

THE 2009 PATIENT CENTERED CARE AWARDS

Patient Centered Care Awards are given annually to recognize excellence and achievement in service and patient satisfaction. The award program is designed to support the "We Put Patients First" effort, and awards are given to units, departments, teams and leaders for achievement in improving the patient experience. In February and March of this year, the 2009 award ceremonies were held at several of our campuses. (Snow conditions forced the award ceremony at NYP/Westchester to be rescheduled.) See pages 2 and 3 for more photos and the impressive numbers!



A Message from
Dr. Pardes and Dr. Corwin

History was made with the signing of the health care reform bill last month, a fundamental step intended to improve the health of Americans. It is likely that this next era in health care will have a profound influence on the function and economics of all hospitals. We will need to work even more diligently to fulfill our critical role as an academic medical center—shaping modern medicine, training future caregivers, and serving as an important safety-net for the community. And, we will need to accomplish our mission while sustaining the highest quality and most efficient care delivery.

This historic public policy milestone will provide health care access for the vast majority of Americans. At the same time, it will place new budgetary demands on us. Even though we cannot yet be certain what all the demands will be as the legislation is implemented, we can expect that there will be cuts in Medicare and Medicaid reimbursement that will require us to develop innovative efficiencies and foster coordination in order to lower our costs of providing care.

As an institution that provides the highest quality and most cutting-edge medical care, NewYork-Presbyterian is well-poised to do this. But we will need everyone's help and creativity in providing care more efficiently, lowering expenses, and facilitating patient access to our physicians and services. We want to continue to grow our volume and produce strong operating results. The teamwork we spoke about at the Kick-Off is more important than ever. Assuring the Hospital's financial strength may become more difficult, but if we work hard and smart and together, we can meet the challenges ahead and assure that NewYork-Presbyterian continues to thrive as one of the finest hospitals in the world.



Herbert Pardes, M.D.
President and
Chief Executive Officer



Steven J. Corwin, M.D.
Executive Vice President
and Chief Operating Officer



NEW! PATIENT SATISFACTION AWARD WINNERS IN THE 90TH PERCENTILE

CAMPUS	90TH PERCENTILE
NYP/Columbia	Harkness 10 McKeen Pavilion
MSCHONY	6 Tower
NYP/Weill Cornell	Pediatric Emergency Dept. 14 North 10 West 14 South Baker 15
NYP/Westchester	4 South 3 South



PATIENT SATISFACTION

Awards were given to units and departments that scored as measured by the Press Ganey Survey. Department scores, and scores that "went and stayed green" for. This year, we were proud to add a new 90th Percentile that have achieved levels of patient satisfaction that are on the U.S. News & World Report "Best Hospitals" list. Here

CAMPUS	HIGHEST RATED	MOST IMPROVED
NYP/Allen	Peri-Operative Services	2 Field West
ACN/Weill Cornell	Irving Sherwood Wright Center on Aging	Adult Den
ACN/Columbia	Allen Medical Practice	Washington Family Hea
NYP/Columbia	Eye OR/ASU	Surgical IC
MSCHONY	Peri-Operative Services	6 Tower
NYP/Weill Cornell	4 West	14 North
NYP/Westchester	4 South	6 North

TEAM ACHIEVEMENT

Awards were given to teams that had designed programs that achieved meaningful improvements. Winners include:

CAMPUS	TEAM NAME
NYP/Allen	Bed Acquisition Time-Reduction 2 Field West
ACN/Weill Cornell	Health for Life Program WCIMA Nurses Take the Lead
ACN/Columbia	Charles B. Rangel Community Anticoagulation Clinic
NYP/Columbia	GI Endoscopy/Bronchoscopy Patient Access & Information 7 Garden South "CHF Educ
MSCHONY	MSCHONY ED Flu Surge Team 6 Tower
NYP/Weill Cornell	Patient Services Facilitators
NYP/Westchester	4 South Multifamily Education Gem WALK 2009

VIEW MANY MORE PHOTOS ON THE

WINNING AWARD WINNERS

Sustained improvement in patient satisfaction scores, units with the highest scores, the most improved or the longest time during 2009 received awards. The Award category, for those units or departments that place them in the top 10 percent of hospitals on the list are the winners for 2009:

PROVED	SUSTAINED EXCELLENCE	
West	2 Field West 2 River East Clinical Nutrition	Security Pastoral Care Patient Services
Dental & Oral Surgery	WC: Adult Dental & Oral Surgery	
Washington Heights Health Center	Columbia: Washington Heights Family Health Center	
ICU (SICU)	Surgical ICU	
	6 Tower	
	4 South 4 West	Adult ED Radiology ED
	4 South and 6 North	



LEADERSHIP AWARDS

Awards were given to leaders—who were nominated by their peers and staff teams—who exemplify the philosophy of "We Put Patients First."



CAMPUS	LEADER
NYP/Allen	Venencia Richardson, 2 Field West
ACN/Weill Cornell	Ellanie Ocasio, Ambulatory Nursing
ACN/Columbia	Alpher Sylvester, AIM Practice
NYP/Columbia	Jasmine Pond, 6 Garden North
NYP/Corporate	Olivia Grace Gozar, Transfer Call Center
MSCHONY	Elizabeth Polanco, 6 Tower
NYP/Weill Cornell	Barry Gallison, 10 North
NYP/Westchester	Janet Moran, Nursing Operations

INNOVATION AWARDS

Designed and implemented innovative projects or improvements in the patient experience. Included:

	CONTACT
Initiation Project	Avi Fishman Venencia Richardson, R.N.
Lead on Post-Visit Calls	Ellanie Ocasio Sheila Conklin
Family Health Center	Renee Radenberg Amy Friedman
Nursing Team on Technology Innovation Team	Melinda Lugay, R.N. Jennifer Lee Chinette Salveron, R.N.
Team	A. Bonnie Corbett, R.N. Kimberly Williams, R.N.
	Catherine McHugh, R.N.
Operational Group	Aviva Fisher, R.N. Janet Hildreth



calendar



- **April 21**—Last day to sign up for the 2010 JP Morgan Corporate Challenge, the 3.5-mile road race that will take place on Wednesday, June 16, at 7 p.m. in Central Park. Registration fee is \$42. To learn more, contact Employee Activities at activities@nyp.org.
- **April 21**—Literature at Work, a reading group open to all NYP/Columbia staff members, will meet from 12 to 1 p.m. in the Hamilton Southworth Conference Room, PH 9 East, Room 105.
- **May 5**—Literature at Work will meet from 12 to 1 p.m. in the Hamilton Southworth Conference Room, PH 9 East, Room 105.

- **May 10**—Dr. Susan Love, author of *Dr. Susan Love's Breast Book*, will speak at the 19th annual Women At Risk luncheon at the Waldorf-Astoria. To learn more, contact Lisa Held at (212) 305-3269 or at lhheld@womenatrisknyc.org.
- **May 19**—The High-Risk Support Group Women At Risk sponsors for women who are at high risk for breast cancer will meet from 6 to 7:30 p.m. in the Stacey Garil Womack Resource Library on the 10th floor of the Herbert Irving Cancer Center. To learn more or to RSVP, contact Lisa Held at (212) 305-3269 or at lhheld@womenatrisknyc.org.

HOME AWAY FROM HOME FOR PATIENTS AND FAMILIES

The NewYork-Presbyterian Guest Facility at The Helmsley Medical Tower offers temporary accommodations for Hospital patients, their families and visitors.

Each spacious room offers cable TV, a fully equipped kitchen, high-speed Internet and daily maid service.

The recently renovated Sovereign Suites opened to rave reviews.

The Guest Facility is located at 1320 York Avenue between 70th and 71st Streets. To learn more details or to make a reservation, call (212) 472-8400.

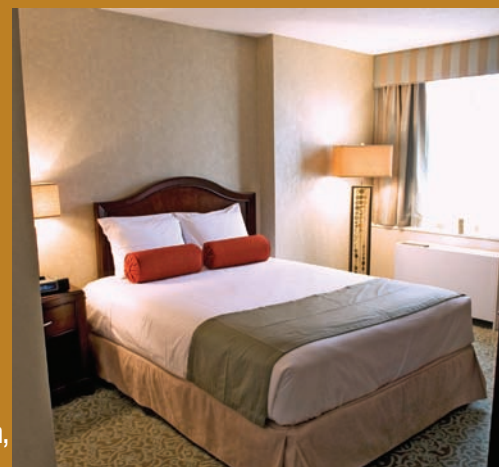


Photo by Amelia Panico

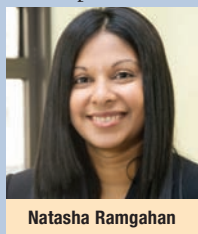


promotions

Human Resources reports the following promotions as of February 28, 2010.

NYP/ACN

Natasha Ramgahan
Nurse Practitioner,
VC-10 Specialties



Natasha Ramgahan

Carmen Adorno-Smakovic
Senior Social Worker,
ACNC Social Work

Kochurani S. Joseph
Nurse Practitioner,
Medical Group Practice

Evelin Marmolejos
Certified Medical
Assistant, ACN-4781
Broadway

Elizabeth Nunez-Mercado
Senior Social Worker,
Clinic-Psychiatry/Adult

Daisy Amanda Velasquez
Staff Assistant, Amb
Care Svcs

NYP/ALLEN

Janet Davis
Clinical Nurse III, 1-RW-
Labor/Delivery Allen



Janet Davis

NYP/CHONY

Sharon Reid
Nursing Attendant I,
CHC Obstetrics &
Nursery

Mary Lou Reyes
Clinical Nurse II,
CH-5/6S OB & Nursery

Malinda Rhames
Clinical Nurse II,
CH-5/6S OB & Nursery

Reginald Boswell
Equipment Technician,
CH T-SB Equipment
Center



Reginald Boswell

NYP/COLUMBIA

Karol Abraham
Waxer - Stripper,
Environmental
Services-MH

Adayns Acosta
Waxer - Stripper,
Environmental
Services-MH

Pedro Alcivar
Maintenance Worker II,
Building Services Team

Anitha Anthony
Clinical Nurse II,
MB-6HS

Abdiel Baena
Clerk-Receiving,
Receiving Dept

Gillian Bagot

Pantry Attendant,
Pantry Food Service

Therese Beraud
Clinical Nurse III,
Oper Rms MB-3-4

Dennis Bissessar
Inventory Control Clerk,
Distribution Center

Paula K. Blake
Transporter - Messenger,
Transporters

Francesca Brigandi
Nurse Coordinator, Liver
Transplant Program

Jermaine Brown
Inventory Control Clerk,
Sterile Supplies

Arnett Campbell
Waxer - Stripper, Envi-
ronmental Services-MH

Kenneth Campbell
Maintenance Worker II,
Building Services Team

Rohan Campbell
Waxer - Stripper,
Environmental
Services-MH

Jose B. Concepcion
Waste Disposal
Attendant, Environm
Svcs-Waste Management

Anthony Cooper
Waxer - Stripper,
Environmental
Services-MH

Victor Cruz
Waste Disposal Atten-
dant, Environm Svcs-
Waste Management

Leo Daley

Lead CT Technologist,
CT Scanning MH-3

Jose Diaz
Painter, Painting Dept

Joel Disla
Rehab Therapy Aide,
Inpatient Rehabilitation
Thera

Melson Edwards
Waste Disposal Atten-
dant, Environm Svcs-
Waste Management

Jean Ferdinand
Waxer - Stripper, Envi-
ronmental Services-MH

David Gilliam
Warehouseman, Sterile
Supplies

Blanca Goico
Unit Assistant,
MB-4HN MICU

Rebecca Gordon
Patient Care Director,
MB-8HS Neurology

Sharon Graham
Transporter - Messenger,
Transporters

Danny Gutierrez
Nutrition Host,
Nutrition Dept

Edward Hachadurian
Maintenance Worker II,
Building Services Team

Nelly M. Herrera
Supervisor-Nsg Admin,
Milstein Nursing
Support

Horacio Jones
Waste Disposal Atten-
dant, Environm Svcs-
Waste Management

Tony C. Jones

Waxer - Stripper, Envi-
ronmental Services-MH

Valsamma Joy
Nurse Practitioner,
Emergency - A

Jerrybel Sarabia
Clinical Nurse II, 6
Hudson North Oncology



Jerrybel Sarabia

Elsia Lewis
Transporter - Messenger,
Transporters

Elizabeth Lobaton
Clinical Nurse II,
Oper Rms MB-3-4

Jose McCord
Waste Disposal
Attendant, Environm
Svcs-Waste Management

Dewin Medrano
Supervisor-Food
Nutrition, SAGE

Carol Mota
ICU Technician, MB-
4HN MICU

Shirlyn Ogiste
Transporter - Messenger,
Transporters

Brendan Palmer
Nutrition Host,
Nutrition Dept

Marcos Perez

Waxer - Stripper, Envi-
ronmental Services-MH

Ebony Peterson
Staff Assistant, Lung
Transplant Program

Johnny Pichardo
Inventory Control Clerk,
Sterile Supplies

Janet Pratt
Inventory Control Clerk,
Sterile Supplies

Francisco Ramos
Sergeant-Security,
Security - Admin

Maely Regalado
Transporter - Messenger,
Transporters

Harold Rodriguez
Supervisor-Radiology
Services, MRI-PH

Juan Rosario
Waxer - Stripper, Envi-
ronmental Services-MH

Jimmy Sanchez
Inventory Control Clerk,
Sterile Supplies

Edgardo Santiago
Mgr Facilities Ops,
Physical Plant Admin

Missak Simonian
Maintenance Worker II,
Building Services Team

Jorge Torres
Inventory Control Clerk,
Sterile Supplies

Michael Urquhart

Waste Disposal
Attendant, Environm
Svcs-Waste Management

Austin Wrubel
Coord-Research,
Development

Heidy Zapata
ICU Technician,
MB-6HS

Janet Pratt
Inventory Control Clerk,
Sterile Supplies

Francisco Ramos
Sergeant-Security,
Security - Admin

Maely Regalado
Transporter - Messenger,
Transporters

Harold Rodriguez
Supervisor-Radiology
Services, MRI-PH

Juan Rosario
Waxer - Stripper, Envi-
ronmental Services-MH

Jimmy Sanchez
Inventory Control Clerk,
Sterile Supplies

Edgardo Santiago
Mgr Facilities Ops,
Physical Plant Admin

Missak Simonian
Maintenance Worker II,
Building Services Team

Jorge Torres
Inventory Control Clerk,
Sterile Supplies

Jorge Torres
Inventory Control Clerk,
Sterile Supplies

Jorge Torres
Inventory Control Clerk,
Sterile Supplies

Diana W. Liciaga

Lead Transcriptionist,
Immunopath-lab

Shannon M. McDonnell
Nurse Anesthetist, Anes-
thesiology

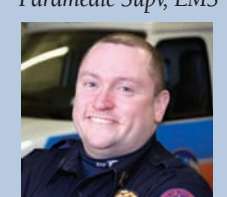
Gabriel Mujica
Staff Assistant,
Surgical Path

Judith Podell
Dir-IS,
IT Business Solutions

Marc Prisament
Dir-Prod Dev-Global
Sourcing, Purchsng
Mats Mgmt

Elsie Sam-Ervilus
Sr Physician Asst,
PA Services

Kevin Elliot
Paramedic Supv, EMS



Kevin Elliot

Anadis Santos
Prgmr Analyst III - IS,
CPOE

Victoria Tiase
Dir-IS, Office of the CIO

Sarah Townley
Nurse Practitioner,
Geriatric/Palliative Care

Mimoza Xhuni
Exer ECG Tech, Card
Graph Lab-Adult

If you know of any promotions that have been omitted, please report them to Human Resources at these numbers: 746-1448 (Weill Cornell); 305-5625 (Columbia). Photos by Charles Manley

2010

state of the hospital

SUMMARY

In February and March, Dr. Herbert Pardes, President and CEO of NewYork-Presbyterian Hospital, held his annual State of the Hospital Talks. The Talks took place at seven Hospital sites, at times convenient to staff on all shifts. At each session, Dr. Pardes gave an overview of the Hospital's achievements over the past decade through 2009, as well as a look ahead to 2010.

At the end of each session, staff members were invited to ask questions of Dr. Pardes and members of the leadership team. The following is a brief summary of Dr. Pardes' comments, together with some of the questions asked by employees, along with responses from Senior Leadership.



Photos by Richard Lobell



2000-2009: An "Extraordinary Decade"

With the start of another decade, Dr. Pardes took the opportunity to reflect on NYP's "extraordinary decade" of 2000 to 2009.

"2009 was a wonderful year, especially compared to where we were a decade ago. We have created a spectacular organization, where we work together to do a great job, and I couldn't be more proud." He then reviewed some of our accomplishments over the decade, beginning with the significant growth in the services we provide to our communities.

Service Growth

In 2000, we had approximately 93,000 admissions, and by 2009 we had 114,000. We also grew from 1.2 million ambulatory visits in 2000 to over 1.5 million last year. Emergency Department visits increased by at least 50% over this time period to 239,000 in 2009.

Dr. Pardes went on to explain that as our clinical expertise has grown in many fields over the past decade, so has the severity of illness of the patients we treat. Our case mix index, which was 1.73 in 2000, is now 2.07, a significant increase.

Financial Performance

"Given the complexity of care we provide, the needs of patients from different backgrounds and cultures, and the resources we devote to this care, we do a great job of maintaining our financial integrity," said Dr. Pardes. "We have had small, positive margins on a regular basis over the decade, and a 2.5% operating margin, excluding investment income, in 2009."

Staff

Our staff has increased significantly over the decade. Dr. Pardes cited our tremendous investment in nursing and the increase in the number of certified nurses as well as our success in recruiting leading physicians.

Building

"Thanks to the help of our very generous donors, we have built approximately 817,000 square feet of new space, renovated another 1.8 million square feet, and have developed into a 9 million square foot institution," said Dr. Pardes, highlighting the large number of building initiatives during this period.

Innovation at NYP

Innovation is one of NYP's Values, and Dr. Pardes spoke proudly of our success in promoting innovation across many clinical and non-clinical areas. He cited our organ transplant program, the largest in the country for the fourth year in a row. We have pioneered many transplant procedures, including performing the first heart transplant in children. Dr. Pardes reported that we will continue to expand the transplant program in 2010, with the extension of our liver transplant program to the NYP/WC campus.

"If you go back about 30 or 40 years, there was no such thing as liver transplants, and now this has become a lifesaver," said Dr. Pardes. "The fact that there is a demand

(Continued on page 6)

2010

state of the hospital SUMMARY

to expand our program is a measure of how important the procedure is and how well we do them.”

Dr. Pardes also spoke about our continued work in the field of minimally invasive surgery, highlighting the impressive new “Operating Rooms of the Future” and new zeego® technology. Zeego allows physicians to image the patient from multiple angles, enabling them to better view the areas that need to be treated. We are among the earliest users of zeego and the first in the world to perform an intra-operative brain aneurysm repair using this technology.

In addition, Dr. Pardes highlighted the innovative life-saving surgeries done at our Hospital. “There was this little girl who was riddled with cancer all through her abdomen — it was wrapped around her blood vessels, her organs — an impossible situation,” said Dr. Pardes. “She was turned down by several hospitals. Our people knew they could help, and after a successful 20 hour operation, this horrific problem was fixed, and she was able to go home.”

Focus on Quality and Safety

Dr. Pardes congratulated the staff for their hard work in providing high quality care. He praised the groundbreaking Patient Safety Friday program, a major NYP innovation, that has become an example for hospitals across the country. He commended the newly formed Housestaff Quality Councils that play a crucial role in implementing quality initiatives. “Our performance across many measures has been stellar this year,” said Dr. Pardes. “We had excellent outcomes in heart disease, heart failure, and pneumo-

nia care. Implementation of Rapid Response Teams has reduced cardiac arrests, and we have had great teamwork between nursing and respiratory therapy to improve care and reduce patient days on ventilators.”

Dr. Pardes applauded our efforts to improve hand hygiene across the Hospital, citing our extremely high compliance rate, which is helping ensure the safety and well-being of our patients. As a result of these efforts, hospital-acquired infections at NYP have dropped by one third. He also praised our efforts to prevent pressure ulcers across many units, explaining that “the Hospital-Acquired Pressure Ulcer Rate went down from 4.07 per hundred patients in 2008 to 2.69 per hundred patients in 2009.”

“Going forward in 2010,” said Dr. Pardes, “an important focus will continue to be post-hospital care for those who are discharged to avoid readmissions to the Hospital. This will involve initiatives to improve efficiency, ensure better communication, and encourage focused teamwork.”

We Put Patients First

Commending staff efforts to raise patient satisfaction, Dr. Pardes cited NYP’s 1.6 point increase in the overall patient satisfaction score on the Press Ganey Survey in 2009. Our score rose from 82.4 to 84 by year’s end. This was our highest score ever and shows that we “pay a tremendous amount of attention to patient satisfaction.” Our goal for 2010 is to increase patient satisfaction by 1.5 points to 85.5. To accomplish this, we will build on our best practices, as well as introduce new approaches to serving our patients and their families.



High Employee Satisfaction

“Our employees continue to tell us that they enjoy working at NewYork-Presbyterian,” said Dr. Pardes. “Our 2009 Employee Satisfaction Survey numbers are our highest to date and for the second year in a row, the highest score for Overall Job Satisfaction ever achieved by an academic medical center on this Survey.” NYP scored 81% as compared to the National Academic Teaching Hospital norm of 71%.

Dr. Pardes added that we will continue our efforts to make NYP an even better place for all who work here.

Serving Our Community

Our patient population mirrors the broad economic, cultural and ethnic mix of the communities we serve. Dr. Pardes spoke of the many ways we serve this diverse community, including providing care to a broad mix of insured and uninsured patients, free health screenings, community health fairs, walkathons, and other events for community members. He reported that in 2009 we had over 240,000 translation encounters, and we provide translation services in 90 different languages. “We take care of people from all different places and backgrounds,” said Dr. Pardes. “It is crucial to the quality of the care they receive that they are able to communicate with us, and it is a point of considerable pride that we have our arms open wide to all who want to come to NYP.”

Dr. Pardes then described an important effort piloted this year in Washington Heights and Inwood to improve the health of community residents. This model will organize and coordinate the health care

available to community residents across the continuum of care in an effective, patient centered way. Our ACN sites will be transformed into “medical homes” and information technology will be used to link all the professionals providing care to an individual, including physicians practicing in the community. Going forward, NYP will extend this effort to other communities that we serve.

Building Projects

Thanks to our strong operating results and extremely successful fundraising efforts, 2009 saw the completion of a large number of important capital projects. Beds were replaced across the Hospital with new state-of-the-art beds that help prevent pressure ulcers. NYP also opened a number of new facilities including:

NYP/WEILL CORNELL

- Two beautiful inpatient units on the newly added 14th Floor of the Greenberg Pavilion.
- The Lisa Perry Emergency Center that significantly expands our emergency room capacity.
- The newly renovated fourth floor atrium that now houses the Ronald O. Perelman Heart Institute in the Greenberg Pavilion that acts as a unique “Medical Town Square,” with a welcoming, warm, and centralized area for heart patients and their families to relax in and learn about heart disease prevention and treatment.
- The four-floor Advanced Therapeutics Services Center that includes the new Emergency Room bays, state-of-the-art operating rooms, interventional rooms, and an expanded blood bank.



NYP/COLUMBIA

- The new Vivian and Seymour Milstein Family Heart Center at NYP/Columbia, with a large conference and education center, 20 new ICU beds, 8 new state-of-the-art operating rooms, expanded catheterization lab with hybrid room, radiology and phlebotomy/EKG suite, and physician practice space.
- The new Infusion Center on the 14th floor of the Herbert Irving Comprehensive Cancer Center that provides patients who must undergo chemotherapy much-needed privacy in a very attractive setting.
- The expansion of the adult Emergency Room at NYP/Columbia to serve more patients.
- A new Children's Emergency Room, funded by a major gift from Alexandra and Steven Cohen and slated for completion in the summer of 2011, with the goal of better serving the approximately 40,000-50,000 yearly emergency visits from children.

NYP/WESTCHESTER

- A new Eating Disorders program, adding expanded services and establishing the campus as one of the leading centers for these disorders in the country.

NYPgreen

Dr. Pardes talked about the Hospital's strong focus on conserving resources and being environmentally sensitive. He spoke proudly of NYP's ongoing recognition by the Environmental Protection Agency as an Energy Star Hospital. He then described the launch of our NYPgreen Initiative. This Initiative includes developing a multi-year sustainability strategy for the Hospital, making changes to our purchasing policies and procedures, expanding recycling activities, and building environmentally sound facilities. As part of this effort, in 2009 we opened the first hospital-based co-generation plant in Manhattan at NYP/Weill Cornell, making us "state-of-the-art in terms of energy usage." This plant recycles heat exhaust into usable energy for heating and cooling, thereby reducing about 20,000 tons of pollutants each year and creating millions of dollars in annual cost savings.

State and Federal Budget Challenges

Toward the end of his talk, Dr. Pardes discussed the continued challenges posed by State and Federal budget cuts. He described his broad advocacy efforts, including his work with Governor Paterson to reduce

proposed cuts to academic medical centers. In addition, he reviewed efforts to ensure that Medicaid monies from the Federal government are allocated appropriately by the State. "We understand that NYP may have to take some cuts and be flexible to help address the State budget deficit," said Dr. Pardes, "but we must achieve a balance to ensure that hospitals are sustained adequately to continue to provide the high quality care people deserve."

In terms of the Federal government's health care reform initiative, Dr. Pardes described his "disappointment" that no bill has been passed yet. He went on to say that he believes any reform should cover more people and address the issue of covering those people who are not American citizens. He also added that he strongly supports

AN UPDATE FROM DR. PARDES

Since the State of the Hospital Talks took place, the Federal government's health care bill has been signed. Please see the Message from Dr. Pardes and Dr. Corwin on page 1 for more about this historic legislation.

health insurance portability so that if you leave your job, you will still be covered. While acknowledging that "we have some questions about certain provisions within the proposals," he said that he is in support of many of the measures and is working with our legislative leaders to help make sure that we "do the right thing" and pass robust reform.

2010: Planning for More Success

As he looked toward 2010, Dr. Pardes outlined several areas of focus. "We must continue to concentrate on improving quality and patient safety. As part of this effort, we will carry on our important work during Patient Safety Fridays, target post-hospital care to avoid readmissions, and make a big push to improve our patient satisfaction scores — targeting a 1.5 point increase in 2010.

Dr. Pardes said that NYP will focus on growth. "We will continue to recruit, to build new facilities, and to serve more patients."

As always, another important focus will be addressing the challenges we face from State and Federal budget actions to reduce health care costs as well as the economic issues that all of us face in this economy. Dr. Pardes assured the staff that he will work at all levels of government to lessen the effects on hospitals like ours.

"While we grow and improve, we will



continuously strive to fulfill our promise of We Put Patients First. We want to make the Hospital as good as it can be. We've done a terrific job. We've got a lot to be proud of, but you can never rest on your laurels, and I think some of the things we have to do in the next year include making our team as strong as possible, and that means people communicating with each other and working together."

In Conclusion

"We are very pleased with where we are today and look forward to a bright future," said Dr. Pardes. "The Hospital has had a spectacular run over the last 10 years, and we are in great shape. All the people who work here have done the job of making this a great institution." ■



Photos by Richard Lobell, Charles Manley and John Vecchiolla

Q & A

state of the hospital SUMMARY

Will the H1N1 flu shot be mandated in the future?

The seasonal flu shot for next season will include protection against H1N1, so there will only be one vaccine offered. We are waiting to hear from New York State whether the influenza vaccine will be mandated permanently.

I'm concerned about the closing of St. Vincent's and other hospitals in the area.

St. Vincent's situation is tragic, but it's an indication of what happens when the financial affairs of a hospital run into trouble. Financing in health care is a big problem, and the challenging financial circumstances in this country compound the problem. NYP is in a good position because we are very careful with our finances. Over the past ten years, NYP has had a terrific record. While we don't make a lot, we do have a small positive operating margin that we use to hire people and repair facilities. In health care, we have to be as efficient as possible. Some of the things that we're doing, such as reducing the number of infections and falls, and reducing the length of stay, mean greater efficiencies. We must continue to find as many ways as possible to be efficient and to use our resources well.

What can be done about the long waiting period for patients in the NYP/Columbia ED?

Waiting times in the Emergency Departments are not only a challenge for us, but also for hospitals throughout the country. At NYP, we have tried to renovate all of the Emergency Rooms and add staff, but one of the dilemmas we have is that when we make the ER services better, more patients come in. We understand this is one of the most sensitive areas in the Institution, and it's difficult for people to wait. We will continue to try to do as much as we can to increase staff and make the facility as comfortable as possible.

At MSCHONY, several questions were raised about the need for renovating specific units and areas.

We are aware that renovations are needed in a number of areas. We are constantly working to raise money and are talking to donors so that we can make these renovations.

With the increase of patients who don't speak English, I would like to see the Hospital offer classes for health care professionals.

It is the policy of the Hospital to provide access to effective communication for patients and families in their preferred language. This includes patients and families who speak foreign languages, have limited English proficiency (LEP), use sign language (Deaf, Hard of Hearing and Deaf/Blind individuals), or require the use of Assistive Listening Devices to effectively participate in all treatment processes. Interpreter services are available at no charge to patients and families. To promote consistency in our communication with all patient populations, the Hospital uses this service, with the patient's consent, rather than untrained staff, family members and friends as interpreters.

What plans are being made to partner with Ronald McDonald to build a Ronald McDonald House facility near MSCHONY?

We are working with Ronald McDonald to build a facility closer to this campus. This is still in the discussion stage.

What community initiatives do we have to promote heart health?

NYP holds several events targeting our service area populations. These include nutritional health counseling and free health screenings linked to heart and vascular health, including free cholesterol,

blood pressure, body mass index, and glucose screenings as well as personal educational sessions and referrals for individuals without a primary care provider who have abnormal results. NYP also offers several special events to serve populations that do not get regular preventive health care services, including cab drivers, small grocery store workers, hotel workers, beauty salon workers, and selected faith-based populations.

Why do the doctors in the Milstein ER not accept 1199 insurance when other hospitals do?

The Hospital accepts the union benefit plan as full payment for services in the Emergency Room. The physicians who do not participate in the union insurance plan negotiate on their own behalf and bill separately for their services. They are university staff and not employees of the Hospital.

Why don't many of the physicians at the Hospital accept our health care coverage?

Many NewYork-Presbyterian physicians do participate in the Empire BlueCross BlueShield (EBCBS) network. Currently, over 900 physicians are in the EPO network and over 950 in the PPO network. Participation in the EBCBS network is higher among NewYork-Presbyterian physicians than in any other managed care plan.

Our physicians are strongly encouraged to participate, but the decision to join a health plan is made by each individual physician. While some physicians do not participate in any insurer network, some of them do participate in a 'special panel' to accommodate NewYork-Presbyterian employees participating in the Empire plan. An updated 'special panel' physician list is posted on the Infonet. Click on **For Employees/Your Human Resources Site** (under **Quick Links**) and **Employee Benefits** under **HR Support Services**. Under **Benefits**

Information, click on **NYP Special Panel**.

You can also nominate a doctor or specialist who is not participating in the Empire BlueCross BlueShield (EBCBS) plan, by completing a Physician Nomination form and submitting it to the Benefits Department (Box 38005). You can find the Physician Nomination form on the NYP Infonet. Click on **For Employees, Forms, Benefit Forms, NYP Physician Special Panel Nomination Form**. Representatives from Empire BlueCross BlueShield will contact the physician directly to attempt to enroll them in the plan.

Why were our benefit co-pays increased this year?

The cost for medical care continues to rise. We continually measure our plan, participate in benefit surveys, and look to best practices for plan design. Based on the findings, the NYP benefit plan is very generous with a below average employee cost. The previous increase for the physician visit co-payments was five years ago and some services that used to require co-payments are now provided to you with no out-of-pocket expense. These preventative care services include: annual physical exams, well-child care, well-woman care, and certain preventative vaccinations.

Tuition reimbursement program for non-union employees should be reviewed and tuition amounts should be increased.

The Educational Assistance Plan has three levels. While most degree and certificate programs allow for reimbursement up to \$2,000 annually, employees are eligible for increased benefits. You can be reimbursed up to \$10,000 for pharmacy, radiology, OR Technician or lab technology programs, and \$12,000 for studies in pursuing a nursing degree. In comparison with other organizations, we offer a generous tuition reimbursement program. ■

benefits corner

EDUCATIONAL ASSISTANCE PROGRAM PROCEDURE CHANGES



Revisions have been made to the Educational Assistance Program procedures regarding requests for reimbursement and application filing deadlines.

- Requests for reimbursement must be submitted within 60 days after completion of the course/program.

- Applications for the summer semester are due May 1; applications for the fall semester are due August 1; and applications for the spring semester are due January 1.

All information is available on the NYP Infonet. Go to *for Employees, Forms* and click on *Educational Assistance Program Summary & Application*. For additional assistance, Benefit Coordinators will be available to answer your questions about the Educational Assistance Program at the following times and locations:

NewYork-Presbyterian/Columbia

Monday, April 5
Harkness Pavilion, HR Conference Room
2 p.m. — 4 p.m.

NewYork-Presbyterian/Allen

Monday, April 5
Trailer
10 a.m. — 12 p.m.

NewYork-Presbyterian/Weill Cornell

Monday, April 12
Employee Lounge next to Garden Café
11 a.m. — 1 p.m.

NewYork-Presbyterian/Westchester

Monday, April 19
Lobby Reception Area
10 a.m. — 12 p.m.

SPECIFIED DISEASE INSURANCE VOLUNTARY BENEFIT

Specified Disease Insurance allows you to receive a lump-sum benefit at the first diagnosis of a covered illness: heart attack, stroke, major organ transplant, end-stage renal (kidney) failure and coronary artery disease. In addition, there is an optional cancer benefit. It can help make up for expenses not covered by your medical insurance. The lump-sum payment can be used in any way you choose.

If you are interested in enrolling in this benefit or in making changes to an existing policy, enrollment counselors will be available June 1 through September 30. Information about enrollment for Specified Disease Insurance and other voluntary benefits will be mailed to your home address in May.

If you are a participant of the Specified Disease Insurance benefit and have questions about your policy, call (800) 325-4368.



403(b) RETIREMENT SAVINGS

The NYP TSA 403(b) Plan provides you with an important savings opportunity during your working years. Diversified Investment Advisors, together with the Benefits Department, want to help make it easier for you to have a comprehensive view of your retirement savings. Look for the mailer, One Account Strategy Focus, which was sent to all employees' homes and has information on the advantages of consolidating your retirement plan assets. To learn more, or start the process of consolidating your accounts, you can contact a Transfer/Rollover Specialist at (800) 275-8714, or meet with your on-site representative.

BENEFITS DEDUCTIONS IN PAYCHECKS

Following are the paychecks in April which will have \$0 benefits contributions (except TSA) deducted:

NewYork-Presbyterian/Weill Cornell

Bi-Weekly paycheck distributed
on April 29, 2010

NewYork-Presbyterian/Columbia

Weekly paycheck distributed
on April 29, 2010

CORPORATE COMPLIANCE AND ETHICS AWARENESS WEEK IS MAY 2-8

The Compliance Office staff will be on site in the main Hospital lobbies at scheduled times. Stop by to meet them and enter a contest to win fabulous prizes such as an iPod touch, digital camera and more. Check the Infonet for details.

employee activities and services

TICKETS AVAILABLE AT ERRAND SOLUTIONS



Sports, family entertainment and movie tickets are available for purchase at your site's Errand Solutions Desk. Tickets can be purchased by check, money order, cash or major credit cards. You will be required to present your NewYork-Presbyterian employee ID when purchasing tickets.

If you have any questions, please e-mail activities@nyp.org.

PLEASE NOTE: All tickets are limited to four (4) per NYP employee. Tickets will not be held and are available on a first-come, first-served basis.



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

The 101 Dalmations Musical

Sunday, April 18
The Theater at Madison Square Garden
5 p.m.
\$35 per ticket (adults and children
2 years and older)

Memphis

Tuesday, April 20
Shubert Theatre
7 p.m.
Balcony
\$61.50 per ticket (adults and children
2 years and older)

Lion King

Tuesday, May 18
Minskoff Theatre
7 p.m.
Mezzanine
\$61.50 per ticket (adults and children
2 years and older)

Madame Tussauds New York Wax Museum

Admission to Museum, Cinema 4D
and SCREAM
\$23 per ticket (adults and children
3 years and older)

SPECIAL SERVICES FROM ERRAND SOLUTIONS

GET IN SHAPE FOR SPRING!

Errand Solutions at NYP is proud to present a special offer from Bootcamp Republic. Bootcamp Republic is a fitness organization that aims to provide high-intensity yet sustainable fitness boot camps in beautiful and natural environments like parks, river promenades and beaches. They sponsor classes in neighborhoods throughout the five boroughs. Contact Errand Solutions today for special discounts on Bootcamp Republic classes, locations and times.

Errand Solutions can help you find a great pair of new sneakers and workout gear and sign up for classes. They can also help you with your spring cleaning chores or with planning a weekend getaway to enjoy the warmer weather.

Remember, Errand Solutions offers complimentary gift wrapping year round and a great selection of gift cards. Services are also available for patients and their loved ones. Errand Solutions can be reached by dialing *99 from any Hospital phone.

errand solutions at **NYP**

NYP Is Setting the Standard in Radiation Safety

There have been several stories in the media recently that question the safety of radiation treatment for cancer patients — specifically, the possibility of an accidental overdose of radiation during treatment due to faulty equipment or technician error.

To separate fact from fiction, a reporter from *NYP* recently sat down with one of NewYork-Presbyterian's top radiation oncologists to discuss the importance of patient safety while undergoing radiation treatment to treat cancer.

"The articles in the newspapers give the impression that radiation mistakes are commonplace, when, in fact, they are rare, particularly at hospitals such as ours that emphasize safety," says K.S. Clifford Chao, M.D., Director of the Combined Program in Radiation Oncology at NewYork-Presbyterian Hospital, Weill Cornell Medical College and Columbia University Medical Center. Dr. Chao is renowned for his skill in using intensity modulated radiation therapy (IMRT) for the treatment of head and neck cancer and other cancers.

IMRT is an advanced method of high-precision radiotherapy that uses computer-

In the right hands, IMRT and radioactive seed implants, a form of radiation therapy for prostate and other cancers, offer a higher tumor cure rate, and lower complication rate, than conventional radiation treatments.

Dr. Chao says that it is not enough for a hospital just to be equipped with sophisticated treatment tools. Tremendous expertise and experience are required to use them properly.

"Think about a chef who has all sorts of fancy tools in his kitchen — unless he is highly skilled, he won't be able to turn out gourmet dishes," Dr. Chao says.

"In the same way, IMRT and radioactive seed implants are valuable cancer treatment methods, but only when used by experienced physicians, medical physicists, and radiation therapy technologists, such as we have at our hospitals."

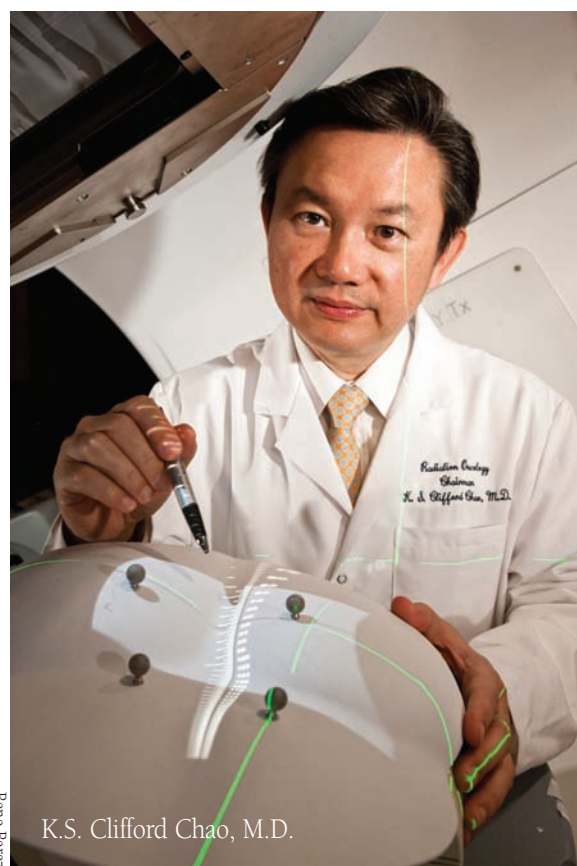
NewYork-Presbyterian has rigorous guidelines for the planning and delivery of all radiation treatments, including IMRT and seed implants. Computer-generated plans are independently reviewed by two medical physicists and approved by the attending physician before treatment. The plan is reviewed again before the first treatment, by both a radiation therapy technologist and a medical physicist, and the dose delivery is monitored continuously throughout treatment. Equipment is regularly examined and maintained.

"Our clinical expertise and quality control mechanisms assure that patients receive the most advanced and sophisticated radiation treatments," says Dr.

Chao, who came to NYP in 2008 from the University of Texas M.D. Anderson Cancer Center in Houston, where he was a Professor and Director of Image-Guided Therapy of Radiation Oncology. "At the same time, patients and their families can be confident that our faculty and staff are instilled with the core principle that patient safety is always our prime concern." ■



Dr. Chao (on right) and Israel Deutsch, M.D., Director of NYP/Columbia's Brachytherapy Program, review the results of a patient's scan.



K.S. Clifford Chao, M.D.

controlled linear accelerators to deliver precise radiation doses to a tumor or specific areas within the tumor. IMRT allows for the radiation dose to conform more precisely to the three-dimensional shape of the tumor by modulating or controlling the intensity of the radiation beam. IMRT also allows higher radiation doses to be focused on areas within the tumor while minimizing the dose to surrounding tissue.

Health & Wellness
SEMINARS
NEWYORK-PRESBYTERIAN HOSPITAL AND WEILL CORNELL MEDICAL COLLEGE SEMINAR SERIES • SPRING 2010

APRIL

27 **MIND AND BODY:**
Countering the Effects of Digestive Disease
Christine L. Frissora, M.D.
Susan Matorin, M.S., A.C.S.W.
Jeffrey W. Milsom, M.D.

MAY

4 **MANAGE YOUR PAIN:**
Taking the Ache Out of Aging
Tracy S. Maltz, D.P.T., O.C.S.
Cary Reid, M.D., Ph.D.

18 **EAT YOUR VEGETABLES:**
Understanding the Link Between Diet and Disease
Alexis Castle, R.D., M.S.
Lilli B. Link, M.D., M.S.

25 **NOT ON AN EMPTY STOMACH:**
Losing Weight Without Being Hungry
Louis J. Aronne, M.D., F.A.C.P.
Kathy Isoldi, M.S., R.D., C.D.E.

Spring In Central Park

Time: All seminars will begin at 6:30 pm.

Place: All seminars held at: Uris Auditorium Weill Cornell Medical College 1300 York Avenue (at 69th St.)

Web: www.med.cornell.edu/seminars or www.nyp.org
For more information or if you require a disability-related accommodation, call: 212-821-0888. All seminars are FREE and open to the public. Seating is available for 250 people on a first-come, first-served basis.

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NewYork-Presbyterian
The University Hospital of Columbia and Cornell

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