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**Report from Site Councils**

**Site Councils Ready for Action**

A key component of Continuum's cultural diversity initiative, *Destination Diversity*, is now well under way — the establishment of Site Councils to address diversity issues specific to a particular Continuum location and to develop programs at each site to promote cultural diversity objectives.

Site Councils have been established at Beth Israel's Petrie and Kings Highway Divisions, St. Luke's Hospital, Roosevelt Hospital, Long Island College Hospital of Brooklyn, The New York Eye and Ear Infirmary and Continuum's corporate headquarters at 555 West 57th Street in Manhattan. An extensive recruitment campaign that used posters, flyers, brochures and e-mails to invite employees to get involved (coupled with nominations from staff) drew 145 eager participants.

"No one who wanted to serve on a Site Council was turned away," noted **Tanya Straker**, Continuum's Diversity Director. "We have great representation that truly reflects not only our workforce, but our patient population as well."

Indeed, the makeup of the Site Councils is both broad and inclusive. There are men and women of different races and religions, members of the gay, lesbian, bisexual and transgender communities, and individuals of all ages. They represent all levels  
*(continued on page 2)*

**Continuum's Corporate  
Diversity Charter**

Destination Diversity champions a diverse workforce and fosters an inclusive culture that delivers quality care to a diverse patient population. We support the creation of a multicultural environment that works for everyone and capitalizes on the diversity of all employees.



Site Council members include, from left: David Chan, Financial Business Applications, 555 West 57th Street; Tish Tabb, Radiation Oncology, Roosevelt Hospital; Hilda Demetrios, Public Affairs and Marketing, The New York Eye and Ear Infirmary; Stephen Haveson, MD, Division of Vascular Surgery, Beth Israel-Petrie Division; Ernest Harris, Stuyvesant Outpatient Treatment Program, Beth Israel-Petrie Division; Herb Perry, RN, Surgery Inpatient Unit, Long Island College Hospital of Brooklyn.

**Council Members  
Share Perspectives**

While they represent an array of cultures and ethnicities, they all share a commitment to furthering diversity at Continuum. Here we spotlight just a few of the many serving on Site Councils throughout the system.

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Report from Site Councils

Site Councils Ready for Action (continued from page 1)



From left: Tanya Straker, Suzanne White Beckles, Marian Scott and Jose Hidalgo participate in one of six diversity training sessions for members of the Site Councils.

of the Continuum workforce and include clinical, ancillary, clerical and managerial staff.

And as for their role on the Site Councils? "Members will have the opportunity to enhance diversity and inclusiveness at their specific site and also gain a level of cultural understanding that will help their site better

*"We have great representation that is truly reflective...of our workforce..."*

serve patients and the community," says Ms. Straker. "Specifically, they'll take action over the next 18 months through projects that are aligned with the five key areas of *Destination Diversity*: succession planning, mentoring, training and education, recruitment and retention, and communication."

Each Site Council has been assigned a sponsor from the Corporate Council, which provides general oversight for *Destination Diversity*. This person will provide guidance and assist in selecting chairs and workgroup leaders for their assigned Site Council.

**Loida Ramos**, Assistant Vice President for

Real Estate Services, is the sponsor for the West 57th Street Site Council.

"I see myself as a facilitator and liaison between the Site Council at 555 and the Corporate Council," offers Ms. Ramos. "My hope is that the 555 Site Council will become independent in soliciting ideas and moving ahead with its priorities."

All seven Site Councils have had kickoff meetings and undergone an orientation conducted by PACT Training, a consulting firm that specializes in hospital diversity and customer service. Now fully prepared, they are ready to help meet the goals and objectives of *Destination Diversity*.



Lynn Anthony, RN, Sharon White and Joan Leonardini discuss diversity issues at a training session held this fall.

Members Share Perspectives

**David Chan**

Corporate Director, Financial Business Applications  
555 West 57th Street

**What do you bring to the table?**

I think I bring my ability to communicate and relate well with people. During my time at Continuum, I've had a great opportunity to work with many individuals from different backgrounds and professions.

**What do you hope to get out of the experience?**

First and foremost, I want to learn how to think more insightfully, both at work and in my personal life. There are definite misperceptions out there and I'd like to see the organization function more cohesively.

**Marsha Chyrack**

Manager, Admitting Department  
Beth Israel-Kings Highway Division

**Why did you volunteer?**

In my line of work I see all kinds of patients. Through the Site Council, I want to create a more friendly environment and make everyone feel welcome from the point of entry.

**What can you contribute?**

My family is interracial and my friends are of many different ethnicities, so I'm comfortable interacting with people from varied backgrounds.

**Hilda Demetrios**

Medical Information Referral Specialist,  
Public Affairs and Marketing  
The New York Eye and Ear Infirmary

**Why did you join the NYEEL Site Council?**

I joined so that I could promote cultural understanding and sensitivity, and also learn how to be more effective in my job.

**What are your hopes for Destination Diversity?**

People need to be more aware of how their actions and words can affect others, so I hope that the initiative helps improve communication with patients and among coworkers.

(continued from page 2)

**Ernest Harris**

*Clinical Supervisor, Stuyvesant  
Outpatient Treatment Program  
Beth Israel-Petrie Division*

**What do you want to accomplish?**

I would like to address retention of employees in middle management, and increase training and development opportunities for them. Also, I think it's important to examine our entire structure so we better reflect the populations that we serve.

**How do you hope to benefit personally?**

*Destination Diversity* can really transform the hospital by providing quality care to patients and enabling Continuum to retain staff that champion the idea of diversity.

**Stephen Haveson, MD**

*Attending Surgeon, Division of Vascular Surgery  
Beth Israel-Petrie Division*

**Why did you get involved?**

Because I'm a physician interested in education. We have a huge variety of ethnic groups among our house staff and residents who are interfacing with a diverse patient population. It's a good idea to get a primer as to how to best deal with this beyond discussion, and then pass on the information and tools.

**What are your goals?**

To develop practical solutions to improve staff communication and avoid misunderstanding, and also be culturally sensitive to our patients.

**Herb Perry, RN**

*Nurse Manager, Surgery Inpatient Unit  
Long Island College Hospital of Brooklyn*

**What would you like Destination Diversity to accomplish?**

Our patients and employees are so culturally diverse that there's a great need for staff to know more about other people and their cultures. I think that as health care workers we need to be culturally educated as well as culturally sensitive.

**What experience do you bring to the Council?**

As a male in both nursing and nurse management, I am a minority, so I bring a different perspective and approach to patient care.

**Tish Tabb**

*Secretary, Radiation Oncology  
Roosevelt Hospital*

**Why did you volunteer?**

I'm an 'Army brat' and a 'diplobrat', so I've lived all over the world. Awareness of different cultures is very familiar to me. I want to be part of an organization where diversity is a priority. I want to help make that happen.

**What do you most look forward to as a member of the Council?**

Being involved at Roosevelt Hospital on a different level beyond my regular job, and meeting and working with people from other areas of Continuum.

*"I want to be part of an organization where diversity is a priority."*

**Rajni Thapar, PharmD.**

*Manager, Pharmacy  
St. Luke's Hospital*

**Why did you want to become involved?**

We are such a diverse group in pharmacy and sometimes we encounter differences and misunderstandings. I think it is important to be aware of diverse cultures and ethnicities and to respect each other.

**What do you hope for Destination Diversity?**

That it raises awareness about how beneficial different perspectives and backgrounds can be to what we do everyday throughout Continuum.

**Leadership Report**

**Corporate Council Update**

Ever since *Destination Diversity* launched, the Corporate Council has been working diligently to keep the momentum going. In recent months, it has been busy assembling Site Councils and assigning them Corporate Council sponsors to assist with site-specific endeavors. Additionally, it has appointed individuals within its ranks to lead Corporate Council workgroups focused on the five key areas of the diversity initiative: succession planning, mentoring, training and education, recruitment and retention, and communication.

"These workgroups are defining and framing our strategic areas. They will then pass this information on to the Site Councils, along with helpful tools, project expectations and, in some cases, deadlines for certain initiatives," explains **Pamela Abner**, Assistant Vice President of Human Resources and Corporate Council Cochair. The workgroup leaders are:

- **Succession Planning:** **Richard Freeman**, Executive Vice President and Chief Operating Officer, Beth Israel
- **Mentoring:** **Carmen Suardy**, Corporate Assistant Vice President, Labor and Employee Relations
- **Training and Education:** **Tanya Straker**, Director, Diversity Office, Human Resources
- **Recruitment and Retention:** **Pamela Abner**, Assistant Vice President, Human Resources
- **Communication:** **Jim Mandler**, Corporate Assistant Vice President, Public Affairs

"We face many challenges as we go forward with defining and articulating our strategies," says Ms. Abner. "But the momentum and level of commitment from members remain very strong."

## What's New

### Community Outreach Benefits Diverse Patients

*The hospitals that comprise Continuum are no strangers to serving diverse and often underserved communities. Beth Israel began doing so by attending to the health of Jewish immigrants on the Lower East Side more than a century ago; St. Luke's and Roosevelt Hospitals care for a predominantly Latino patient base; and Long Island College Hospital of Brooklyn, whose origin is in community health, ministers to an especially diverse patient base that is home to African Americans, Latinos, Hasidic Jews and other minorities.*

"Diversity is just an expansion of our roots, and as our community becomes even more diverse, we look to go deep into the neighborhoods we serve and bring our doctors and resources closer to them. It's about being responsive," says LICH President and CEO **Rita M. Battles**, who points to the hospital's work with the Hatzollah ambulance service and hiring of Latino patient navigators to visit nursing homes, as part of its respective Hasidic and Latino initiatives. "We've taken a multipronged approach to cultural sensitivity by bringing on board multiethnic primary care doctors and bilingual staff, and offering special services and amenities on site and at community centers. The challenge now is to leverage our understanding of diversity with our employees as well as the other Continuum hospitals. We all have to respect one another."

**Frank J. Cracolici**, President and CEO of SLR, agrees and adds, "We're building a culture of support, and we want all our employees to be involved. It's really foundational work."

Noting the success of SLR's Latino initiative, which provides translators, culturally accented nutrition and targeted information packets that all have greatly enhanced patient satisfaction and increased the number of referrals and inpatients, Cracolici says, "This initiative



*James Cheng, MD, examines a patient of Beth Israel's Asian Services Program at Phillips Ambulatory Care Center.*

has raised awareness of the needs of Latino patients, and considering that we have a large Latino workforce, it's been a good platform to both improve communication between caregivers and patients and build relationships across all levels of the institution."

At Beth Israel, programs are in place to serve the Jewish, Latino and Asian communities. The Beth Israel Heritage Initiative provides Sabbath elevators and candles, a certified kosher kitchen, and specially designed hospitality rooms that allow family and friends who are visiting and/or staying overnight to fulfill their religious obligations. The hospital also employs two patient navigators who help assure that the needs of the Jewish community are being met.

The Latino Health Institute at Beth Israel is actively working with state legislators to eliminate ethnic and racial health disparities in New York, and recently was invited to participate in a roundtable discussion examining health care access, disease prevention and career mentorship in the Latino community.

It also is planning an interactive website ([LatinoHealthInstitute.com](http://LatinoHealthInstitute.com)) to spotlight Hispanic health issues. And the Asian Services Program, with outpatient offices at Phillips Ambulatory Care Center, has expanded its rank of multilingual clinical and clerical staff, and also organized both community-based educational forums and screenings relevant to the Asian population.

"These programs confirm Beth Israel's natural commitment to provide care that is culturally sensitive. People often enter the hospital fearing the experience, and it's up to us to make them feel better and demonstrate that we're advocating for them," says **David J. Shulkin, MD**, Beth Israel President and CEO, who notes that the hospital currently is developing programs for the Israeli and Russian communities. "Our desire to have a workforce that reflects our patients and understands diversity remains just as important and strong. If employees are respected for their differences, it has a direct, positive impact on patient care."

## Report from Site Councils

### Site Councils Member Listing

*Thanks!...to the many Continuum employees who are volunteering their time and effort to a Destination Diversity Site Council.*

#### 555 West 57th Street

Karen Badenhorst  
Eunice Batista  
Terry Cavanaugh  
David Chan  
Dahiana Fraser  
Marlo Gantt  
David Herbert  
Jin Lee  
Elena Quitcon  
Loida Ramos  
Margie Reed  
Jackie Rosado  
Marian Scott  
Larry Sing  
Rolston Watts  
Jahaira Zagarell

#### Beth Israel Medical Center – Kings Highway Division

Clarence Brotherson  
Jinky Castro  
Margaret Childers  
Marsha Chyrack  
Al Defeo  
Wayne Forrester  
Rhona Hetsrony  
MaryAnn Ingrasia  
Len Judson  
Rosalie Kessler  
Emma Koralek, RN  
Catherine Leota, RN  
Peggy Lingard  
Orville Maison  
Jocelyn Manguarat  
Marisa Ognibene  
Frank Oschella  
Rosa Raffaele, RN  
Melanie Sacay  
Patricia Thomas

#### Beth Israel Medical Center – Petrie Division

Alfred Aboagye  
Lisa Allen  
Surafeal Asgedom  
Winde-Lyn Bertran  
Katherine Browne, RN  
Elise Carper, NP  
Michael Chance  
Minerva Dajay, RN  
Jenny DeJesus  
Althea Dowie

Vai Fa'agata  
Pamela Flores  
Nathan Goldberg  
Philip Gong  
Marie Hardy  
Cari Harewood  
Ernest Harris  
Stephen Haveson, MD  
Rahmel Haynes  
Audrey Hoover, NP  
Nyree Jackson  
Diann Jeffers  
Vaylateena Jones, RN  
Victoria King  
Ayeisha Kirby  
Amy Lam, RN  
Jill Land, RN  
Deborah Lee  
Joanne Loewy  
Brian London  
Brian Marren  
Michael McKinney  
Eleanor Merola-Calderon  
Maria Milillo  
Tasha Milledge  
Hasan Mirag, MD  
Burnell Ortego, MD  
Kim Parker-Maneja  
Negesti Pinnock  
Claudine Reid  
Marcos Rivera  
Irma Rosenblatt  
Robin Ruby  
John Samuels  
Red Schiller, MD  
Pamela Sneed  
Nancy Vandespool  
Kathy Williams  
Stacey Williams

#### Long Island College Hospital of Brooklyn

Colin Copeland  
Paula Cummings  
Chantale Dufresne  
Darianne Elliott, MD  
Rev. Belen Gonzalez y Perez  
Philip Hayward  
Wanda Hernandez, RN  
Preeti Nautiyal, MD  
Keith O'Brien  
Herb Perry, RN  
Larry Reznick

Shaun Richardson  
Tina Sernick  
Gary Soto  
Malorie Stinfil, MD  
Raymond Syed  
Zayar Thet, MD  
Roselyn Valentine  
Alfreda Weaver  
Tom Wirth

#### The New York Eye and Ear Infirmary

Aida Alvarado  
Greg Atwater  
Samuel Boahen  
Martha Cilia  
Kim Corbin  
Denise Cruz  
Patricia Delgado  
Hilda Demetrios  
Alma Figueroa  
Francis Fortune  
Ira Garcia, RN  
Stephanie Gass  
Esperanza Germosen  
Sheroly Haws  
Teresita Ignacio, RN  
Hyacinth Johnson, RN  
Kim Kreppein-Garcia  
Ralph Lambiasi  
Edith Martinez  
Janell Mathews  
Kochu Mathews, RN  
Manuel Mendez  
Jackee Namwila  
Catherine Pannone, RN  
Philip Richards  
Elba Rojas  
Dan Seidman  
Henedia Sirilan, RN  
Brian Sullivan  
Pearl Williams  
David Woods

#### Roosevelt Hospital

Tricia Birbal  
Janis Brodie  
Audrey Brown, RN  
Terence Caufield  
Julie Clegg  
Sara Crique, MD  
Andre George  
Shaneen Green

Mercedes Herman, RN  
Jose Hidalgo  
Avineshwar Jaipeshaud  
Joan Leonardini  
Kalema Nzamu  
Paul Orbe  
Grace Phelan, RN  
Malcolm Reid, MD  
Barbara Romeo  
Larticia Tabb  
Lillian Tsai  
Lynn William-Martin  
Fern Williams

#### St. Luke's Hospital

Jackie Allen  
Nytasha Andrews  
Lynn Anthony, RN  
Steve Armand  
Faiz Bhora, MD  
Alanna Brown  
Wendy Daisley, RN  
Maria Faccini  
Thomas Gregory  
Carolyn Hutson  
Antoinette James  
Julie Kanan  
Marianne Kerner, RN  
Maria Lopez de Victoria  
Eileen Lovett  
Theresa Mack, MD  
Binyamin Mayetsky  
Sunta Morin  
Glenn O'Conner  
Eileen O'Keefe  
Susan Palmgren  
Ismae Richards  
Tannasia Robinson  
LaToya Selby  
Rajni Thapar  
Martina Vincent  
Sharon White  
Suzanne White Beckles  
Martha Wiggins  
Connie Woodley  
Marcia Wynns-Geradino

Workshops

Training and Development in Diversity

Delivering first-rate health care is challenging and a task often made even more so by the various races, cultures and work styles of providers working side by side. To promote communication, understanding and tolerance among colleagues, Continuum offers several workshops that not only benefit employees professionally, but personally as well.

“Our courses are open to all Continuum staff, and feedback has always been positive,” says **Karen Barrowclough**, Director of Training and Organizational Development for Continuum. “Participants say they’ve learned something valuable they can bring back to their workplace.”

“Diversity in the Workplace: On the Path to Cultural Competence,” a four-hour program offered six times a year, enables

participants to take an introspective look at how their perceptions and values affect their daily interactions. Another program, “Understanding Different Personality Types Using the MBTI®: A Means for Improving Your Effectiveness in the Workplace,” offered quarterly, is an interactive workshop that uses the Myers-Briggs Type Indicator® to allow participants to identify their personality preferences and apply this knowledge toward more effective communication. A third course, “Prevention of Sexual Harassment,” concerns anti-harassment policies based on differences in culture, sexual orientation and the like.

Courses are conducted on site at individual Continuum hospitals. For more information, call (212) 523-7125.

Glossary

Common Diversity Terms

- **Affirmative Action:** A legal mandate that attempts to correct the social injustice of denying certain populations opportunities for jobs and promotions.
- **Cultural Competence:** A set of behaviors, attitudes and policies that enable a system or professionals to work effectively in cross-cultural situations.
- **Equal Employment Opportunity:** A legal protection built into the system that protects all employees from discrimination and harassment.
- **Managing Diversity:** The art of balancing the needs, aspirations, contributions and unique qualities of the organization with those of each individual in the organization.
- **Workplace Diversity:** People with different characteristics brought about by life experience, race, age, culture, gender, religion, physical abilities, work experience, sexual orientation or other unique qualities.



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