

WINTER 2014

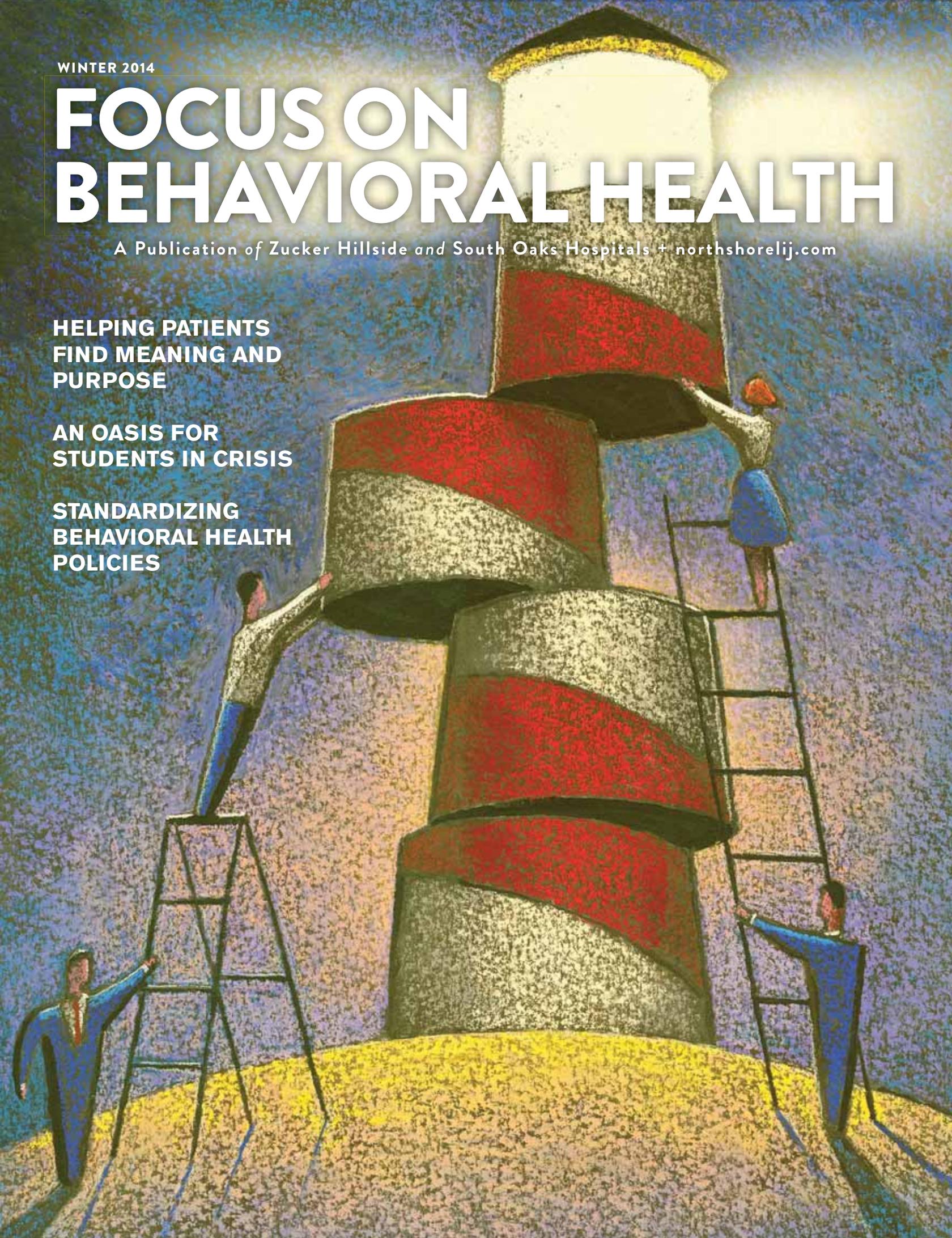
FOCUS ON BEHAVIORAL HEALTH

A Publication of Zucker Hillside and South Oaks Hospitals + northshorelij.com

**HELPING PATIENTS
FIND MEANING AND
PURPOSE**

**AN OASIS FOR
STUDENTS IN CRISIS**

**STANDARDIZING
BEHAVIORAL HEALTH
POLICIES**



Collaborating to Standardize Evidence-Based Policies

North-Shore LIJ's Behavioral Health Collaborative Care Council (CCC) has a clear mission: to standardize behavioral health policies across the health system. Since these efforts began earlier this year, the council has tackled issues that affect everyone's safety and influence patient outcomes.

"Standardizing policy is important," said Christine Moran, RN, vice president of behavioral health services at South Oaks Hospital. "Just as the aviation industry uses standardized checklists to ensure everyone follows the same procedures for utmost safety, we are working to create policies that reflect the best practices in our field."

Ensuring that policies are evidence-based and relevant is paramount, said Marybeth McManus, RN, chief nursing officer and associate executive director of patient care services at The Zucker Hillside Hospital. "When we examine a policy, we review industry-based literature, consider clinical expertise and gather staff input," she said.

Shared Voice

Each North Shore-LIJ behavioral health unit has a CCC that meets monthly. Each council includes a range of service providers, such as physicians, nurses, social workers, behavioral healthcare workers, psychiatric rehabilitation therapists and unit receptionists. A systemwide Behavioral Health CCC includes participants from each of North Shore-LIJ's 10 behavioral health sites. The structure of this centralized council facilitates shared governance and promotes communication and exchange of ideas throughout the service line.

"Two heads are always better than one," said Ms. Moran. "When we discuss issues together, creativity happens. Anyone

throughout the health system can have a great idea. We are open to them all."

Besides standardizing policies, the Behavioral Health CCC works on such issues as staffing levels, professional practice and clinical quality through two working groups. As representatives from North Shore-LIJ's two psychiatric inpatient facilities — Zucker Hillside and South Oaks — Ms. Moran and Ms. McManus each chair a working group representing five behavioral health sites.

Policy standardization is a big issue with many different facets, and using working groups is the most efficient and effective way to break down the issues and make real progress, according to Ms. McManus.

During monthly meetings, working group participants gather input from staff members at their respective hospitals, then share that feedback during quarterly meetings with the centralized Behavioral Health CCC. This system gives every North Shore-LIJ employee an opportunity to weigh in on health system policies, said

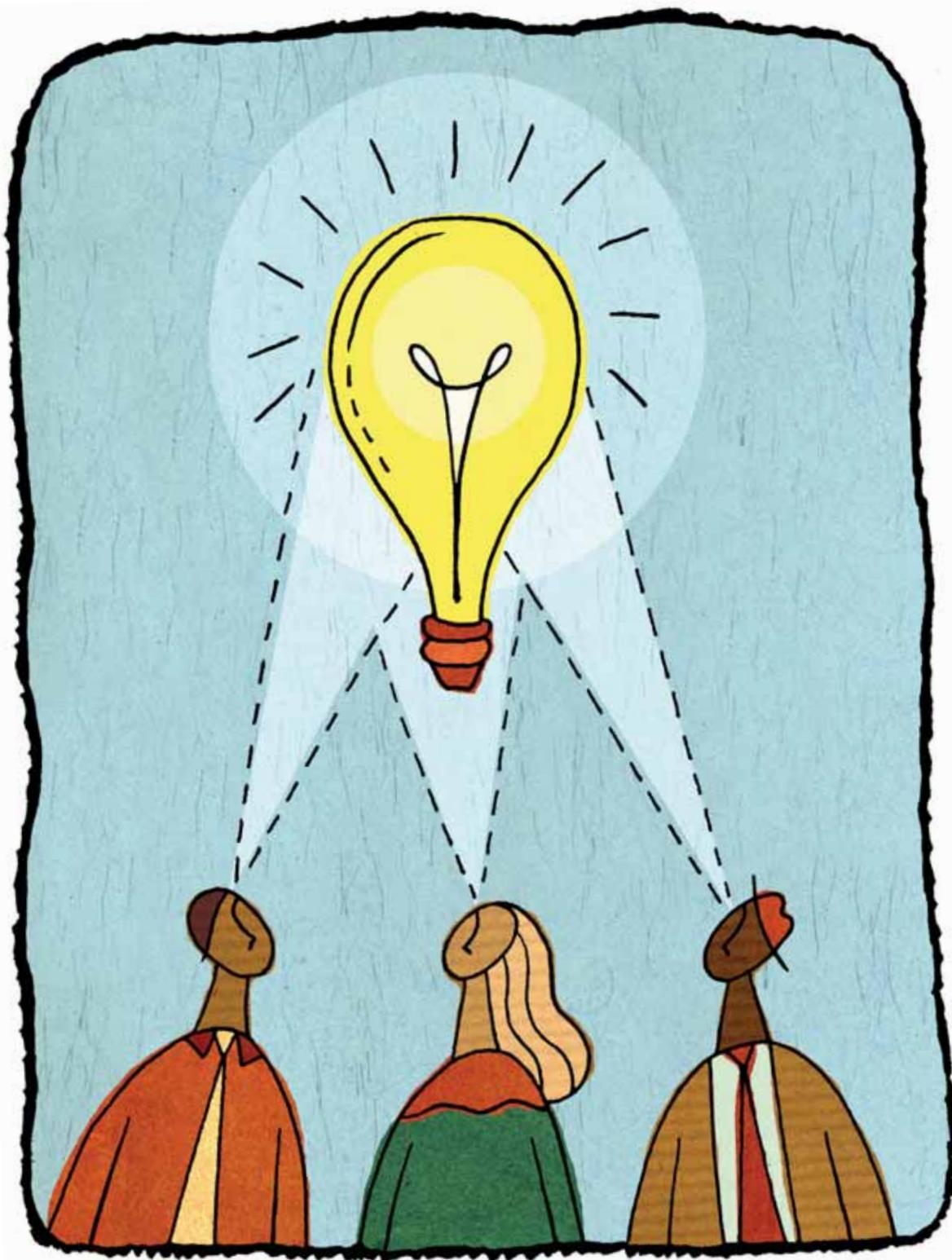
Ms. McManus, who added, "As a result, policies are formed with a 'bottom-up' rather than 'top-down' model."

Besides collecting staff feedback and exploring evidence, the working groups consider how to effectively apply practices across the diverse North Shore-LIJ Health System. After discussions between the groups, the chairs of the working groups develop a collective recommendation, which is then brought to the larger Behavioral Health CCC.

Making Change

Beginning in March 2013, the working groups tackled their first policy issue: how to best care for the aggressive patient. "This policy is especially important because it directly affects everyone's safety," Ms. Moran said. Working groups considered how to train staff, ways to prevent and reduce aggressive behavior and how to involve the family in calming the patient. Within six months, the groups formed recommendations for the Behavioral Health

"Many of our hospitals have different policies for observing patients," said Ms. Moran. "But we don't want to stick to a policy because 'it's always been done that way.' Rather, we want to standardize policies based on clinical evidence."



CCC to submit to North Shore-LIJ administrators to be considered for implementation across the health system.

“With such a large health system, changes can take time,” said Ms. McManus.

Next up for the working groups: a policy for observing patients who are at risk of harming themselves or others, which will

include determining best practices for staff allocation and timing.

“Many of our hospitals have different policies for observing patients,” said Ms. Moran. “But we don’t want to stick to a policy because ‘it’s always been done that way.’ Rather, we want to standardize policies based on clinical evidence.”

Nevertheless, Behavioral Health CCC members understand that their field is subjective and has many variables. “What’s important to remember is that even though we are standardizing our policies, we continue to provide individualized care,” said Ms. Moran.



New Psychiatric Unit Specializes in College Students in Crisis

Undergraduate and graduate college students affected by serious behavioral health issues find specialized help.

The Zucker Hillside Hospital's new Behavioral Health College Partnership works with 23 affiliated colleges and universities — including St. John's University and Adelphi University — to address behavioral health crises on campuses through emergency protocols, enhanced school/hospital communication and specialized evaluation and treatment.

“Since 1994, the rate of college students hospitalized for psychiatric reasons has tripled,” said Laura Braider, PhD, director of the partnership. “This program provides extraordinary emergency processes to assess and treat acute psychiatric illness in students.”

Collaborative Care for Students in Need

The Behavioral Health College Partnership offers unique and age-appropriate programs dedicated to meeting the needs of students and their families. When a stu-

dent needs immediate help because of suicidal or homicidal thoughts, psychosis or a drug reaction, affiliated schools follow established protocols. North Shore-LIJ's Center for Emergency Medical Services will arrange for ambulance transport to the LIJ Emergency Department when necessary. Once students arrive, psychiatrists assess the need for admission to Zucker Hillside's new 20-bed inpatient unit. With the student's permission, consultations with school personnel and/or parents inform the decision.

“It's a real collaboration that engages all interested parties,” Dr. Braider said. Length of stay is usually between four to seven days. A critical focus addresses successful re-entry to the university setting.

Helping Students Take Next Steps

“Persisting symptoms, even if they're less apparent after treatment, can still compro-

mise academic and social performance,” Dr. Braider said. “Students feel vulnerable about their futures and naturally want to return to campus immediately. So we work closely with unit staff to foster student and family recognition and acceptance of what has happened in order to strategize about safest next steps. Sometimes a short-term delay equals long-term success.”

The partnership offers transitional post-hospitalization outpatient treatment. Ongoing therapy in concert with student counseling centers is also available.

LEARN MORE

Call **718-470-8049** to learn more about psychiatric services offered through the program. All calls are confidential and handled by staff with college student expertise.



Support Groups

The Zucker Hillside Hospital hosts a variety of support groups, including the following:

The hospital hosts NAMI (National Alliance on Mental Illness) Queens/Nassau monthly meetings with guest speakers, including a Sharing and Caring support group. Family-to-Family classes are held in the spring and fall at various locations. Support groups for those with bipolar disorder meet twice monthly in

the Ambulatory Care Pavilion, and for those with anxiety/depression twice a month in the Kaufmann Building. Learn more at namiqn.org or **516-326-0797**.

The Consumer Support Network offers social support especially for Zucker Hillside patients. Meetings take place from 11 a.m. to noon and from 3 to 4 p.m. on Tuesdays and Wednesdays. Call Vivian Weiser, program coordinator, at **718-470-8244** to learn more.



New Medical Director Brings Health System Experience to South Oaks Hospital

Tina Walch, MD, is the recently appointed medical director of South Oaks Hospital in Amityville. Dr. Walch earned a Master of Public Health degree in infectious disease epidemiology from Yale University and a medical degree from Michigan State University.

“South Oaks has a rich and interesting history of providing exceptional patient care,” Dr. Walch said. “It has strong leadership and many unique programs. My goal is to help South Oaks thrive in this rapidly evolving healthcare landscape. I believe the support of a large health system like North Shore-LIJ will further benefit the hospital.”

A Long History with the Health System

In 1994, Dr. Walch joined The Zucker Hillside Hospital as an inpatient psychiatrist and went on to hold various positions during her 19-year tenure at the hospital. Her past positions included physician in charge of quality management and director of the Perinatal Psychiatry Center — a service line she created (see sidebar, lower right). From 1997 to 2013, Dr. Walch served as Zucker Hillside’s director of adult ambulatory care services.

“I hope to use my relationships with health system colleagues to serve as an advocate for South Oaks as the hospital contributes to and adopts systemwide policies and practices,” Dr. Walch said.

Shared Focus, Complementary Services

Already, South Oaks is contributing to the North Shore-LIJ Health System behavioral health service line by serving — along with Zucker Hillside — as one of the system’s two freestanding inpatient psychiatric hospitals. South Oaks provides many complementary services to Zucker Hillside.

“South Oaks provides important diversity in inpatient service areas including pediat-



rics, geriatrics, inpatient detox and rehabilitation, and more,” Dr. Walch said. “With my background in ambulatory services, I hope to further develop the existing outpatient care at South Oaks as well.”

“I hope to use my relationships with health system colleagues to serve as an advocate for South Oaks.”

While South Oaks and Zucker Hillside are two distinct facilities, Dr. Walch believes their shared focus and expertise are mutually beneficial. In the short period since South Oaks joined the health system in 2012, Zucker Hillside has called on South Oaks to help accommodate extra psychiatric inpatient admissions, providing a tremendous benefit in patient flow.

“Together, South Oaks and Zucker Hillside are poised to bring a very interesting mix of services to the behavioral health community,” Dr. Walch said.

Zucker Hillside Conference Explores Perinatal Psychiatry

The Zucker Hillside Hospital recently hosted Perinatal Mood Disorders: Components of Care, a conference that provided knowledge and skills to help healthcare professionals assess perinatal mood disorders and risk factors; diagnose prenatal and postpartum depression, anxiety, panic, obsessive compulsive disorder, bipolar disorder and psychosis; and develop treatment plans including self help and medication.

Speakers included Birdie Gunyon Meyer, RN, chair of education and training at Postpartum Support International; Tina Walch, MD, who founded Zucker Hillside’s Perinatal Psychiatry Center; Lisa Testa, PhD, coordinator for Zucker Hillside’s Perinatal Psychiatry Center; and Sonia Murdock, executive director of the Postpartum Resource Center of New York.

See the next issue of *Focus on Behavioral Health* to learn how Zucker Hillside is leading developments in this treatment area.



Helping Patients Find Meaning and Purpose

Behavioral health issues can impact almost every aspect of life. Although effective treatment is important, so is overcoming obstacles related to the illness. Experts at The Zucker Hillside and South Oaks hospitals believe that care and support do not end beyond the hospital walls. Through extensive rehabilitation and vocational services, these facilities are helping patients throughout the region transition back into the community and live fulfilling lives.

“People with disabilities have the same goals as anyone else — they want to be productive and self-sufficient, and contribute to society in a meaningful way,” said Carmine DeSena, licensed mental health counselor and director of psychiatric rehabilitation at The Zucker Hillside Hospital. “By helping patients reach their life goals, it changes their story. They are no longer defined by their disability.”

“We often identify who we are by what we do,” said Teri Nugent, director of vocational rehabilitation and school-based services at the Career and Educational Counseling Center (CECC) at South Oaks. “By helping individuals ages 12 through senior adulthood with and without disabilities reach and maintain their vocational goals, we help them find their place. The positive outcomes that come from their enhanced preparation increase self-esteem and support all phases of transition and recovery.”

Rehabilitation specialists — including licensed mental health counselors, certified rehabilitation counselors and job coaches — work with patients who are returning to the community following treatment for a behavioral health problem or addiction, transitioning from school to the workforce, or seeking new employment or a career change. Transitional services include vocational and education testing, résumé preparation and interview skills, job placement, and group support and life skills. Patients get services tailored to match their goals.

Reaching Long Island’s Youth

Nearly 20 years ago, South Oaks vocational and rehabilitation specialists recognized that many Long Island students with disabilities did not have the necessary skills or preparation to build independent, productive lives when they graduated to the adult system. As a result, South Oaks

“All of us feel better when we are giving back to society,”
Ms. Nugent said. “People with disabilities are no exception. Our services afford countless individuals the opportunity and assistance to build independent, fulfilling lives.”

began working with local school districts in Nassau and Suffolk counties to develop programming that encompasses life skills training, job coaching, assessments, vocational services and work readiness skills for students with disabilities.

Today, the CECC works with 15 Long Island school districts and consults on a variety of initiatives with other districts.

“Our curriculum meets the unique goals of each district and the individual students accessing our services,” Ms. Nugent said. “Our continuous work with the districts has enabled us to be creative in developing a toolbox of approaches to assist students in developing their skills. We collaborate with school districts to offer field trips, money management programs and travel training using local public transportation.”

The CECC staff also supports youth who have not had exposure to employment by providing internships and job coaching when they graduate high school.

“The first job is often the cornerstone to gaining valuable prevocational skills that are building blocks to future career options,” said Ms. Nugent.

Helping Adults Integrate Back into the Community

For the past 35 years, experts at Zucker Hillside have strived to improve the lives of those recovering from psychiatric illness.

“Many people have lost hope that they can lead the life they want to live,” said Mr. DeSena. “Part of our mission is to go out into the community — to other psychiatric hospitals, day treatment programs and advocacy groups — to engage these individuals and make them aware that recovery options are available.”

Ms. Nugent added, “The CECC staff is committed to providing guidance, edu-

cation and advocacy to help participants achieve vocational and educational goals and develop the knowledge and skills to make a smooth transition into the working community.”

Laying the Foundation: Identifying Goals

Adult vocational rehabilitation counselors conduct an in-depth assessment of each patient’s interests, abilities, competencies, education level and more. This comprehensive evaluation helps patients identify vocational goals. “Often, individuals with disabilities are not aware of what their strengths are or what assets they can offer a potential employer,” said Ms. Nugent.

Next, rehabilitation specialists help patients map out steps to achieve their goals. “For some, this may mean going back to school,” Mr. DeSena said. “For others, it may mean entering the workforce in a particular field. It is a personal choice. Our program is entirely patient-driven. We give them the tools and resources to help make those important decisions and take the steps to be successful.”

Placement Services

Once a patient chooses a path, Zucker Hillside’s placement program, Sign-On Village in Queens, helps find additional training or an internship opportunity to gain experience. Nassau Day Training, the Nassau County counterpart to Sign-On Village, offers similar services.

For those ready to enter the workforce, counselors provide intensive job placement services such as identifying appropriate job matches, preparing résumés, helping the



patient fill out online applications, role-playing employment interviews and much more.

“The job market is very fluid and we help patients navigate this ever-changing environment,” explained Mr. DeSena. “We prepare individuals up front so they are successful in finding and maintaining quality work.”

Employment Lifeline

Once a patient gets a job, Zucker Hillside’s rehabilitation team provides ongoing employment support. This may involve accompanying the patient to the workplace to help overcome any challenges. However, most patients prefer to meet with their job coach off-site to discuss any issues.

“We are our patients’ community lifeline,” said Mr. DeSena. “It’s important for us to see them and make sure they are OK.

If they have a problem, we’re going to help them solve it — whether it is finding a new apartment, figuring out employee benefits or securing child care. We do what is necessary to help them succeed.”

Synergy of Services

Zucker Hillside and South Oaks work to provide comprehensive rehabilitation services to the region. Also, the New York State Office of Persons with Developmental Disabilities recently approved South Oaks to broaden its adult employment services.

“All of us feel better when we are giving back to society,” Ms. Nugent said. “People with disabilities are no exception. Our services afford countless individuals the opportunity and assistance to build independent, fulfilling lives.”



Ropes Course Offers Novel Approach to Personal Insight

Since the beginning of the Challenge Activities Ropes Experience (CARE) at the Long Island Home — South Oaks' parent organization — in 1994, thousands of individuals have visited the state-of-the-art outdoor adventure course, which features an array of ropes, walls, beams, ladders, poles, zip lines and other specialized equipment. There is also a smaller, indoor course, which allows the program to operate year-round.

This innovative therapeutic approach helps participants develop confidence, trust, communication and teamwork. Participants — who are outfitted in a harness hooked to a system of ropes, cables and pulleys — work in peer groups facilitated by trained healthcare professionals.

Adventure-Based Model

The CARE program follows an adventure-based model of experiential learning. Participants range in age from 8 to older than 60. Most are enrolled as part of a community group or behavioral health treatment program. Children and adolescents come from school classes, sports teams, youth groups and patient treatment groups (including preadolescent residential treatment, adolescent residential treatment and adolescent day treatment). Adults come from corporate teams and patient treatment groups, including adult chemical dependency inpatient programs, adult day treatment, intensive outpatient services and vocational services.

Upon completing the course, group members process their experiences through discussion, evaluation and analysis with help from a facilitator.

Project CARE for Youth

Project CARE is the arm of the program serving children and adolescents. Karen Braune, a physical education teacher at Riverhead High School, has used Project CARE for almost a decade. Each year, she



South Oaks' CARE course attracts participants of all ages, from student groups to corporate teams.

brings a large group of high school students to the course for a half-day field trip.

"It's a tremendous opportunity to have a facility like this located nearby," Ms. Braune said. "The staff accommodates the students and challenges them in as many ways as possible."

Learning the Ropes

"In full-day or half-day adventure experiences, the CARE program helps individuals learn by doing," said Cindy Ryan, CARE program coordinator. Each group benefits from activities tailored to their needs and goals. The daily schedule is divided into four main segments:

“No one is ever forced to do anything he or she is not ready to do,” Ms. Ryan said. “We challenge and encourage as a group, but we also respect individuals’ decisions about how far they want to go.”

Introduction. “First, we explain the program and outline the safety guidelines,” Ms. Ryan said. “We also begin developing skills such as communicating, solving problems, identifying individual strengths and working as a team.”

Low elements. Next, the group moves to lower pieces of equipment that don’t require a safety harness. In one activity, for example, each group member scales a 14-foot vertical wall. The first has no one at the top of the wall to lend a hand, and the last has no one at the bottom to offer a boost. “To get everyone over, the group must strategize effectively and support each other, physically and emotionally,” said Ms. Ryan.

High elements. Eventually, the group moves to higher pieces of equipment. In one activity, two group members climb to a platform at the top of a tall tower. Then a staff member tethers the pair together in a tandem zip line. The activity focuses on helping partners determine how best to help and encourage each other.



The CARE program’s high elements, such as zip lines and tall beams, challenge participants.

Debriefing. “Afterward, we discuss what happened,” said Ms. Ryan. “What did we learn? And how can we translate that into behaviors in everyday life?”

A core principle of the program is “challenge by choice.” “No one is ever forced to do anything he or she is not ready to do,” Ms. Ryan said. “We challenge and encourage as a group, but we also respect individuals’ decisions about how far they want to go.”

Corporate CARE for Adults

Corporate CARE is a similar program tailored to the needs of business groups. Depending on a group’s goals, members may use the experience to foster leadership, problem solving, conflict resolution, time management, assertiveness, communication skills and team building.

FOR MORE INFORMATION about the CARE program, call 631-608-5342 or visit LongIslandHome.org/care.

Therapeutic Rehabilitation: Engaging Patients, Furthering Goals

At South Oaks Hospital, therapeutic rehabilitation — which boosts patients' quality of life via creative arts, recreation and fitness — complements traditional therapy to help patients reach treatment goals.

"All therapists at South Oaks have the same basic goals for patients, such as improving emotional well-being, cognitive skills and communication ability," said Lori DeLucia, a music therapist at South Oaks. "But in the therapeutic rehabilitation department, we work on those goals in very different ways."

South Oaks' eight full-time therapeutic rehabilitation specialists conduct multiple sessions each day — focusing on activities such as painting, drawing, writing and group recreation — and participate in weekly treatment team meetings to discuss each patient's progress and goals. The specialists work with psychiatric patients of all ages and adult chemical dependency and detoxification patients.

Self-Expression and Communication

"Many of our patients are not particularly verbal," Ms. DeLucia said. "As a result, we take a backdoor approach to therapy, finding the technique or activity that speaks best to each individual. When we think about how the brain works, this makes sense. We all scribbled, clapped or played simple games before we began making words. With therapeutic rehabilitation, often these activities first engage the patient and then speech follows."

Therapeutic rehabilitation provides patients with a physically and emotionally safe environment to begin a dialogue and explore sources of stress and hopes for the future. Kelly Hoffman, an activities therapist who works largely with chemical dependency and

detox patients, said, "By working through issues creatively, patients may discover things about themselves that they hadn't been able to express through traditional therapy."

Over time, therapeutic rehabilitation can help patients establish a stronger, more effective way to communicate needs and interact within their environment.

"Whether we are sculpting, writing, painting or drawing, sometimes patients can become so caught up in the moment that they forget they are in therapy and begin opening up," said Dina Palma, a licensed creative arts therapist who most often works with adult and geriatric behavioral health patients. "This gives group members an opportunity to talk and relate to one another."

Besides encouraging self-expression, creative outlets also offer insights into how patients are responding to treatment.

"Artwork can tell us so much," Ms. Palma said. "For example, if a patient begins choosing more colors or taking up more space on the page compared to previous weeks, this may indicate that he or she is making progress. In discussions with the treatment team, we share these observations and any parts of a patient's narrative that are explored through art."

Promoting Movement

Creative activities such as painting or drawing can motivate otherwise immobile patients to move. "Stretching their arm to connect paint with canvas or gently swaying as they stand to draw may be the most



From left to right: Lori DeLucia, Kelly Hoffman and Dina Palma



An adult female patient created this painting, entitled “Even in the Dark Flowers Grow,” during therapeutic rehabilitation.

some patients have moved for weeks,” said Ms. Palma. “It’s an achievement.”

Also, many patients — excluding geriatric patients — attend the South Oaks fitness center for at least 45 minutes each day to exercise or participate in recreational group activities. Patients have access to aerobic and strength-training equipment. Regular physical activity helps boost patients’ mood and sense of well-being by improving sleep and promoting a healthier body image. Recreational group activities also increase social interaction among patients.

Creating New Habits

Adopting new habits is an integral part of managing behavioral health issues and adjusting to life outside the hospital. This is especially true for patients who are undergoing treatment at South Oaks for chemical dependency.

“It’s so important that we help these patients develop healthy coping skills to replace alcohol or drug use,” Ms. Hoffman said.
“Therapeutic rehabilitation teaches patients practical skills to use in daily life when they are vulnerable or upset.”

“It’s so important that we help these patients develop healthy coping skills to replace alcohol or drug use,” Ms. Hoffman said. “Therapeutic rehabilitation teaches patients practical skills to use in daily life when they are vulnerable or upset.”

Regular exercise in the fitness center creates a healthy routine that patients can continue when they return home. “Some patients are amazed at the natural, healthy high exercise can provide,” Ms. Hoffman said.

Besides exercise, patients may adopt creative hobbies such as painting, draw-

ing or playing a musical instrument. These expressive activities help patients develop a sense of self and accomplishment, which may ward off negative behaviors.

“Therapeutic rehabilitation is aimed at teaching patients how to tell their story, work through conflicts and communicate with those closest to them and their larger community,” Ms. Palma said. “Our hope is that patients will use all the skills and strengths they have developed and apply them toward building their future and sustaining their recovery.”

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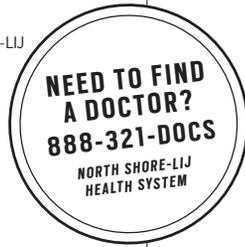
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Preceptor of the Year

Jocelyn Perez, RN, assistant director of nursing at The Zucker Hillside Hospital, has been named the 2013 Psychiatric Mental Health Nurse of the Year by the American Psychiatric Nurses Association.

Besides working at Zucker Hillside on weekends, Ms. Perez works as nursing director in behavioral health at Metropolitan Hospital in New York City during the week. In this capacity, she leads more than 200 nursing staff in providing care across inpatient, outpatient and emergency department settings. "She has demonstrated unique leadership qualities, has a genuine love for her work, and she strives for nothing short of excellence in patient care and teaching and supporting her staff," said William Wang, a coworker who nominated Ms. Perez for the award.



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