

NYP Press

NewYork-Presbyterian
The University Hospital of Columbia and Cornell

The newsletter for employees and friends of NewYork-Presbyterian • Volume 13, Issue 11 • November 2011

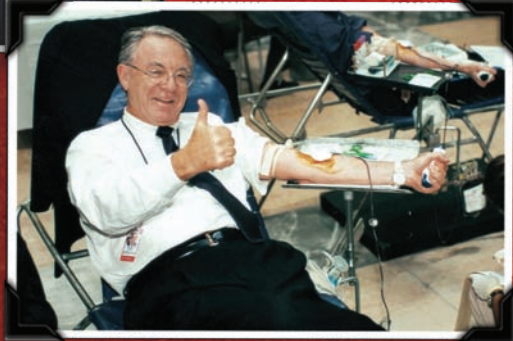
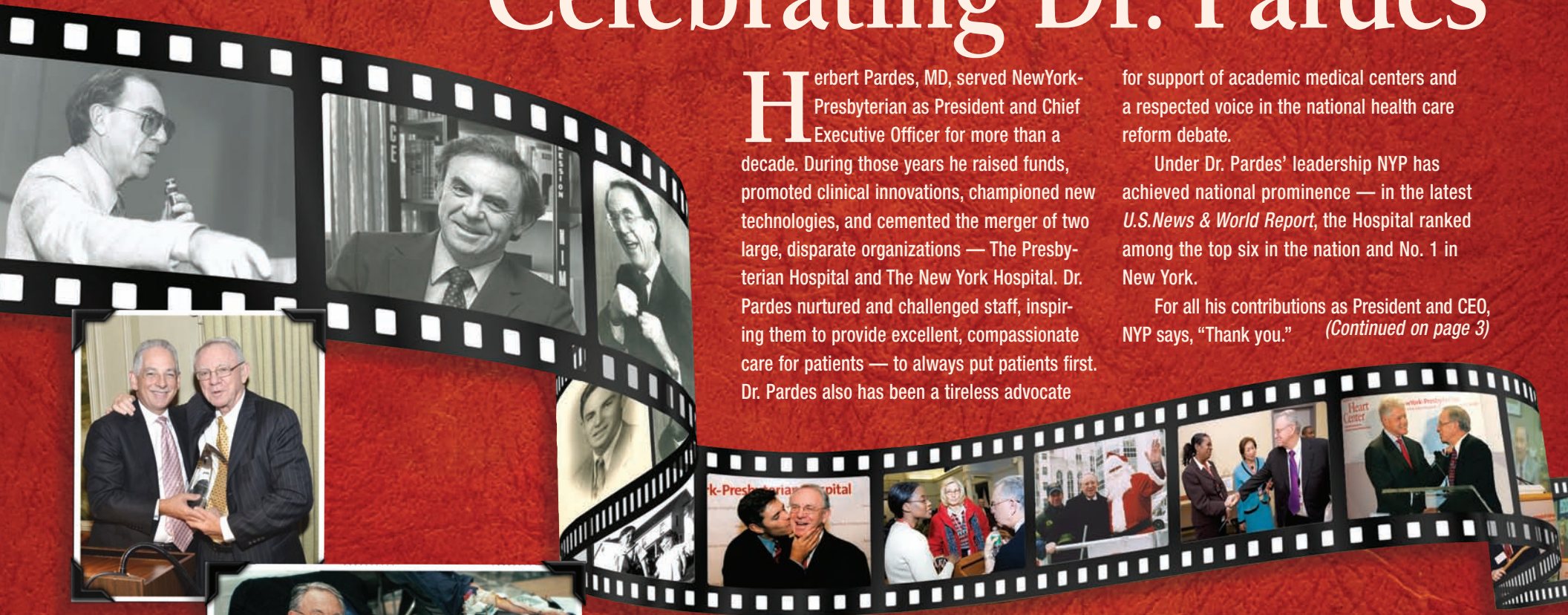
Celebrating Dr. Pardes

Herbert Pardes, MD, served NewYork-Presbyterian as President and Chief Executive Officer for more than a decade. During those years he raised funds, promoted clinical innovations, championed new technologies, and cemented the merger of two large, disparate organizations — The Presbyterian Hospital and The New York Hospital. Dr. Pardes nurtured and challenged staff, inspiring them to provide excellent, compassionate care for patients — to always put patients first. Dr. Pardes also has been a tireless advocate

for support of academic medical centers and a respected voice in the national health care reform debate.

Under Dr. Pardes' leadership NYP has achieved national prominence — in the latest *U.S. News & World Report*, the Hospital ranked among the top six in the nation and No. 1 in New York.

For all his contributions as President and CEO, NYP says, "Thank you." (Continued on page 3)



A Message from Dr. Corwin and Dr. Kelly

Thanksgiving is a time for showing gratitude for the good things in our lives. Now that Dr. Pardes has moved into his new role as Executive Vice Chairman of the NYP Board of Trustees, we want to express our deepest gratitude for his leadership and dedication over the past 12 years, and for all he continues to do for our patients, families and staff.

The photos in this issue tell a powerful story — Dr. Pardes lives and breathes NewYork-Presbyterian. *We Put Patients First* is a mission that Dr. Pardes feels deeply — every patient who seeks treatment at this Hospital deserves the very best care that is possible. Like a tireless cheerleader, Dr. Pardes always urges us to do our very best for the team; and with him behind us, we have.

Dr. Pardes continues to teach by example — about dedication, selflessness, kindness, empathy and hard work. We have all benefited tremendously from having had the opportunity to learn from his example for so many years, and look forward to benefiting from his wisdom in the years ahead. In this season when gratitude is in the air, there is no better time to say “thank you” to Dr. Pardes, for all he has done.

In the spirit of giving thanks, we would also like to thank our Medical School partners — Weill Cornell Medical College and Columbia University College of Physicians and Surgeons — our physicians, nurses, administrators, and the entire staff for working so tirelessly toward our common goal: making NewYork-Presbyterian the very best it can be. We have come so far and, together, we will achieve even greater heights.

Our very best wishes for a happy and healthy Thanksgiving holiday. ■

Steven J. Corwin, MD

Chief Executive Officer
NewYork-Presbyterian Hospital

Robert E. Kelly, MD

President
NewYork-Presbyterian Hospital



Dr. Corwin joined the fun at NYP/Columbia's 20-year Gala.



Dr. Kelly at NYP/Weill Cornell's Physician of the Year event.

Inside This Issue



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NYP on Facebook pg. 5



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CABARET

Benefit Honors Longtime Leaders

The Park Avenue Armory in October was transformed into a cabaret to honor Herbert Pardes, MD, Executive Vice Chairman of NYP's Board of Trustees, and Antonio M. Gotto Jr., MD, DPhil, who will soon be stepping down as Dean of Weill Cornell Medical College. The two men were lauded for their extraordinary leadership of more than a decade, which propelled their institutions into the ranks of the nation's top hospitals and medical colleges.

Broadway star Kelli O'Hara performed at Cabaret, which raised a record \$3.4 million for NYP/Weill Cornell that will support the ongoing work of the Medical Center in patient care, research and medical education.

Beginning in 2012, Dr. Gotto will become Co-Chairman of the Weill Cornell Medical College Board of Overseers and Vice President of Cornell University.

More than 1,000 guests attended Cabaret, which NYP Trustee and Cabaret Co-Chair Charlotte Ford emceed. John and Christy Mack and Sanford and Joan Weill were Cabaret Honorary Co-Chairs. Jeff and Kim Greenberg and Peter and Mary Kalikow also served as Co-Chairs. Mr. Greenberg and Mr. Kalikow are NYP Trustees.



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3

1 John Mack, Chairman of NYP's Board of Trustees (on left), and Dr. Pardes

2 (From left) Dr. Pardes; Dr. Nancy Wexler, Higgins Professor of Neuropsychology, Columbia University College of Physicians and Surgeons; Charlotte Ford; Ellen Corwin; Dr. Steven J. Corwin; Joan Weill; Sanford Weill, Chairman, Weill Cornell Medical College Board of Overseers, and NYP Trustee.

3 Dr. Pardes (left) and Dr. Gotto
4 Broadway's Kelli O'Hara sang popular show tunes.



4

Weill Cornell Medical College Thrives During Gotto Years

As Dean of Weill Cornell Medical College for the past decade and a half, Antonio M. Gotto Jr., MD, DPhil, made physical, financial, academic and scientific changes that transformed the College.

When Dr. Gotto arrived from Baylor College of Medicine in Houston in 1997 — where he was Chairman of the Department of Internal Medicine — the Medical College had few affiliations with other institutions. In many ways, its scope was limited to Manhattan — with little reach into the other boroughs, much less the rest of the state, nation and world. “When I came, the Medical College had a reputation for high-quality clinical work and education, but it had a very small research platform and not much research space,” Dr. Gotto says. “It was financially strapped, and we did not have a large fundraising campaign.”

That has all changed. Today, Weill Cornell has both a greater local and international reach — from New York boroughs and upstate New York to the Qatar campus and an affiliated medical education program in Tanzania.

Weill Cornell also is coming to the end of its \$1.3 billion capital campaign and is anticipating completion, in 2014, of the 480,000-square-foot Medical Research Building that will double its lab space. It has overhauled its medical education curriculum, moving away from a lecture-based model toward student-driven, problem-based learning. It has also strengthened its ties to the Ithaca campus, with the support of Cornell’s cardiologist president, David Skorton, MD.

“I like to think that the relationship and interactions with Cornell University have grown and increased during my tenure,” Dr. Gotto says. “This has been a high priority, and we will have space in the Medical Research Building that is dedicated to joint projects between Ithaca and Weill Cornell.”

An expert in lipid science, Dr. Gotto’s research helped establish statins as a standard of cardiac care. Although he is stepping down as Dean, he’s not retiring; he will work with the incoming Dean, leading physician-scientist Laurie Glimcher, MD, and Dr. Skorton over a three-year transition period, continue his research, and serve as a Cornell University Vice President and as Co-Chairman of the Weill Cornell

Medical College Board of Overseers.

“In time, I hope that we’ll see an academic medical center in the Middle East, stronger relations with Ithaca and with the Methodist Hospital in Houston, with which we are affiliated — and that these initiatives will continue to flourish,” Dr. Gotto says. ■



Dr. Antonio Gotto

A Fervent Advocate for NYP Bids Farewell

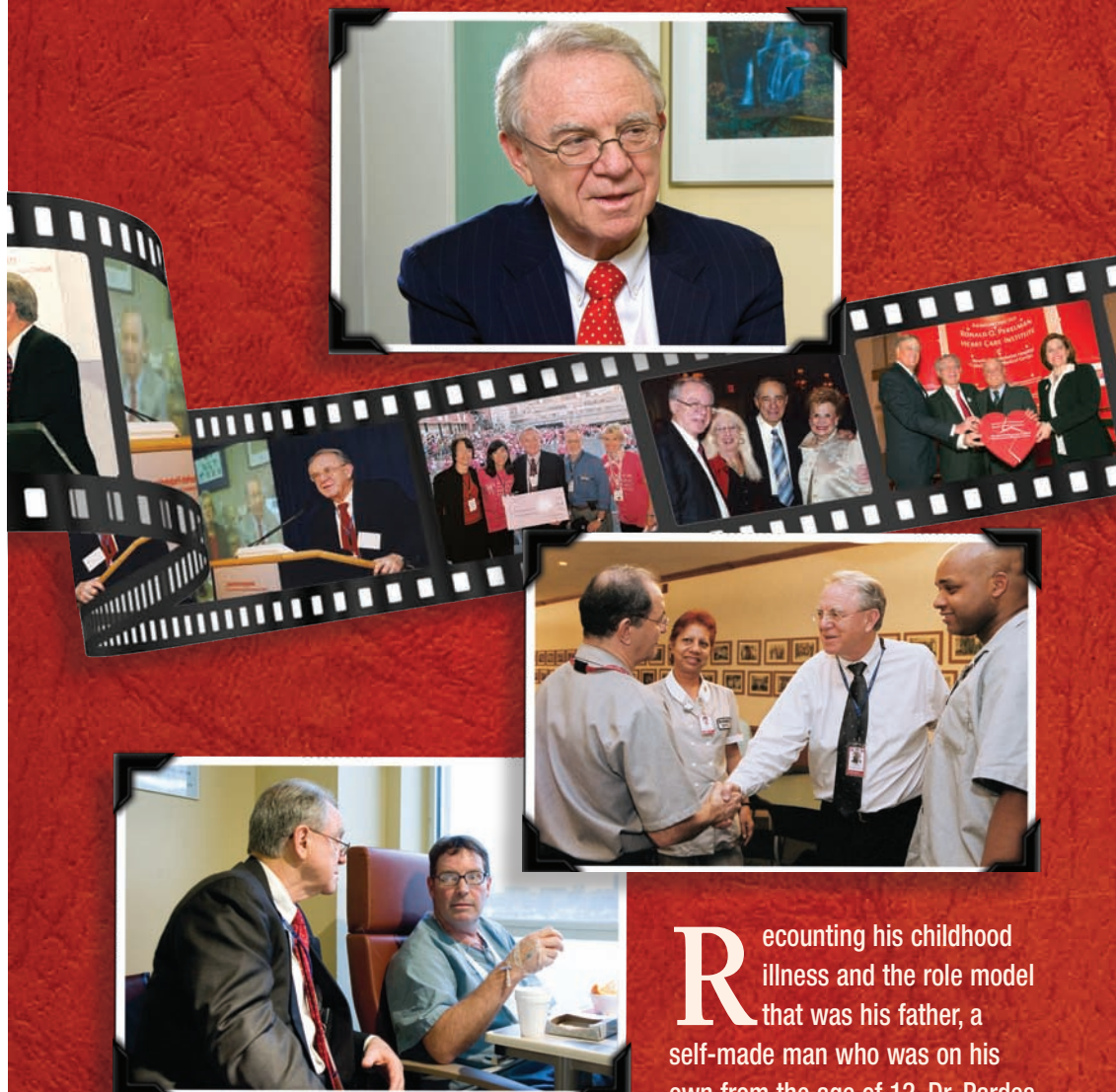
William A. Polf, PhD, Senior Vice President for External Relations at NYP, has retired after more than a decade at NYP and 20 years at Columbia University. Dr. Polf worked tirelessly in the fields of government relations, marketing, public affairs and media, grants, clinical trials, technology business development, community affairs and community health development.

Before coming to NYP in 2000, Dr. Polf led initiatives at Columbia University that resulted in state funding for such projects as the New York State Psychiatric Institute and the creation of the Audubon Biomedical Science and Technology Park, home of New York City’s first successful commercial biotechnology facility. ■



Dr. Polf (center) with Dr. Corwin (on left) and Dr. Pardes at Dr. Polf’s retirement party in October.

Celebrating Dr. Pardes



Recounting his childhood illness and the role model that was his father, a self-made man who was on his own from the age of 12, Dr. Pardes has said, “I emulated my father a

lot. You didn’t complain ... you lived with it. But if you had a chance, you tried to fix it.”

“Trying to fix it” has been Dr. Pardes’ life work, which he will no doubt continue in his new role as Executive Vice Chairman of the NYP Board of Trustees. He recently assumed his new post after serving for more than a decade as President and Chief Executive Officer of NewYork-Presbyterian Hospital and the NewYork-Presbyterian Healthcare System.

A highly regarded psychiatrist, Dr. Pardes has also been Vice President for Health Sciences for Columbia University, Dean of the Faculty of Medicine at Columbia University College of Physicians and Surgeons, and Chairman of Columbia’s Department of Psychiatry; U.S. Assistant Surgeon General; and Director of the National Institute of Mental Health.

Throughout his career, competent and compassionate care of the patient has remained front and center. In countless talks to NYP employees he has spoken for the patient, saying, “When the staff lets you know that they are on your side and they are going to bring every conceivable asset they have to bear on your condition, it makes a difference.”

NYP’s Cabaret fundraiser on October 12, which raised \$3.4 million that will benefit patients, celebrated Dr. Pardes and his Weill Cornell Medical College colleague, Dean Antonio M. Gotto Jr., MD, DPhil, who will soon be retiring. John Mack, Chairman of the NYP Board of Trustees, said of Dr. Pardes, “He is a great asset to this city. He takes on efforts, and he gets them to work. There’s a commitment that Herb has to the patients that strikes me as the most potent solution for taking care of the sickest people.” ■



(Above) The size, design and equipment of Area C of the NYP/Weill Cornell Emergency Department make ED visits more comfortable for patients 75 and older. The area is staffed by (from left) Dr. Alexis Halpern, Assistant Attending Physician; Dr. Marianna Karounos, Geriatric Emergency Medicine Fellow; Dr. Neal Flomenbaum, NYP/Weill Cornell Emergency Physician-in-Chief; Dr. Michael Stern, Co-Director, Geriatric Emergency Medicine Fellowship; and Dr. Caitlin Anderson, Assistant Attending Physician.

(Left) At NYP/Allen Dr. Thuy-Tien Dam (far right) and Geriatric Nurse Practitioner Francisco Diaz worked with Dolores Johnson on a machine that identifies and improves balance impairments.

Caring for the Older Patient

Baby boomers — those born between 1946 and 1964 — have had a huge impact on every facet of life for generations. Now, they are aging, and the health care system must take notice.

“There is a veritable tsunami of older patients coming,” says Attending Physician Michael Stern, MD, referring to the 78.2 million people who began to turn 65 years old in 2011. By 2030, it is expected that one in five Americans will be 65 or older. “Even now, 25 percent of all the patients seen in our ED are elderly, and this percentage is sure to increase,” says Dr. Stern, who is Co-Director of the Geriatric Emergency Medicine Fellowship with Neal Flomenbaum, MD, Emergency Physician-in-Chief at NYP/Weill Cornell. NYP is already providing specialized emergency care for its older patients at NYP/Weill Cornell’s Lisa Perry Emergency Center and through the falls prevention program at NYP/Allen.

Tackling a Preventable Problem

“I fall. We all fall,” says Thuy-Tien Dam, MD, Assistant Attending Physician at New-York-Presbyterian/Allen. “The problem is falling and getting hurt.”

For the elderly, this problem looms large. According to the Centers for Disease Control and Prevention (CDC), one out of three adults aged 65 and older falls each year, and in this age group falls are the leading cause of injury or death. The CDC

views falls as a public health problem that is largely preventable.

To address this problem, the Division of Geriatric Medicine and Aging, based at NYP/Allen, created the SAFE falls program in 2007. It is the first such initiative in the New York City area dedicated to both assessing falls among older adults and to treating injuries that result when falls do occur.

The team — geriatricians, geriatric nurse practitioners and therapists — assess such risk factors as low vision, muscle weakness, cognitive impairment, balance disorders, frailty status and medications. The team takes an interdisciplinary approach to preventing falls, stressing exercise — often classes in fitness and tai chi — and addressing coexisting medical, cognitive, psychosocial and environmental conditions. “We must address the whole person,” Dr. Dam says.

The team also does outreach to ensure that patients live in safe environments. After a patient is assessed in the clinic, a team made up of a physician, a nurse practitioner, and a resident will often do a home visit to evaluate the living situation and possible home hazards. The goal is not only to help prevent falls but also to reduce the chance of injury. “It’s amazing what you see — lots of medications, poor lighting, electrical cords and clutter that may cause adults to fall,” Dr. Dam says. The team proposes steps to increase safety, such as getting rid of rugs or putting safety bars in the bathroom, determining best

medications, and proper resources for the older adult and any caregivers at home.

Minerva Ramirez, 82, has been a patient at NYP/Allen, where she worked with the team. Her daughter, Soraya Feliz, says, “The program is excellent. The staff provide family support and support for the patient. They do follow-up appointments, and they try to be in touch with the patient’s progress.”

“Quiet, Safe and Private”

Six years ago, Dr. Flomenbaum created the first-of-its-kind Geriatric Emergency Medicine Fellowship Program at NYP/Weill Cornell after realizing that every evening there were five or six patients in the ED over 90, or even over 100, and that the majority came from their homes, not institutions. “If their illnesses are rapidly recognized and properly treated, most can safely return to their homes,” Dr. Flomenbaum says.

In 2009, Dr. Flomenbaum designed a new addition to NYP/Weill Cornell’s Emergency Department, now known as Area C. One of his primary goals was to implement key design features and incorporate specific medical equipment to help optimize the care provided to this vulnerable population. Since then, Area C has pioneered new techniques in providing emergency care to patients 75 and older.

In Area C, each patient is treated in a separate, enclosed space that markedly cuts down noise and other stimuli that can cause

agitation. Sliding glass doors with curtains provide privacy when appropriate but also enable nurses to watch patients when necessary. The rooms are large enough to always accommodate more than one friend and family member. A creative floor plan and extensive use of glass walls enable medical staff to see every patient room, as well as one another. Custom-made diurnal LED lighting lets patients be aware of the approximate time of day or night. Special stretchers offer protection from pressure ulcers, and transition-friendly step stools help patients get into and out of bed safely. Solid-colored floors help prevent those with vision problems from becoming disoriented as they might with patterned floors, decreasing the likelihood of falls. Overhead video monitors connected to the Hospital’s cable network offer educational or instructional programs. Area C also is located near Radiology, eliminating the need to travel for tests.

Although Area C is not dedicated solely to older patients, they are given priority if the ED census allows. “We’ve received a lot of positive feedback about the new space,” Dr. Stern says. “Patients are pleased with both the care, and the environment of care and the section’s quietness, safety and privacy are probably therapeutic.”

Says Dr. Flomenbaum: “The goal is ultimately to provide this same type of care to the elderly to all sections of the Emergency Department.” ■

Driven to Protect Drivers' Health

Taxi drivers and their families received free health screenings in September at the 7th annual Taxi Drivers' Health Fair in Washington Heights. The fair was sponsored by NYP's Ambulatory Care Network in collaboration with Columbia University Medical Center and Neighborhood Health Providers.



Milagros Perez, RN, Urgicare Center, Ambulatory Care Network, with taxi driver Luis Liz.

Learning to WIN Over Asthma

Seventy families in Northern Manhattan were honored September 20 at NewYork-Presbyterian/Morgan Stanley Children's Hospital for completing a yearlong asthma education program. It has given them the tools they need to control their child's asthma, preventing acute episodes that can lead to emergency room visits and missed school days. The NewYork-Presbyterian Hospital WIN (Washington Heights–Inwood Network) for Asthma program serves families in Northern Manhattan, where the childhood asthma rate is three times the national average. To date, more than 600 families have participated in the program, and graduates report a 50 percent drop in emergency room visits, a greater than 60 percent drop in hospitalization and a 40 percent drop in school absenteeism. Caregivers also report that they are significantly more confident in their ability to manage their child's asthma after participating in the program.



Families and staff celebrated the completion of the NYP WIN for Asthma Program.

NYP Gets Social with Launch of Facebook and Twitter

NewYork-Presbyterian Hospital launched its official Facebook page in October. Created as a way to engage patients to make informed decisions about their health care, visitors can view videos from the "Amazing Things Are Happening Here" campaign, as well as keep abreast of new services, facilities, programs and other exciting developments at the Hospital. To suggest ideas for posting, please e-mail nypsosocialmedia@nyp.org.

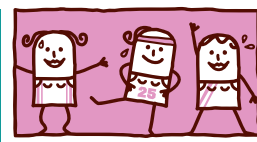
You can also follow NewYork-Presbyterian on Twitter! Catch up with the Hospital's latest news and events, follow physician chats and more.



facebook.com/newyorkpresbyterian



[@NewYork-Presbyterian](https://twitter.com/NewYork-Presbyterian)



volunteers needed

FITNESS TRAINING, DIETARY INTERVENTION, AND COGNITION STUDY AT COLUMBIA UNIVERSITY

This is a research study, not a job.

The Division of Behavioral Medicine at Columbia University Medical Center is seeking participants for an exciting study investigating the effects of fitness training and a dietary intervention on brain activity.

Participants must be:

- Ages: 50-75 years old
- NOT currently exercising
- In good health

Eligible individuals may be asked to consume a cocoa drink twice daily, exercise at a gym, and complete tasks measuring cognition and brain activity during a 12-week period.

Possible benefits include:

- Up to \$400 compensation
- 2 daily cocoa drinks
- Up to 5 months complimentary gym membership at a local gym

If you are interested and think you may be eligible, please contact the Division of Behavioral Medicine at (212) 851-5590.



get your flu vaccine

The best way to protect yourself, your family and our patients against the flu is to be vaccinated.

This year's seasonal flu vaccine, in both injectable and intranasal formulations, is being offered free of charge to NYP employees and physicians at the Hospital's Workforce Health & Safety clinics, onsite locations across campuses, and by Flu Champions on the units. All NYP employees and physicians must participate in the program by getting vaccinated or signing a declination form in Workforce Health & Safety by December 30. For more details, visit the Workforce Health & Safety page on the Infonet.

We Appreciate All You Do

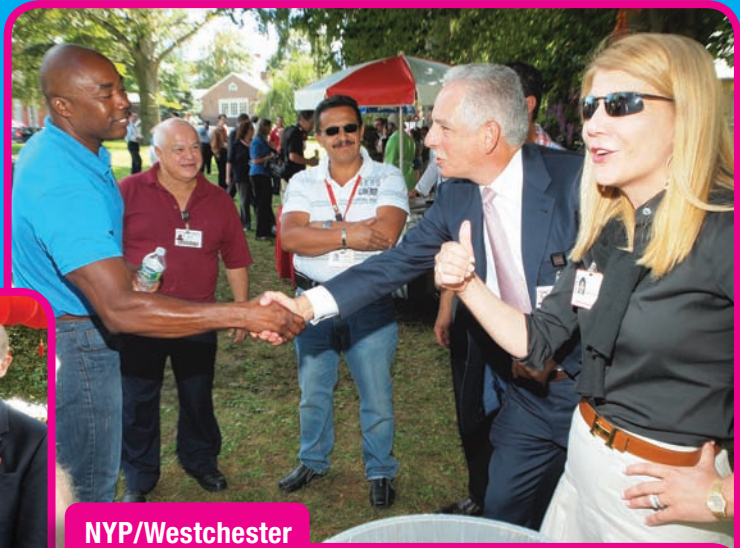
At Employee Appreciation Days in August and September, NYP paid tribute to employees for always putting patients first and for making NewYork-Presbyterian the No. 1 hospital in New York for an entire decade.



NYP/E. 38th Street



NYP/Westchester



NYP/Allen



NYP/7th Avenue





promotions

Human Resources reports the following promotions as of September 30, 2011:

NYP/ACN

Dawn Alexander
Staff Assistant,
Women's Health Svcs
Support

Carmen Kujawinski
Administrative
Assistant, ACN-Exec
Administration



Carmen Kujawinski

Maria Schiaratura

Clinical Nurse Spe-
cialist, CH-Neonatal
Intensive Care



Maria Schiaratura

Karlan Lee

Staff Pharmacist,
Pharmacy-Adminis-
tration

Joshua Leger

Patient Fin Advisor-
Pat Access, Emer-
gency - A

Tawana McNeil

Periop Patient Care
Assistant, Oper Rms
MB-3-4

Danielle Rodier

Asst-Head Occupa-
tional Therapy, Rehab
Medicine Admin -
PM&R

Jennifer Rodriguez

Patient Fin Advisor-
Pat Access, AIDS
Medical Program

Tracey Rodriguez

Analyst-Transplant
Compliance, Lung
Transplant Program

Robert Roman

Lead CT Technologist,
CT Scanning MH-3

Patricia Ryan

Head Occupational
Therapist, Rehab
Medicine Admin -
PM&R

Altagracia Tejada

Clinical Nurse II,
MB-8HN Neurosur-
gery

Shana White

Clinical Nurse III,
MB-8HS Neurology

Marjorie Zayas

Patient Fin Advisor-
Pat Access, Patient
Access Services

Marisa John

Coord-Recruitment,
HR-Employment Ser-
vices



Marisa John

NYP/WEILL CORNELL

Christopher Acebedo
Nurse Practitioner,
NUR-14S MEDSURG
(AM)

Jacqueline Baeza
Staff Nurse-RN,
W&C Health-Post-
partum

Peter Burnett

Project Leader
- HRIS, Human
Resources-HRIS

Francelie St. Fort

Staff Nurse-RN,
Critical Care-Surg
Team



Francelie St. Fort

Richard Gemming

VP-Clinical Bus
Development,
Administration - VP

Megan Gonzalez

Staff Nurse-RN,
NUR-14N BARIAT-
RIC/GI

Tenzin Gyalnang

Sys Hardware Analyst
III - IS, Desktop
Support - East

Lo Jeffries

Admin Mgr-Clin
Svc Line, Service Line
Oncology

Paul Jones

Staff Nurse-RN,
NUR- 5N MED
SURG

Natasha Laroque

Staff Nurse-RN,
NUR-10C/10S
MEDSURG (ONC)

Anthony Medaglia

Dir-Security, Security

Amber Mullins

Analyst-Operations,
Pharmacy

Mark Murray

Project Leader - IS, IT
Technical Services

Rachel Nash

Staff Nurse-RN,
NUR-14N BARIAT-
RIC/GI

Pearce Pedro

Business Assistant-
Periop, Perioperative
Svcs

Michelle Pego

Clinical Manager, OR

Shuyi Pi

Sr Proj Mgr-Int
Infrastructure, OFO
Corporate Engineer-
ing

Dennis Rojas

Prgmr Analyst II - IS,
IT Corporate Systems

Christine Singh

Dir-IS, IT Back Office

John Triculis

Mgr-IS, IT Corporate
Systems

Avani Vaidya

Analyst-Project,
NYPH Revenue Cycle
Admin

Ekta Vohra

Staff Nurse-RN,
NUR-10C/10S
MEDSURG (ONC)

Gwendolyn White

Sys Hardware Analyst
II - IS, Help Desk Svc/
Client Svc

Cynthia Yee

Staff Nurse-RN,
Critical Care-Med
Team

NYP/WESTCHESTER

Olita Day-Berger

Social Worker Adv
Clin, Adult Outpatient
Clinic

Jill Feldman

Social Worker Adv
Clin, Child Outpa-
tient Clinic

Elizabeth Mulhare

Social Worker Adv
Clin, Self-Injurious
Behavior 5N



Elizabeth Mulhare

Hannah Starobin

Social Worker Adv
Clin, Second Chance



NYP/Weill Cornell



NYP/Columbia

NYP/MSCHONY

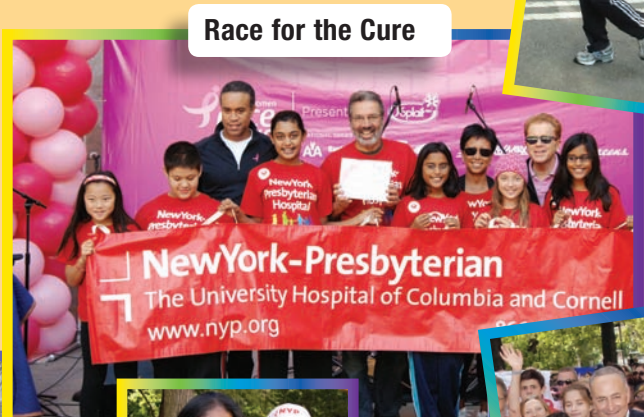


If you know of any promotions that have been omitted, please report them to Human Resources at these numbers: 746-1448 (Weill Cornell); 305-5625 (Columbia).

One Step at a Time



At NewYork-Presbyterian, care for patients often extends beyond the support provided within Hospital walls. Over the past several weeks, employees, often with their families, proudly represented NYP at fundraising walks for causes including breast cancer research, kidney disease and Alzheimer's research.



A New Leader for Facilities



Sharon Greenberger

Sharon Greenberger has joined NYP's management team as Senior Vice President for Facilities Development and Engineering. She was most recently Chief Operating Officer of the New York City Department of Education, helping to manage New York City's 1,700 schools.

Fritz Reuter, NYP's outgoing Senior Vice President, Facilities Development, will con-

tinue to serve the Hospital in an advisory capacity.

Ms. Greenberger brings more than 20 years of urban planning and development, design, construction and operations management experience to her new position. Before joining the Department of Education she served as President and CEO of the New York City School Construction Authority, where she oversaw the modernization of the City's existing school buildings and the design and construction of more than 100 new school buildings.

Earlier in her career she was Chief of Staff for the New York City Deputy Mayor for Economic Development and Rebuilding and Vice President for Campus Planning and Real Estate at New York University, where she oversaw its expansion efforts.

Ms. Greenberger has a B.A. from Wesleyan University and a master's degree in city planning from the Massachusetts Institute of Technology. ■



art show

The 21st Medical Complex Art Show will be on view in the Weill Cornell Medical College Library at 1300 York Avenue through January 31, 2012. It includes paintings, photographs, sculpture, handicrafts and other works of art created by faculty, staff and students of NYP/Weill Cornell, Weill Cornell Medical College and Graduate School of Medical Sciences, Memorial Sloan-Kettering Cancer Center and Rockefeller University. The library is open Monday through Friday from 7 a.m. to midnight, Saturday from 9 a.m. to 8 p.m., and Sunday from noon to midnight.

classifieds



- **FOR SALE:** Pristine, multilevel town-home in move-in condition in beautiful complex in Bedford Hills, New York. Two bedrooms, 1.5 baths. Spacious loft with skylights; renovated kitchen with granite; updated bathrooms; new tiled entryway; bedrooms with soaring ceilings. Central heat and AC. Two-car attached garage, private driveway. Situated on private, quiet street. 45 minutes north of New York City. Asking \$485,000. Call (917) 359-6845.
- **FOR SALE:** One-bedroom, one-bath condo apartment on Riverside Drive in Hamilton Heights area of Manhattan. Completely renovated, prewar home offers high ceilings, hardwood floors, crown moldings, modern kitchen and bath with stainless steel appliances, granite and marble tiles. Priced for quick sale. Please call Alex at (201) 707-9861.



Reaching New Heights in Patient Satisfaction at NYP



Thanks to the efforts of each and every staff member of the NYP team who interact with patients, our overall Patient Satisfaction score in the third quarter of 2011 reached 85.4. This is our best quarterly score ever and only 0.6 away from our target of 86. Many areas throughout the Hospital achieved all-time high scores, and some areas reached the 90th percentile when compared to our peers across the country. The areas highlighted below are leading the way in improving patient satisfaction and should feel very proud of their success.

The key to their success is consistency. Studies in patient satisfaction show that to make sustained improvements we must follow best practices with every patient, every time. Our goal is to create a “culture of always” where patients and families feel cared for, informed, involved and respected in every interaction. Units and facilities that have reached the 90th percentile have mastered this level of consistency. As we enter the fourth quarter of the year, we are in the “home stretch” to reach our goal. We need everyone’s help to hit this target of 86! ■

NYP/Columbia	
Reached 90th Percentile	Achieved All-Time High Score
8GN-Annex	8GN-Annex
7 Hudson South	7 Hudson South
7 Garden South	7 Hudson North
6 Garden South	7 Garden South
6 Hudson North	6 Garden South
5 Garden South	5 Garden South
5 Garden North	Cardiac Cath
Cardiac Cath	Ophthalmology
Ophthalmology	8 Hudson South
9 Garden North	9 Garden North
Hark 10 Floor	9 Garden South
8 Hudson South	Food and Nutrition
8 Hudson North	Infusion Center
8 Garden North Rehab	Outpatient Rehab
McKeen 9 HN and S	Mammo HIP 10 and Avon
	Columbia Inpatient
	Ambulatory Surgery

NYP/MSCHONY	
Reached 90th Percentile	Achieved All-Time High Score
Inpatient Pediatrics	Security
Security	Food and Nutrition
Ambulatory Surgery	6 Tower
4 Tower/8 Central	7 Tower
5 Tower	Endo/Bronc
6 Tower	Sloane Inpatient
OR/PACU	Admitting
Cardiac Cath 3 Tower	Ambulatory Surgery
7 Tower NICU	Admitting
Endo/Bronc	Emergency Department
Environmental Services	Behavioral Health
Ambulatory Surgery	Inpatient Pediatrics
Admitting	

NYP/Weill Cornell	
Reached 90th Percentile	Achieved All-Time High Score
Pediatric ED	Pediatric Emergency Department
2 North	2 West
2 West	4 Central CT
4 Central	8 Central
4 North	10 Central
6 Central	Payson 9 Pediatrics
7 Central	Electrocardiography - Amb Surg
7 North	IV Team
7 South	2 South SICU
8 North	4 South Cardiac ICU
Burn Center	4 West CTICU
10 Central	
10 South	
10 West BMT	
2 South SICU	
2 South West NICU	
4 South Cardiac ICU	
4 West CTICU	
5 South MICU	
14 North	
14 South	
Environmental Services	

NYP/Westchester Division	
Reached 90th Percentile	Achieved All-Time High Score
2 North	2 North
6 North	4 North
4 South	6 North
5 South	Psycho-Social Rehab
Building Services	2 South
	4 South
	6 South
	Food and Nutrition
	Evaluation Center
	Building Services
	Social Work
	Language and Cultural Sensitivity
	Pastoral Care

NYP/Allen	
Reached 90th Percentile	Achieved All-Time High Score
Allen Inpatient	Allen Inpatient
2 Field West	2 River East
2 River East	2 River West
2 River West	Food and Nutrition
3 River West	

NYP/Ambulatory Care Network	
Reached 90th Percentile	Achieved All-Time High Score
CU Allen	CU Allen
WC Wright Center	CU Rangel
WC Chelsea	CU Audubon
	CU Hem Onc
	VC-3
	VC-10
	HP6 CSS
	Pediatrics Outpatient Behavioral
	Adult Outpatient Behavioral
	WC HT-5 Women’s
	WC Wright Center
	WC Chelsea

Do you have an idea for how to make NYP better for patients or employees? E-mail your suggestion to makingitbetter@nyp.org.

NOTE: The areas listed above in the “Reached 90th percentile” columns had a mean score at or above the 90th percentile for the months of July, August or September. The areas listed above in the “All-Time High” columns had a mean score for the months of July, August or September that was at a monthly all-time high.

NYP Tech Innovations Recognized by InformationWeek Magazine



NewYork-Presbyterian is ranked 23rd on the 2011 *InformationWeek 500* — the magazine's annual list of the top technology innovators in the United States — and is the second highest ranking hospital in the nation.

"Information technology is increasingly central to what we do," says Aurelia Boyer, Chief Information Officer at NewYork-Presbyterian Hospital. "By aggregating and communicating critical medical information to clinicians quickly and securely, IT helps us ensure that patients get the very best care possible. At the same time, we are bringing health information directly to patients, giving them the means to manage their own personal health record online."

This personal health record, available at myNYP.org, allows patients to select and store personal medical information generated during their doctor and hospital visits and is part of a larger effort to create a completely connected health care system, from hospital to community, with the patient at the center. As another example, the NewYork-Presbyterian Regional Health Collaborative is using IT to link providers and coordinate care for patients in Washington Heights and Inwood. A new study in the journal *Health Affairs* reports that the project is helping reduce unnecessary ER visits and hospitalizations related to diabetes, asthma and congestive heart failure.

The *InformationWeek 500* rankings are unique among corporate rankings as they spotlight the power of innovation in information technology, rather than simply identifying the biggest IT spenders. Additional details on the *InformationWeek 500* can be found online at www.informationweek.com/iw500. ■



HERCULES

is a key Hospital-wide initiative that is helping us find opportunities to become more efficient and enhance our revenue, in order to meet the challenges of health care reform while continuing to provide the highest-quality, most compassionate care and service to our patients. ■

A Mighty Response to Health Reform

Designed to meet the challenges of health care reform by finding opportunities to reduce costs, while maintaining our commitment to *We Put Patients First*.

Early Mobilization of Critically Ill Patients

THE HERCULES Length of Stay (LOS) team is focused on reducing the amount of time our patients stay in the Hospital to create additional capacity for more patients. One of the ways to reduce LOS and also have a clinical benefit for our patients is by keeping them physically active. Physical activity is important for critically ill patients; mobility affects the way they respond to care while in the Hospital. "Research shows that physical activity improves patients' mobility and functional independence, even after their hospitalization," says Kate Pavlovich, the Quality Improvement Manager working on this initiative. Using an evidence-based approach developed at Johns Hopkins Medicine, the LOS team has undertaken a project to mobilize critically ill patients at both NYP/Columbia and NYP/Weill Cornell in specific Intensive Care Units (ICUs). Moving arms and legs, sitting on the side of the bed, and walking are all proven to help patients — even those breathing with mechanical assistance — under the right circumstances. In addition to reducing the risk of ICU-associated adverse events such as pressure ulcers and sedation-associated delirium, mobility also helps patients return more quickly to such activities as caring for their personal hygiene and dressing themselves. In addition to higher quality of care and better outcomes, a quicker recovery will lead to reduced length of stay in both the ICU and throughout the patient's hospitalization. Specifically, through this project, the LOS team has proposed to reduce the number of patient days by 3,975. This will create additional capacity for the Hospital to treat critically ill patients.

Suzanne Boyle, RN, DNSc, VP, Patient Care Services, and Dan Brodie, MD, Attending Physician, are supervising the mobilization effort. Ernesto Perez-Mir, RN, is leading the team of nurses; physicians; pharmacists; and physical, occupational and respiratory therapists at the unit level who will implement the initiative over the next few months. ■



Share Your Ideas



We need everyone's help, so please share your project ideas with your manager or e-mail them to hercules@nyp.org.



■ **November 14** — NYP/Weill Cornell's Epilepsy Center will have information tables from 11 a.m. to 2 p.m. in the Helmsley Lobby, 505 East 70th Street, to offer information on first aid for seizures, seizure safety, and sports and epilepsy.

■ **November 14** — The Women At Risk Laurie Bass Sklaver Annual Symposium will address lifestyle and wellness choices — including diet, lifestyle modifications, and complementary therapies and standard treatments — for women at high risk for or with breast cancer. Refreshments will be served at 5:30; the program will take place from 6 to 8 p.m. at the UJA Federation of New York, 130 East 59th Street (Park and Lexington Avenues), 7th floor conference center. Reservations are required; call (212) 305-5917. Admission is free; seating is limited.

■ **November 15** — NYP/Weill Cornell's Epilepsy Center will have information tables from 11 a.m. to 2 p.m. in the 525 East 68th Street cafeteria exit (basement level) to offer information on first aid for seizures, seizure safety, and sports and epilepsy.

■ **November 16** — The annual dinner of the NYP/Columbia Society of the Alumni — NYP physicians who completed their internships and residencies at the Medical Center — will take place at the New York Athletic Club (180 Central Park South). Cocktails at 6:30 p.m., dinner at 7:30 p.m. Peter W. Carmel, MD, President of the American Medical Society, will speak. Walter Berdon, MD, Special Lecturer, and Mark A. Hardy, MD, Director Emeritus and Founder, Renal and Islet Transplantation, will be honored. To learn more, contact Tamiko Collier at (212) 342-0954 or at alumnisociety@nyp.org.



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.



Benefits Corner



ANNUAL BENEFITS ENROLLMENT

The 2012 Annual Enrollment period for NYP benefit-eligible employees ends on Monday, November 14, 2011. The benefits you choose during the enrollment period will be effective January 1 through December 31, 2012.

NEW BENEFIT ID CARDS

Benefit-eligible employees and family members may be receiving new medical and dental ID cards as a result of changes to the benefit plans effective January 1, 2012. These new ID cards will be issued in December and mailed directly to the home address of employees affected by these changes.

Benefit plan changes requiring new medical or dental IDs include:

- Empire BlueCross BlueShield — The PPO plan will be replaced by the POS plan.
- Aetna Active and Passive dental plans are being consolidated into an Aetna PPO plan.
- Empire Managed Care Dental is being eliminated.
- Co-payments for office visits to physicians will be based on salary levels.

It is important to make sure your home address on file with NYP is up-to-date so that you can receive your new ID card(s).



HOME ADDRESS UPDATES

Please be sure to look at your paycheck to see if your home address is correct. If not, you can update your home address through *Employee Self Service*. To find out how to change your home address, go to the NYP Infonet. Click on *Employees*, and under *Quick Links*, select *Your Human Resources Site*. Under *HR Support Services*, click *HRIS*. You will find the easy-to-follow instructions for *How to Change Your Address* in the *Employee Self Service* section.

INFOARMOR VOLUNTARY BENEFIT

NYP offers a voluntary benefit, InfoArmor, to protect against identity theft. This benefit provides comprehensive identity monitoring with a tracking system focused on rapid detection of security concerns, fraudulent behavior and identity theft.

InfoArmor is available at a discounted price to all NYP benefit-eligible employees and their dependents. For more information, go to www.InfoArmor.com/NYP.

Employee Activities



DISCOUNT TICKETS

Hospital gift shops now sell movie tickets, gift cards and postage stamps. Tickets for theater and sporting events are accessible on the sites listed below and the *Employees* page of the Infonet by clicking on *Discounts & Perks* under *Quick Links*.

ACCESSING DISCOUNT TICKETS MOVIE TICKETS

As mentioned above, discounted AMC movie tickets can be purchased at your site's gift shop.

SPORTS AND FAMILY ENTERTAINMENT TICKETS

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.

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

NEW: Radio City Music Hall "Showvite"

Special offer for NYP employees. Tickets start at \$40. Order tickets online at: showvite.info/Axl. Enter Code: **christmas**

A \$4.50 facility fee is included in the price of each ticket. You can choose to have tickets printed via Ticket Fast or to be left at the Radio City Music Hall Box Office. If your party wishes to sit together, all tickets should be ordered on one order form.

Tickets are subject to availability. This offer is not valid on previously purchased tickets.

If you have any questions, contact Keith Laxman at (212) 631-5266 or keith.laxman@msg.com.

EMPLOYEE DISCOUNTS

Paul Labrecque Salon & Spa

Paul Labrecque Salon & Spa is offering a 10 percent discount to NYP employees on full hair salon services, facials, manicures/pedicures, makeup, massage therapy and men's grooming.

Stop by any of its three locations and present your NYP ID to take advantage of the discount:

171 East 65th Street (The Chatham) between Lexington & 3rd Avenue (212) 988-7816

160 Columbus Ave (inside Reebok Sports Club/NY) between W. 67th & W. 68th Streets (212) 988-7816

66 East 55th Street (inside CORE Club) Between Park & Madison Avenues (212) 988-7816

Log on to www.paullabrecque.com for more information.



From You Flowers

From You Flowers is offering a 20 percent discount to NYP employees on all regularly priced

floral and gift items. You can choose from any of their florist-designed arrangements, all available nationwide for same-day delivery. The discount is also valid on its entire new line of award-winning cookies, cakes and brownies.

Visit the From You Flowers website at www.fromyouflowers.com/nyph, or call (800) 838-8853 and mention code **1036**.

GREEN PAGES CONTACT INFORMATION



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NYPress is published by the Office of
Public Affairs.

20th
Year
Gala

**20 Years or More
and Going Strong**

At parties held this fall in the Grand Hyatt Hotel's Empire Ballroom, employees who have worked for NYP for 20 years or more — including some who have passed the 50-year mark — celebrated their long-term relationships with the Hospital. Senior leaders joined them for dinner, dancing, recognition and expressions of thanks. "You make the Hospital shine," one said. "Enjoy tonight; it's all about you."



NYP/Weill Cornell/Westchester

