger**
Specialist, Talent Acquisition
- Alex J. Leon**
Supervisor, Escort Services
- Kenrick Llewellyn**
Aide, OP Rehab
- Sheila Lo**
Clinical Manager, PACU
- Jose Maldonado**
Patient Escort, Escort Services
- Shirley Martinez**
RN, 4 North
- Kathryn Mazzarella**
RN, 10 Central
- Sally McCabe**
Manager, Patient Accounts
- Catherine McHugh**
Clinical Manager, Emergency Department
- Megan McMurdo**
RN, Emergency Department
- Rita McParland**
RN, L 9 Pre-Op AS
- Catherine Palmese**
Clinical Manager, 4 North
- Heather Purvis**
RN, 10 South
- Jillian Redner**
Social Worker, Social Work
- Christina Rich**
X-Ray Technician, Radiology
- Lisa Rivera**
Supervisor, OP Rehab
- Tawanna Rutland**
Unit Clerk, 2 North
- Joann Sanabria-Pacheco**
Registrar, OP Rehab

- Gina Sauro**
Supervisor, OP Rehab
- Tim Smyth**
Supervisor, Facilities Operations
- Fiona Soman-Thomas**
Patient Ambassador, Accommodations
- Meredith Spiegel**
Specialist, Talent Acquisition
- Kenneth Stevenson**
Housekeeping Aide, EVS
- Ebony Stewart**
Unit Clerk, 6 South/PICU
- Gia Steiger**
Associate, Human Resources
- Richard Thalmann**
Nurse Clinician, 2 North
- Carrie Tolentino**
Lead Technologist, Cytology, Lab
- Frank Vivolo**
Manager, Food & Nutrition
- Allie Wess**
RN, 3 West - GB Pre-op
- Laura White**
Manager, Volunteer Services
- Adriane (AJ) Wilkes**
Clinical Manager, Interventional Cardiology
- Jimmie Williams**
Supervisor, Patient Escort

NYP/WESTCHESTER

- Mary E. Brous**
Director of Nursing, Patient Care Services
- Hasan Culver**
Sous Chef, Dietary - Kitchen
- Maria DePena, MD**
Psychiatrist
- Aviva Fisher**
PCD, 8N and 5S
- Judith L. Giorgi-Cipriano**
Director, Quality and Patient Services
- Joan P. Goodman**
Coordinator of Nursing Education, Patient Care Services
- Erick Gramajo**
Senior Hall Aide, Building Services
- Nadia Haque**
Analyst, Operations
- Elizabeth Harris**
Coordinator of Nursing Education, Patient Care Services
- Sandra K. Heller**
Social Worker, Employee Assistance Program
- Pamela D. Iodice**
Supervisor, Outpatient Department
- Jonathan L. Kayser**
Staff Nurse, 6N
- Gwen Mancuso**
Coordinator of Referral Development, Access Services
- Ruth Mendelowitz**
Director, Access Services
- Julie Armstrong Muth**
PCD, 6S Women's Unit
- Sedrick O'Connor**
Director, HR
- Johnathan Prins**
Director, Operations
- Dwight Smith**
Upholsterer, Building Services
- C. Joy Somberg, MD**
Psychiatrist
- Jami Somereve**
Manager, General Services
- Barbara J. Symonette**
Manager, HR

How to Register for *Communicating with Empathy: Service Recovery*

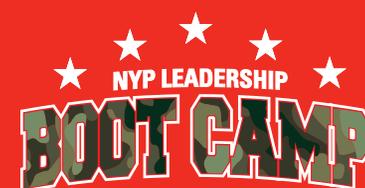
Registration is now open for employees at NYP/Weill Cornell, NYP/Westchester, and the NYP/Weill Cornell ACN sites through the NYP Learning Center. NYP/Westchester and ACN staff must sign up for classes designated for these sites. Please work with your manager to select the best time to attend training and sign up on the Learning

Center. To ensure adequate coverage in all departments, requests for a specific date must be approved by an employee's manager.

Select a class date at your site by accessing your NYP Learning Center transcript under the *Learning* tab. After opening the *Communicating with Empathy: Service Recovery* curriculum, click

Activate and then indicate which date you would like to attend by clicking *Select Session*. Once you select a class, an email notification will be sent to your manager for approval.

Registration for NYP/Columbia, NYP/MSCH and NYP/Allen will begin in June for sessions that will take place July 2014 through April 2015.



MONTH #5: Teamwork

How we treat one another and work together affects how well we are able to create a healing environment for our patients. We must serve our teammates with the same compassion and concern with which we serve our patients and families. NewYork-Presbyterian's culture of being a high-reliability organization is built on a foundation of mutual accountability; we know we will do our parts and trust that other members will do their parts. This month, as you reinforce the value of teamwork and how your individual areas contribute to the greater NYP team, remember to reference the *We Put Patients First* Infonet site for additional information and activities to work through with your teams.

Each month, the Hospital focuses on one of the in-service guides and topics from NYP Leadership Boot Camp. Ultimately, using these guides will help ensure NYP provides every patient and family member with an amazing experience.

New Appointments



Sarah Ferguson has been promoted to Vice President for Patient Services. In this role, she will lead our efforts to improve the patient experience and support NYP's goal to do the best for patients and families at all times. She will be responsible for overseeing all aspects and functions of the Hospital's Patient Services Administration, Administrator-On-Call program, Volunteer and Interpreter Services, and Pastoral Care.

Ms. Ferguson joined the Hospital in 2002 and has served in various capacities with progressive responsibility in Strategy, Operations, and Patient Services. Since 2009, she has held management positions in Patient Services Administration at NYP/Columbia and was promoted to Corporate Director in 2013. Prior to this, she was Director of Operations at NYP/Allen Hospital, with responsibility for the day-to-day operations of various clinical services, and also served as Geriatric Service Line Administrator. Before joining NYP, Ms. Ferguson worked as a senior health care consultant in Washington, DC, serving not-for-profit and for-profit health care clients. Ms. Ferguson received her bachelor's degree from Wake Forest University and her master's degree in public health in health management from Yale University. Ms. Ferguson will report to Susan Mascitelli, RN, Senior Vice President, Patient Services, and Liaison to the Board of Trustees.



Steven Kaplan, MD, has been appointed Associate Chief Medical Officer, Ambulatory Care and Patient Experience. In this newly established role, Dr. Kaplan will continue to provide clinical leadership and quality and patient safety oversight to the Ambulatory Care Network, while assuming new responsibilities as the physician leader for the patient experience. Dr. Kaplan will work closely with Alan Lee, Vice President, Support Services and Patient Centered Care, to develop and implement programs focused on physician engagement and the role of physicians in the patient experience. He will also work closely with the Hospital's other Associate Chief Medical Officers, Ralph Slepian, MD, John Evanko, MD, and Anthony Gagliardi, MD, and reports to Jaclyn

Mucaria, Senior Vice President, Ambulatory Care and Patient Centered Services, and Richard S. Liebowitz, MD, Senior Vice President and Chief Medical Officer.

Since 2008, Dr. Kaplan has served as NYP's Chief Medical Director and Quality and Patient Safety Officer for Ambulatory Care. Prior to that role, he was the Associate Director of Operations and the Quality Chair for Emergency Medicine at NYP/Weill Cornell. He joined NYP/Weill Cornell in 1990. He received his medical degree from Weill Cornell Medical College and completed his internship and residency training in internal medicine at NYP/Weill Cornell. In 2007, he graduated from the Institute for Healthcare Improvement Patient Safety Executive Development Program, and he is also on the faculty of the Greater New York Hospital Association/United Hospital Fund Clinical Quality Fellowship Program.



Andrea Procaccino has joined NYP as Vice President and Chief Learning Officer. In this role, she will lead our Center for Organizational & Leadership Effectiveness (COLE) and provide strategic direction and oversight for training and development, technology learning solutions, leadership development, and awards and recognition programs.

Ms. Procaccino joins the Hospital with over 25 years of experience in human resources development and training. Most recently, she was global head of learning and development for Avon Products Inc., where she was responsible for staff and leadership training, global talent management, and the design and management of innovative e-learning strategies. Prior to that, she was global business head of training for Johnson & Johnson Pharmaceutical Research & Development, where she spent over 20 years in various learning and development management positions with progressive responsibility. Ms. Procaccino received her bachelor's degree in biochemistry from Rutgers University, holds multiple professional training certifications, and is a member of the American Society of Training & Development. Ms. Procaccino will report to Ron Phillips, Senior Vice President and Chief Human Resources Officer.

New Chief of Gynecology at NYP/Columbia



Arnold P. Advincula, MD, has been named Chief of Gynecology at the Sloane Hospital for Women at NYP/Columbia and Vice Chair of the Department of Obstetrics and Gynecology at CUMC. Dr. Advincula's expertise will distinguish the department as a leader in minimally invasive gynecologic procedures, including robotics, in the New York area.

Dr. Advincula joins NYP/Columbia from Florida Hospital Celebration Health, where he held a number of leadership positions, including medical director of both The Center for Specialized Gynecology and the Gynecologic Robotic Surgery Program. He also served as director of the surgical program at the Nicholson Center for Surgical Advancement and held an academic appointment as clinical professor of obstetrics and gynecology at the University of Central Florida College of Medicine. A leader in innovation, Dr. Advincula has received a patent for an energy-based surgical device designed to minimize tissue damage in gynecologic surgery and helped develop a uterine manipulator, the Advincula Arch.

He serves on the editorial boards of several journals and is the author of numerous book chapters and more than 100 publications. Dr. Advincula is the president-elect of the AAGL, formerly known as the American Association of Gynecologic Laparoscopists, an internationally recognized surgical association.

"We are delighted to have Arnie join our team," said Mary D'Alton, MD, Director of Services for the Sloane Hospital for Women at NYP/Columbia and the Willard C. Rappleye Professor of Obstetrics & Gynecology and Chair of the Department of Obstetrics and Gynecology at CUMC. "His arrival marks exciting opportunities to not only build on our existing strengths in patient care and research, but to also advance our surgical education and training program. He will be an invaluable asset as we continue to provide the most innovative and comprehensive care for women."

New Custom-Designed Treatment Option for High-Risk Aortic Aneurysms



Dr. Darren Schneider

Vascular surgeons at NYP/Weill Cornell are investigating the use of custom-designed stent grafts for the treatment of thoracoabdominal aortic aneurysms – a potentially deadly enlargement of the

main artery carrying blood from the heart to the body and vital organs – for patients deemed high risk for open surgery. The FDA-approved clinical trial aims to address the unmet need for minimally invasive stent graft devices that can provide a safe and effective treatment for patients with aneurysms located in the aorta in both the chest and abdomen. No stent graft treatment is currently commercially available for these patients.

Treatment of thoracoabdominal aortic aneurysms, complex aneurysms that span both the thoracic aorta in the chest and the abdominal aorta, usually consists of open surgery, which carries up to a 20 percent risk of death because of the complexity of the operation. In addition, many patients undergoing this surgery are elderly and may have other medical conditions, precluding the option of surgery or making it highly risky.

The study is led by Darren Schneider, MD, Chief of Vascular and Endovascular Surgery at NYP/Weill Cornell. The stent grafts are custom designed for each patient's anatomy by the NYP/Weill Cornell study team and are manufactured

by Cook Medical. They are assembled during the operation with up to five custom-placed branches for the various critical vessels that supply blood to the kidneys, liver, intestines, and other organs, allowing for a precise fit.

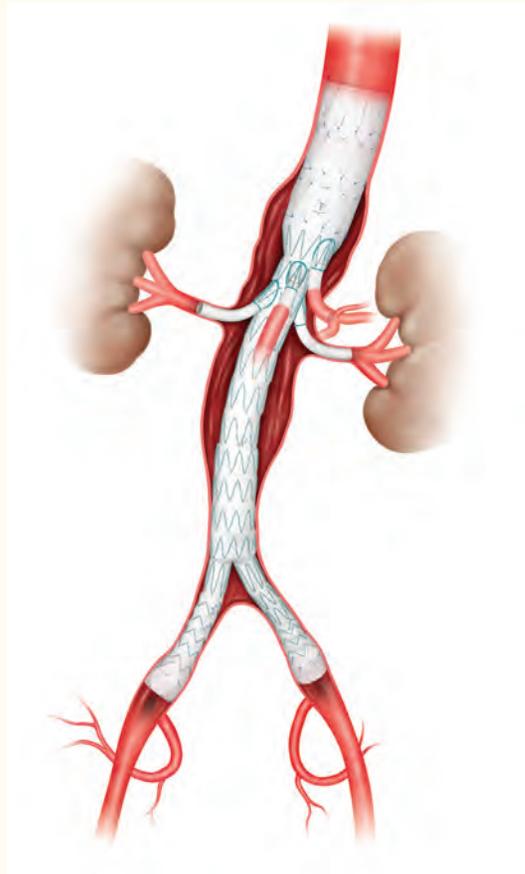
“What’s unique about this trial is that it’s with a special minimally invasive stent graft device that will now allow us to fix thoracoabdominal aortic aneurysms without the large incisions used in the traditional open surgery,” says Dr. Schneider. “It’s our hope that with this new technology, we can fix these complex aneurysms and spare patients from the risk of major complications and death associated with open surgery.”

An aneurysm is a common condition in which a portion of the aorta becomes enlarged and weakens. It can then rupture, bleed, and lead to death. For several years, surgeons have been using minimally invasive techniques to implant a stent graft – a fabric tube enmeshed in a metal framework – for repair of less complex aneurysms of the lower abdominal aorta or the descending thoracic aorta, two regions of the aorta without branch vessels that supply blood to critical abdominal organs. The stent graft is inserted through the femoral artery in the groin and advanced into the aorta using X-ray guidance. The stent graft then creates a new liner in the aorta and stops the dangerous flow of blood into the aneurysm sac, protecting the patient from a rupture.

This option, however, has not been available for thoracoabdominal aortic aneurysms, complex aneurysms that span both the thoracic aorta in the chest and the abdominal aorta and involve the part of the aorta with the critical branches that supply blood to the major abdominal organs. Based on earlier studies conducted at other medical centers, use of these branched stent grafts may make treat-

ment of thoracoabdominal aortic aneurysms much safer for patients.

NYP/Weill Cornell is the only center in the Northeast known to have this technology. The study will enroll up to 30 patients over two and a half years. The first procedure in the study was performed in January 2014.



Courtesy: Cook Medical

The stent grafts are custom designed for each patient's anatomy and are assembled during the operation with up to five custom-placed branches for the various critical vessels that supply blood to the kidneys, liver, intestines, and other organs, allowing for a precise fit.

NYP/Columbia Dedicates New Bone Marrow Transplant Unit

An intimate ceremony was held in honor of Florence and Herbert Irving to dedicate the Irving Bone Marrow Transplant (BMT) Unit in February. Located on the completely reconstructed 11th floor of the Harkness Pavilion at NYP/Columbia, the unit will offer bone marrow and blood stem cell transplants for



Anthony Dawson, VP, Operations, NYP/Milstein; Florence and Herbert Irving; and Dr. Markus Mapara celebrate the dedication of the Irving BMT Unit.

patients with blood cancers and other diseases of the blood and bone marrow.

The Irving BMT Unit, led by Markus Y. Mapara, MD, PhD, Director of the Blood and Marrow Transplantation Program, features 18 state-of-the-art private patient rooms that provide a protective environment for patients undergoing bone marrow transplantation. Patient rooms have been designed to be very patient friendly and accommodating to family members, as BMT patients may require long inpatient stays.

The unit will also enable groundbreaking clinical trials led by Megan Sykes, MD, Director of the Columbia Center for Translational Immunology (CCTI), on the use of BMT with organ transplantation.

“NewYork-Presbyterian/Columbia is in the midst of a revolution in cancer care,” says Gary Schwartz, MD, Chief of Hematology/Oncology at NYP/Columbia. “With the opening of the BMT unit, we have taken one more step in fulfilling our vision of offering the best cancer care in New York, if not the United States. This new state-of-the-art bone marrow transplant facility offers our patients the latest advances in cancer care by providing new therapeutic approaches for the treatment and cure of cancer.”

Set to open later this spring, the unit is supported by a \$20 million gift from the Irvings, who have given over \$200 million to NewYork-Presbyterian Hospital and Columbia University Medical Center over the past 30 years to support cancer care and research.

Getting to Know You

Virginia "Ginny" Lorenzi

Manager, Health Information Technology Standards and Collaborations
Information Technology Department

Q: What is your role at NYP?

I have had a variety of roles in IT, but my main job over the last few years has been helping the Hospital comply with federal health IT regulations related to "meaningful use." I also serve as the Hospital's expert on standards for electronic medical records. Central to my role is giving doctors, nurses, and other clinicians a convenient and problem-free experience using technology, so they can focus on providing the best care to our patients.

Q: How long have you been at NYP, and how did you end up here?

I will be celebrating my 20th anniversary in a few months. Previously, I worked for a vendor that was developing electronic health records in the 1990s. After the vendor got bought out, I applied for jobs at NYP and elsewhere. NYP just seemed to be the most exciting place. I started on the interface team, which helps different IT systems connect to each other to share data. Today there are over 1,000

interfaces, but when I started, we were literally working on the first, second, third interface. I like to say that I was there when we unpacked the box.

Q: What do you like about your job?

Well, I'm a big IT geek, so I love what I do. The people I work with care about me and about their jobs. And knowing that I play a role in quality of patient care is one that I take seriously.

Beyond that, NYP has been a great place to work because of the opportunities it has given me to be part of a larger health IT community. I've been deeply involved in national and international health IT standards efforts and professional organizations, including 20 years representing NYP in the Health Level Seven International, an organization that develops standards for health care interoperability. NYP recognizes that professional development is an important part of not only being skilled at your job, but being happy. Last month I helped to organize and lead a full-day workshop at the



Health Information Management Systems Society annual conference, instructing emerging professionals on best practices in health IT implementation, based on my own experience at NYP. I was able to bring in experts from NYP, Weill Cornell, and Columbia to participate as well. Having that role, and being able to say I have an influence on the health IT industry, could not have happened without the support of NYP and the IT Department leadership.

Q: What are your personal hobbies and interests?

I am a proud mother of triplets so I spend my free time driving them places. I also enjoy working with youth, and I co-lead my church's youth group and help with district and state church youth organizations.

NY Promotions

Human Resources reports the following promotions as of January 31.



Priya Louis
Nurse Practitioner,
Medical Group Practice
NYP/ACN



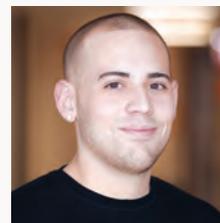
Virginia Baron
Nurse Administrator,
Staffing Office
NYP/Allen



Angel Canario
Information Systems Programming
Specialist, Desktop Support - West
NYP/Columbia



Jasmine Pond
Director of Nursing,
Nursing Administration
NYP/Lower Manhattan Hospital



Brandon McKenna
Unit Assistant, Labor,
Delivery, and Triage
NYP/MSCH



John Berno
Guest Services Representative,
14S Medical/Surgical
NYP/Weill Cornell



Lovrenca Telesmanic
Psychiatric Technician,
Nursing - Women's Unit
NYP/Westchester

NYP/ACN

Assitan Gakou
Certified Medical Assistant,
Urgicare Center

Priya Louis
Nurse Practitioner, Medical Group
Practice

Samira McCaskill
Staff Assistant, Stockamp
Implementation Team

Jeannette Rodriguez
Nurse Practitioner, School-Based
Clinic - JFK

NYP/ALLEN

Virginia Baron
Nurse Administrator,
Staffing Office

Haddy Brito
Executive Assistant,
Operations

Kevin Curtin
Vice President, Operations

NYP/COLUMBIA

Michelle Beamon
Unit Assistant, Endoscopy Suite

Angel Canario
Information Systems
Programming Specialist,
Desktop Support - West

Aileen Caridad
Certified Operating Room
Technician, 3-4 Operating Rooms

Nicole Casey
Supervisor of Global Business
Analytics and Patient Accounts,
Global Patient Services

Ingrid Dominguez
EKG - Phlebotomy Technician,
Transadmission Unit

Claudia Echeverry
Supervisor Angioplasty
Specialist, Cardiac
Catheterization Lab

Roberto Hunte, Jr
Practice Administrator, Radiology
Administration

Margaret Janicek
Director of Revenue Cycle
Projects, Revenue Cycle

Marie Laincy

ICU Technician, 8HS Neurology

Ursula Lebron-Banks
Administrator - Transplant
Service Line, Comprehensive
Transplant Center

Tyrone McLeod
Computer Operator,
Data Center - West

Felicia Morales-Castro
Administrator - Transplant
Service Line, Comprehensive
Transplant Center

June Peters
Patient Care Associate,
PACU Extension

Euclides Queiroz
Biomedical Technician III,
Biomedical Engineering

Millicent Turner
ICU Technician, 8HS Neurology

Mayline Urena
Patient Financial Advisor, Patient
Access

NYP/LOWER MANHATTAN

Cecil Christian
Supervisor of Food and Nutrition,
Food & Nutrition Services

Steven Herrmann
Vice President, Operations

Jasmine Pond
Director of Nursing,
Nursing Administration

Penelope Suero
Supervisor of Lab Quality,
Lab Administration

Chio Teng Lei
Senior Clinical Dietitian,
Food & Nutrition Services

NYP/MSCH

Manuel Gomez
Transporter - Messenger,
Transport

Brandon McKenna
Unit Assistant, Labor, Delivery
& Triage

NYP/WEILL CORNELL

Angela Adjetey
Director of Nursing, Medical/
Surgical Nursing

Shabazz Alexander
Account Representative, Patient
Accounts

Noeralis Angeles
Recruitment Coordinator, Talent
Acquisition

Thomas Atkinson
Director of Talent Acquisition
Delivery, HR - Talent Acquisition

John Berno
Guest Services Representative,
14S Medical/Surgical

Shontique Boyd
Leave Coordinator, Leave
Management Unit

Bryan Conway
Administrative Assistant,
Medical/Surgical Nursing

Angie Cutajar
Administrative Assistant,
Pharmacy

Latoya Davis

Unit Clerk, Emergency
Department

Danielle Gall
Supervisor of Physical Therapy,
Inpatient Rehabilitation

Mona Hally
Nurse Administrator, Nursing
Administration

Megan Higgins
Patient Safety Nurse Specialist,
Perioperative Services

Jacqueline Ibarra
Senior Staff Nurse, 5S Critical
ICU (MICU)

Keisha McBride
Revenue Cycle Analyst, Patient
Accounts

Irina Mota
Operating Room Technician I,
Ambulatory Surgery Operating
Room

Michele O'Brien
Patient Care Director,
Perioperative Services

Katherine Praino

Senior Social Worker,
Social Work

Christina Rich
Radiological Specialist - Cross
Section, Radiology - CT

Sara Sklar
Access Clinical Coordinator,
Transfer Call Center

Ramases Thompson
Lab Technologist, Microbiology

Raquel Tiu
Patient Services Administrator,
Patient Services

Jena Waterman
Director of Procurement -
Clinical Goods and Services,
Procurement & Strategic
Sourcing

Wei Jie Yang
Accountant, Accounting

NYP/WESTCHESTER

Lovrenca Telesmanic
Psychiatric Technician, Nursing -
Women's Unit

If you know of any promotions that have been omitted, call Human Resources: 212-746-1448 (NYP/Weill Cornell); 212-305-5625 (NYP/Columbia).

Promoting Heart Health



Natalee Hill, Manager, QPSI, NYP Healthcare System, learns the hands-only CPR method from Melanie Manaku, a medical student at Weill Cornell.



Donna Marie Baxter, X-Ray Technologist, Radiology, NYP/Milstein, gets a body composition test from Phillip Santana from the NYPH Fitness Center.

In recognition of American Heart Month, the Vivian and Seymour Milstein Family Heart Center at NYP/Columbia and the Ronald O. Perelman Heart Institute at NYP/Weill Cornell hosted a series of events to raise awareness of heart health, including the latest in prevention and treatment. Many departments contributed to the events, which included a health fair where employees had the opportunity to get screened for high cholesterol and blood pressure, learn stress-management techniques, participate in a Zumba class, and receive information on smoking cessation.

Also highlighted was the hands-only CPR method, which is taught weekly at the Perelman Heart Institute. In hands-only CPR, the rescuer pushes forcefully on the center of the chest to administer compressions, which keep blood flowing to the brain. This can often mean the difference between life and death. According to the American Heart Association, performing hands-only CPR on-site may double or triple a patient's chance of survival.

Barbara Walters Visits NYP/MSCH for Segment on 'The View'

Barbara Walters recently toured NYP/Morgan Stanley Children's Hospital for a segment on ABC's "The View" that highlighted the latest in pediatric cardiac care. After interviewing Emile Bacha, MD, Chief of the Division of Cardiac, Thoracic and Vascular Surgery and Director of Congenital and Pediatric Cardiac Surgery at NYP/MSCH, Ms. Walters met with several young cardiac patients to learn more about the challenges they have faced and the care they have received at NYP/MSCH.

The segment was part of an ongoing series spotlighting American Heart Month. Ms. Walters is intimately familiar with the high standard of cardiac care at NYP, having undergone open heart surgery to replace her aortic valve at NYP/Columbia nearly four years ago. On the day the segment aired, Ms. Walters referred to NYP/Columbia as "the hospital that saved my life."



Barbara Walters with NYP/MSCH patient Delaney Koch (sitting), her family, and Dr. Emile Bacha (top right).

NYP/Lower Manhattan Rings In the Year of the Horse



Leadership, physicians, and staff join community members and special guests at the Chinese New Year celebration at NYP/Lower Manhattan Hospital. From left, Steven Herrmann, Chui Man Lai, Bernadette Khan, Harvey Tang, Council Member Margaret Chin, Paul Ng, Michael Fosina, Dr. Laura Forese, Tim Moy, Dr. Eric Poon, Robin Mui, Dr. Warren Chin, and Catherine McVay Hughes.

In early February, NYP/Lower Manhattan marked the Chinese New Year by hosting a celebration for staff and community members. Michael Fosina, SVP and Chief Operating Officer, NYP/Lower Manhattan, and Laura Forese, MD, Group SVP and Chief Operating Officer, NYP/Weill Cornell, and President, NYP Healthcare System, presided over the festivities, which included the traditional Lion Dance and the carving of the ceremonial roasted pig. Entertainment was provided by the Salvation Army Gospel Chinese Opera Group. Special guests included New York City Council Member Margaret Chin, Community Board 1 Chair Catherine McVay Hughes, and Karen He from the office of Assembly Speaker Sheldon Silver, as well as Chris Mann, former chairman of the New York Downtown Hospital Board of Trustees, and leaders from community social service agencies. Paul Ng, president of the Chinese Consolidated Benevolent Association, was honored with a plaque to mark his years of service and his commitment to the Hospital.

The celebration capped a memorable week in which the Hospital participated in a number of events around the community and welcomed NYP/Lower Manhattan's first baby born in the Year of the Horse.

COMPLIANCE HELPLINE

To report fraud or violations of NYP's Code of Conduct, call the Compliance HelpLine at 888-308-4435. Anonymous calls are accepted.



Steps Challenge Coming in May



NYPBeHealthy, the new employee health and well-being program, is launching a Healthy Lifestyles Steps Challenge – a fun, four-week challenge to encourage NYP employees to add more steps to their day.

Teams of up to 20 employees will compete against each other, with prizes given to the top three teams with the highest average number of steps walked per team member, as well as to the top male and top female overall.

Team captains and team names need to be submitted to nypbehealthy@nyp.org by April 15. A team number will then be assigned. Beginning April 21, all participants will need to log in to www.MyHealthyLifestyles.com and register under their team number. A pedometer will then be mailed to each team member in time for the launch of the program on May 5. Each participant will log in to the website and input the number of steps taken. Updates will be sent throughout the challenge to let participants know which team is in the lead and to encourage them to keep stepping. Look for more information on the *NYPBeHealthy* site, accessible from the home page of the Infonet.

NYPBeHealthy

Going Blue for Colon Cancer Awareness

The annual citywide “Make That Call” campaign – which encourages people age 50 and over or those at high risk to call their doctor to schedule a colon cancer screening – runs throughout the month. The campaign is a joint initiative of Katie Couric, NYP, the Jay Monahan Center for Gastrointestinal Health at NYP/Weill Cornell, and the Entertainment Industry Foundation’s National Colorectal Cancer Research Alliance. Ms. Couric is the founder of the Jay Monahan Center.



To help raise awareness of colon cancer and promote the “Make That Call” campaign, staff from the Jay Monahan Center for Gastrointestinal Health and the Center for Advanced Digestive Care at NYP/Weill Cornell (top photo) and Greenberg 14 North GI/Bariatrics (bottom photo) recently participated in Dress in Blue Day.

Awards and Honors



Linda Espinosa, RN, MS, Vice President, Nursing and Patient Care Services, NYP/Westchester and NYP/Weill Cornell Psychiatry, was recently recognized as one of Westchester County’s “Best Bosses” by *914 Inc*, a Westchester magazine. Ms.

Espinosa was one of 17 bosses nominated by members of their staff to receive the honor. Ms. Espinosa’s colleagues cited her ability to lead by example, hold open dialogues with all employees, and ensure that patients are treated as if they were family members as reasons why she is an excellent boss. “She motivates and inspires us to strive for excellence,” said Barbara Waltman, Director of Social Work, NYP/Westchester. “She leads by example.”



Jon Levenson, MD, Chief of the HIV Liaison Psychiatry consult service and psychiatrist at the Herbert Irving Comprehensive Cancer Center, NYP/Columbia, has received the 2014 Outstanding Clinical Care Award from the American Psychosocial Oncology Society (APOS) Board of Directors.

Dr. Levenson was recognized for his exemplary service and outstanding clinical contributions in the field of psychosocial oncology. He accepted the award at the 11th Annual APOS Conference in Tampa, Florida. Dr. Levenson served as president of APOS from 1999 to 2001. Drawing members from the fields of oncology, psychiatry, psychology, social work, nursing, counseling, therapy, and patient advocacy, APOS aims to advance the science and practice of psychosocial care and support for people affected by cancer.



Alan Levin, MSN, MBA, RN, CPHQ, Vice President, Nursing and Patient Care Services, NYP/Allen, was recently selected as a member of the 2014 Class of The Academy GE Fellows Program for Nurse Executives. Mr. Levin will join 10 other executives in the two-year program in April. As a

GE Fellow, he will explore some of the challenges facing today’s health care systems and learn business practices and leadership techniques from other corporate leaders. With a curriculum focused on care integration, coordination across the continuum, population health, patient-centered medical homes and team-based care, the fellows program aims to foster education and share best practices among some of the top minds in nursing administration across the country.

Health Information Management Department: Transforming Healthcare with Information

The week of March 16, 2014, is Health Information Professionals Week, a time to recognize the important work that health information management (HIM) professionals play in the delivery of quality health care. Once known as medical records, HIM is an allied health profession responsible for ensuring the availability, accuracy, and protection of patients' information used by doctors, nurses, and other providers to make decisions.

This year's theme is "Transforming Healthcare with Information," and as NYP focuses on delivering the highest quality, most reliable care, the HIM Department plays a critical role in transforming our own hospital.

Although HIM has an onsite presence at service locations in NYP/Milstein, NYP/Weill Cornell, NYP/Allen, NYP/Westchester, and NYP/Lower Manhattan, the department is primarily based offsite, with the NYP/Weill Cornell team on East 60th Street and the NYP/Columbia team on West 35th Street and Seventh Avenue. But while most of the team members are physically removed from the patient care areas, their work closely affects the overall patient experience, including patient care decisions, outcomes,

continuity of care, and patient satisfaction, as well as employee satisfaction, the Hospital's financial strength, and legal and regulatory compliance.

Some of HIM's roles and tasks include coding all patient encounters by analyzing a patient's electronic medical record; responding to requests for medical records by regulatory agencies, legal entities, insurance providers, physicians, and patients; collecting paper records and scanning them into the electronic medical record; correcting patient registrations and merging duplicate medical records; and ensuring all patient records are fully completed.

"The efforts of the HIM team are often behind the scene, but are so vital to patient care at NYP," says Diana Muscente, Director of HIM. "And with the Affordable Care Act, HIPAA and HITECH regulations, the upcoming implementation of ICD-10, and other changes in the HIM environment – not to mention the shift toward electronic medical records – it is an especially dynamic time in the department and the field. Through it all, the HIM team members have shown a commitment to their work and a

willingness to grow, all to ensure the best experience for our patients."

To help meet the challenge of the upcoming transition to ICD-10 (the set of codes used to report all medical diagnoses and inpatient procedures), the department is offering new educational and training opportunities, including a program where 10 employees from each campus are being recruited to become ICD-10 ER coders and will become nationally accredited in ICD-10.

"The medical record is an instrument of care that resides at the nexus of many other important functions in a hospital," says Brian Kurz, MPH, VP, Revenue Cycle Operations. "In addition to supporting the delivery of high-quality care, the medical record also supports research, provider education, legal protection, and service reimbursement. The oversight of our medical record is placed in the skillful hands of our Health Information Management team. Day in and day out, this group coordinates with clinical and nonclinical staff, patients, and other customers to ensure our record of care is complete and secure. They do an amazing job and they are most certainly NYP!"



Health Information Management staff from across NYP's campuses

Love in the Air at NYP/MSCH Wedding

The Pediatric ICU at NYP/Morgan Stanley Children's Hospital recently served as an unlikely wedding venue when it hosted a ceremony for the parents of one of its young patients, Lexie Membreno. Glenda Flores and Saul Membreno, Lexie's parents, had wanted to get married on Valentine's Day, but only if their young daughter could attend the wedding. Because Lexie was unable to leave the Pediatric ICU, the couple knew that they would have to be married in the Hospital. With the help of staff in Pastoral Care, Social Work, Child Life, and the Pediatric ICU, Glenda and Saul were married by Rev. Rob Stevens, Chaplain Resident, Pastoral Care, NYP/Columbia, on the unit. Lexie's crib was decorated and moved into the lounge, and the couple's two other children, Brian and Andy, served as the ring bearers and read letters to their parents. The event was attended by friends and family, as well as both on-duty and off-duty staff and other families on the unit.



NYP/Columbia Offers Free Mammograms at 'Amate A Ti Mismo' Event

On Valentine's Day, NYP/Columbia provided free mammograms to uninsured women from Washington Heights and the surrounding communities as part of "Amate A Ti Mismo" (Love Yourself), a campaign between NYP/Columbia, Univision, and the American Cancer Society to raise awareness of breast cancer in the Latino community. Univision news personalities Adriana Vargas and Berenice Gartner greeted patients throughout the day and later covered the event on their evening newscasts.

The campaign launched in 2007 and has since offered free mammograms to more than 9,000 women. This year's event drew some 50 women for a free mammogram at NYP/Columbia, with the support of the New York State Department of Health Cancer Services Program. Free mammograms, clinical breast examinations, Pap smears and colorectal cancer screenings for uninsured women are provided year-round at NYP/Columbia and other facilities across the metro area through grants from the New York State Department of Health and the Centers for Disease Control and Prevention.



Leadership and staff from the Avon Foundation Breast Imaging Center at NYP/Columbia with Univision reporters Adriana Vargas and Berenice Gartner (back row, third and fourth from left).

Upcoming Activities for Donate Life Month



As the leading transplant center in the nation, NYP is committed to raising awareness that organ donation saves lives and increasing the availability of much-needed organs. During April, Donate Life Month, Hospital employees and volunteers will be staffing tables in public areas across the Hospital to distribute materials, including information on how to become an organ donor. Check the Infonet for detailed information about tabling locations, dates, and times and other activities.

This year, April 11 has been designated as National Donate Life Blue and Green Day, a day when people are encouraged to wear blue and green as a reminder of the need to register millions more organ and tissue donors.

If you would like to learn more about how to become an organ donor, please visit www.nyp.org/transplant or www.donatelife.net.

Weill Cornell Opens Long-Awaited Belfer Research Building

A ribbon-cutting ceremony on January 31 marked the official opening of Weill Cornell Medical College's Belfer Research Building, an 18-story building at 69th Street and York Avenue designed to empower scientists to rapidly move groundbreaking discoveries into the most advanced patient care. The building's labs and programs will target some of the most formidable health challenges of the 21st century, including cancer, cardiovascular disease, metabolic diseases, neurodegenerative diseases such as Alzheimer's and Parkinson's, children's health, global health, and infectious diseases. Weill Cornell received an impressive 154 gifts of \$1 million or more to the "Discoveries That Make A Difference" campaign, including \$100 million from Bob and Renée Belfer, for whom the building is named.



Dr. David J. Skorton, President, Cornell University; Robert S. Harrison, Chairman, Cornell University Board of Trustees; Dr. Randy Longman; Robert Belfer; Dr. Laurie H. Glimcher, Dean, Weill Cornell Medical College; Sanford I. Weill, Chairman, Weill Cornell Medical College Board of Overseers; Renée Belfer; U.S. Senator Charles E. Schumer; and Dr. Steven J. Corwin, CEO, NYP.

Benefits Corner



24-HOUR NURSE LINE

If you are a participant in the Empire EPO or POS plan, Registered Nurses are available to answer your general health questions as part of the NewYork-Presbyterian Disease Management program. They can help assess symptoms and provide information on diagnoses, medication, or other medical issues. This service is available 24 hours a day, 7 days a week, by calling 877-Talk-2-RN or 877-825-5276.



EDUCATION ASSISTANCE PROGRAM

NewYork-Presbyterian Hospital's Education Assistance Program provides financial support in the form of an annual allowance to employees who want to enhance their skills and further their professional development through education. The plan offers a prepaid tuition feature and a tuition reimbursement option. Your application and your manager's approval must be submitted online using Employee Self-Service. Please make sure you complete all of the information on the Education Assistance Request form to facilitate timely processing of applications.

Reminders:

- Applicants – complete all fields; name of school, degree, and major are required.
- Managers – confirm employee's eligibility and refer to the Manager's Checklist.



SOCIAL SECURITY NUMBERS REQUIRED FOR DEPENDENT BENEFITS

Please make sure you have provided Social Security numbers for all your dependents covered under the NYP Medical and Dental Plans. The Hospital is required by the Center for Medicare Services to report Social Security numbers for your spouse and all dependents. Your benefit record must be complete so that you can continue to receive uninterrupted coverage. To confirm the information for your dependents, visit www.nyp.org/benefits. Sign on to Infonet at Home and click on the *Enroll and Manage Your Benefits* tab under *Employee Benefits* in the left sidebar to access *PeopleSoft Employee Self Service*. If you need instructions, click on *How to Add Dependent's Social Security Number* under Related Links.



DEADLINES FOR 2013 HEALTH CARE FLEXIBLE SPENDING ACCOUNT

Eligible expenses for your 2013 Health Care Account must be incurred by March 15, 2014, and submitted no later than April 30, 2014. Requests for reimbursement of eligible expenses must be submitted to P&A. For reimbursement forms, you can log on to the P&A website at www.padmin.com. If you need additional information, call P&A directly at 800-688-2611.

Employee Activities



DISCOUNT TICKETS FOR SPORTS, THEATER, AND FAMILY ENTERTAINMENT

Discounted sports and family entertainment tickets are available online from the following:

► Plum Benefits

Log on to www.plumbenefits.com or call 212-660-1888, Monday through Friday, from 9 a.m. to 5 p.m.

► TicketsAtWork.com

Log on to www.ticketsatwork.com or call 800-331-6483. The company code is **NYP**.

► Working Advantage

Log on to www.workingadvantage.com. The NYP member ID number is **99042364**.

► GoldStar

Log on to www.goldstar.com.

► Corporate Offers

Log on to corporateoffers.com/corporateaccess/offers/broadway.php.

You can also access theater and sporting events on the Infonet *Employees* page by clicking on *Discounts and Perks* under *Quick Links*.



MOVIE TICKETS

Discounted AMC movie tickets can be purchased in the Gift Shops at NYP/Weill Cornell, NYP/Columbia, NYP/MSCH, and NYP/Allen. If you have any questions, please email activities@nyp.org.



TAKE OUR KIDS TO WORK DAY IS APRIL 24

Take Our Kids To Work Day will be held on Thursday, April 24. Registration will be open March 3 – 31. To submit your raffle entry, fill out the online form, which can be found on the *Employees* page of the Infonet.

Paper registration forms will no longer be accepted. Please make sure your raffle entry is fully completed before submitting. Children participating in this event will be selected at random by a raffle drawing. If your child is selected to participate, you will be notified by phone or email. A list of participating children will also be posted on the Infonet on Friday, April 4.

If your child is chosen and you are selected to be a volunteer, you must make yourself available and be present for the entire event, from 8 a.m. to 5 p.m.

GREEN PAGES CONTACT INFORMATION

Benefits Corner: 212-297-5771; BenefitsBridge@nyp.org

Employee Activities: 212-746-5615; activities@nyp.org

Other Green Pages News: hrweb@nyp.org

EMPLOYEE DISCOUNTS



Sprint

NYP employees who switch to Sprint from another carrier can receive a \$100 service credit. Visit sprint.com/promo/iLPIC140024 within 72 hours of port-in activation to request your \$100 service credit. You can also take advantage of their FamilySM (Friends and Family) Plan and receive unlimited talk and text and 1GB of data per line for low monthly rates. The more people you add, the lower your rate, and the plan allows up to ten friends, family, co-workers and others. Each person will receive a separate bill.

For more information, call 866-639-8354 or visit a local Sprint store. The Hospital's corporate ID is **HCVHA_NYP_ZZZ**. The special offers end on April 10, 2014.



AT&T

AT&T is offering a \$100 bill credit to NYP employees for each new, qualified smartphone, tablet, feature phone and mobile hotspot line of service you add. Choose from a wide assortment of 4G LTE compatible devices. Visit an AT&T retail store and mention code **02397335** or go to www.att.com/wireless/Novation by March 31, 2014. With AT&T you will also receive a 24 percent discount on qualified rate plans.



Bargain Travel Caribbean Cruise

Bargain Travel is offering NYP employees a 7-night Caribbean cruise on the new MSC Divina starting at \$499 plus taxes per person. Reservations are available for sailing dates April 12 – October 11, 2014, and must be booked by March 31. If you book an Oceanview stateroom or higher, you'll also receive \$100 – \$300 in shipboard credits, depending on the category selected. These credits can be redeemed for spa services, onboard shopping, special dinners and more.

For more information, contact Bargain Travel at 1-800-820-4567.



Cove Haven Entertainment Resorts

NYP employees can save up to 40 percent midweek and up to 20 percent on weekend couples-only getaways at Cove Haven Entertainment Resorts in the Poconos. Included in the price are luxurious suites, live entertainment nightly, unlimited breakfasts and dinners, and exciting activities including snowmobiling and snow tubing. You also receive a one-level upgrade at check in (based upon availability) and a 10 percent discount card for the Café & Gift Shop. Bus service to the resorts is available from Port Authority.

For more information or to make a reservation, call 1-800-862-9323 and mention code **GA-16508**. Or book online at Pocono-Getaway.com and enter code **GETAWAY** for weekend rates and **POCONOS** for midweek rates. Enter Getaway number **GA-16508** and **NYP Presbyterian Hospital** in the special requests area when booking online.

Heard at CEO Town Hall Meeting with Dr. Corwin

To encourage open dialogue and learn from the NYP team, Dr. Corwin meets each month with staff across our Hospital campuses. In early February, he joined other members of the senior leadership team for a Town Hall meeting with staff from Environmental Health & Safety, Facilities Development and Engineering, Security, and Support Services at NYP/Columbia. Later in the month, Dr. Corwin met with staff from various Corporate Services departments at the NYP/Weill Cornell campus. Here are a few of the questions and answers discussed.



Q *What is the Hospital doing to increase on-the-job safety for Food Service employees?*

We are committed to our employees and their well-being, and, as part of our effort to minimize injuries, we recently had our Hospital ergonomist perform an inspection of the equipment used by Food Services. We also held safety training for all of our pony vehicle drivers in 2013. In addition, we have purchased safety shoes for our Food Services staff. We're constantly looking to make sure that we are addressing the safety of our employees.

Q *As a patient transporter, I find that sometimes there are not enough wheelchairs. How can we conserve our supply?*

The transporter and security guard are usually the last people that our patients see as they leave our Hospital so they are critical to our patients' experience. Certainly, you need equipment to do your job, so it is very important that you brought this up. We have been doing a number of things to keep track of our equipment. In addition, every year we assess the condition and supply of our equipment. We do invest in new wheelchairs each year and will continue to do so. At the same time, we also have to make sure that our wheelchairs aren't wheeled away from the Hospital. We appreciate everyone's help in maintaining our equipment and keeping it on campus. If you do see a wheelchair leaving the campus and it looks like one of ours, please reach out to a member of our Security team.

Q *Some of our laundry and food delivery ponies are broken. Are they being replaced?*

As I mentioned previously, we want to make sure that our staff have the equipment they need to do their job – this is critical for both staff and patients. Brand new food trucks for NYP/Columbia are scheduled to be delivered on February 18. They were ordered eight months ago, but are manufactured in Europe so it has taken awhile for them to arrive. I really appreciate your patience as we await their delivery. (Update: The trucks were delivered and are now in use.)

Q *How do we protect the privacy of our staff when they are patients at the Hospital?*

Each of us is responsible for maintaining the privacy of all our patients. This includes patients who may also be Hospital employees. All patients have privacy rights under federal HIPAA laws, whether they are the president of the United States or a member of our staff. Anyone who violates these rights is subject to corrective action, up to and including termination. My expectation is that we will all do our best to live up to the highest standard of integrity and respect for each other and the people who work for us.

Q *Are there any plans to expand NewYork-Presbyterian into the other boroughs or the surrounding areas?*

NewYork-Presbyterian is an essential part of New York City and we exist for the public good. I feel privileged to work

here and am very proud of the work we do. We are committed to providing a broader population with greater access to patient-centered care of the quality and caliber that differentiates our Hospital. And, under health care reform, it is important for academic medical centers like ours to serve as large a population as possible. I am very pleased about the progress at NewYork-Presbyterian/Lower Manhattan Hospital. Because of everyone's hard work, we have already seen a positive impact in the lower Manhattan community. Moving forward, through our Healthcare System, we plan to strengthen our relationship with Lawrence Hospital in Westchester and with New York Hospital Queens to provide greater access to these communities.

Q *What's the next step with our wellness program?*

As a health care institution, it is important that we promote the health and well-being of our staff. That is why we began our *NYPBeHealthy* program last year. We had asked staff to participate in a confidential health and well-being assessment so that they can begin to set their own personal goals for improving their health. This year, we will be rolling out new offerings for staff, including stress reduction and yoga classes, and onsite health coaching. Also, we have been working on improving food options in our cafeterias, vending machines, and retail locations, and will soon be branding healthy choices with our *NYPBeHealthy* logo. A Hospital-wide fitness competition will be taking

place this spring. I am very pleased about this and see it as the beginning of an exciting and robust health and well-being program that can benefit all employees.

Q *What can front-line staff do to improve the patient experience?*

To provide great patient care, there needs to be true caring, empathy, and compassion. We have millions of interactions with our patients every day where this is constantly put to the test. Everyone will make mistakes and none of us can be perfect in trying to do this all the time. But, this is what we are trying to achieve, and this is what we mean when we talk about embracing *I am NYP*. Every encounter with a patient or family member provides a chance for each of us to improve the patient experience by showing that we care. Our patient satisfaction scores have risen steadily over the years, but we need to do better. Although they are numbers, they reflect many individual things – a nurse holding the hand of a ventilator patient, a transporter asking about a patient's comfort, a food service worker smiling while delivering a patient tray, a security guard helping a patient out of a car, a secretary helping a patient find his way to the right elevator bank. At the end of the day, the foundation for all care is caring. We may not have all the cures or medical solutions, but by living *I am NYP*, each of us can try to go the extra mile by helping, smiling, and providing comfort and hope.

Winter Weather Warriors

The 2013-14 winter is shaping up to be one of the snowiest on record. By the end of February, 17 days had measurable snowfall in New York City, with the cumulative amount inching toward five feet.

Snowstorms and cold temperatures have put a burden on many departments at NYP. As a hospital that operates 24 hours a day, seven days a week, NYP must ensure that patient care units are properly staffed, employees can be housed overnight if they cannot commute safely or easily, supplies are kept at appropriate levels, and patients are kept warm, safe, and comfortable.

Numerous departments from across the Hospital are involved in handling snow and other weather emergencies, but there is one team that is literally on the front line during a snowstorm – the Facilities Operations staff

who clear snow and ice from the grounds of the Hospital.

"As this winter continues to break snow and temperature records, our Facilities Operations team, along with so many other NYP departments, remains committed to ensuring that our campuses and facilities remain safe and accessible," says Sharon Greenberger, SVP, Facilities Development and Engineering.

John D'Angelo, VP, Engineering and Facilities Operations, adds that this winter has been the latest in a series of weather-related challenges: "We had Sandy and its lasting effects, followed by the hottest summer in 150 years, and now a very cold and very snowy winter. Through it all, our NYP campuses have been an island of safety for our patients, visitors, and caregivers thanks to the hard work and true dedication of our support staff."

The Facilities Operations teams at NYP/Weill Cornell (top) and NYP/Columbia (bottom)

