

# THE WINDOW: BEST OF 2016



*Inside this issue*

## JHF's 25th Anniversary Celebration Culminates with Tales of Lives Improved, Dedication of Feinstein Fellowships

The Jewish Healthcare Foundation (JHF), celebrating its 25th anniversary, hosted a gathering on April 18 with some of the many partners who have helped establish the Foundation as a force for better health and health care regionally, nationally, and internationally.

Jim Denova, JHF's first program officer and the long-time vice president of the Benedum Foundation, recalled taking road trips across Pennsylvania in support of *Operation KidShot*, an initiative that ultimately vaccinated more than 6,000 children against preventable diseases and galvanized state legislation that requires health insurers to cover childhood immunizations. He summed up the leadership style of JHF President and CEO Karen Wolk Feinstein, PhD, thusly: envision boldly, plan carefully, and act quickly.

James Collins, president and CEO of St. Clair Hospital, noted that he was an early graduate of the PRHI Perfecting Patient Care<sup>SM</sup> training. Collins used those lessons to create a culture of Lean-based, system-wide quality improvement at his facility, which led to lower rates of readmissions, patient falls, and hospital-acquired infections, as well as higher patient satisfaction scores.

Dave Malone, president and CEO of Gateway Financial and immediate past board chair of Health Careers Futures (HCF),

*(Continued on page 2)*



Innovation Center Projects Led by PRHI, JHF Lower Hospital Readmissions, Cost of Care	4
PRHI's Health Reform Network Takes Shape	5
Karen Feinstein Launches Women's Health Activist Movement during TEDx Talk	6
Customized Version of Tomorrow's HealthCare™ Fosters QI across 5-State Region	8
Union of Fine Awards, Patient Safety Fellowship Spreads Excellence across Generations	10
CHW Champs Learn Strategies to Engage Seniors Experiencing Mental Health Challenges	13
Dancing, Walking with Docs—JHF Hosts Community Charrette to Re-Envision Senior	15
Health Care's Brightest Minds Make Beautiful Music in Salzburg, Austria	18
Students Unveil Master Plans for Health System Overhaul during Salk Fellowship Finale	21
Fellowship on Death and Dying Strengthen Conversation Skills around End-of-Life Matters	23
AIDS Free Pittsburgh Launches HIV Testing Video Featuring Local Leaders, Celebrities	25
PRHI Strengthens Practices' QI Capacity, Promotes Health Management through AHRQ Grant	26
JHF Receives Grants for the Adolescent Behavioral Health Initiative	28
JHF Co-Sponsors CME event on HPV	29
JHF Hosts Training Session with Community Catalyst to Ensure PA has a Strong Community HealthChoices Program	32
JHF Committed to the Jewish Community	35
JHF, JAA Working to Perfect Patient Care Across Continuum of Senior Services	37
JHF Approves New Grants for Museum to the Future of Health Care, Senior Living Community	39
JHF's Minority AIDS Initiative Work on Display at National Ryan White Conference	42
JHF, PRHI Board Meetings Offer 2017 Preview	43
Squirrel Hill Health Center Celebrates 10th Anniversary	44
PA Health Funders Collaborative Celebrates 10th Anniversary	45
PRHI Shares Strategies for Smooth Care Transitions, Patient Engagement	46
PRHI's Dr. Bruce Block Honored by the Family Medicine Education Consortium	47
JHF Hosts Health 2.0 Event Focused on Role of Technology in Addressing Opioid Epidemic	48
Latest JHF-Creative Nonfiction Work Explores Mental Illness from Patient's Perspective	51
Pittsburgh Chapter of International Women's Forum Celebrates 20th Anniversary	51
The Year in Funny Photography	52

(Continued from page 1)

was recruited by JHF's first board chair, Alvin Rogal. He thanked the Foundation's forward-thinking, proactive board for cultivating a healthcare workforce that meets the region's needs.

Pittsburgh Regional Health Initiative (PRHI) Board Chair Pat Siger noted that JHF is willing to take risks and go where others don't want to go, citing the Foundation's early support for women's heart health and breast cancer initiatives. Paul Winkler, president and CEO of Presbyterian SeniorCare, said that JHF has advocated for quality care and better quality of life for seniors since the Foundation produced its first *Aging and Environmental Scan* 20 years ago.

Bob Nelkin, president and CEO of the United Way of southwestern Pennsylvania, had a concise summary of JHF's first quarter-century of work: a lot of people helped, many lives saved.

The attendees included a few of the more than 800 interdisciplinary students who have participated in JHF's fellowship programs—programs that create, in the words of Dr. Feinstein, “the army of the healthcare revolution.” After the fellows shared stories of how their experiences at JHF helped them launch successful careers in health-related fields, the JHF Board had a surprise for Karen: from this point forward, the programs that cultivate healthcare revolutionaries will be known as the Feinstein Fellowships.



Pat Siger, PRHI Board Chair and past JHF Board Chair; past JHF Board Chair Alan Guttman; and current JHF Board Chair Nancy Rackoff present Dr. Feinstein (far left) with a proclamation announcing that the Foundation's programs for multidisciplinary graduate students will now be known as the Feinstein Fellowships.



Karen Feinstein welcomes JHF Board members and special guests to an event on April 18 to cap off the Foundation's year-long celebration of its 25th anniversary.



Eric Lantzman, MD, recalls what Dr. Feinstein told him years ago when he expressed to her that medical school curriculum was too limited: 'If you don't like something, fix it.' Dr. Lantzman, now Dr. Feinstein's son-in-law, responded by developing the concept for JHF's Jonas Salk Fellowship.

(Continued on page 3)

(Continued from page 2)



Jim Denova, JHF's first program officer and the long-time vice president of the Benedum Foundation.



Dave Malone, president and CEO of Gateway Financial and immediate past board chair of Health Careers Futures (HCF).



Bob Nelkin, president and CEO of the United Way of Southwestern Pennsylvania.



James Collins, president and CEO of St. Clair Hospital.



Paul Winkler, president and CEO of Presbyterian SeniorCare.

**THE FEINSTEIN FELLOWSHIPS**

**JEWISH HEALTHCARE FOUNDATION**  
Jewish Healthcare Foundation Board of Trustees Resolution April 18, 2016

Whereas, the Jewish Healthcare Foundation was launched on April 18, 1990 as a result of the sale of Montefiore Hospital;

Whereas, Karen Wolk Feinstein, PhD became the Foundation's founding President and Chief Executive Officer on March 4, 1991 and has served continuously since then at its helm with extraordinary vision, energy and courage; and

Whereas, under Karen's direction, the Foundation has become a nationally and internationally recognized leader as a change agent for the highest standards of healthcare quality and improved communal outcomes; and

Whereas, Karen has been committed throughout to the development of future generations of healthcare leaders to advance the healthcare mission; and

Whereas, Karen's vision has led to the creation of a series of Graduate Fellowships to engage and prepare the "Army of the Revolution" as frontline healthcare champions; and

Whereas, the Board of Trustees wishes to acknowledge and express their appreciation for the exemplary leadership exhibited by Karen Wolk Feinstein, PhD on the momentous occasion of the 25th anniversary of the Foundation and of Karen's inspired tenor;

**NOW THEREFORE BE IT RESOLVED**, that the Foundation's Graduate Fellowships will henceforth be named,

**THE FEINSTEIN FELLOWSHIPS**  
in Karen Wolk Feinstein's honor.

---

## Innovation Center Projects Led by PRHI, JHF Lower Hospital Readmissions, Cost of Care

Created by the Affordable Care Act in 2010, the Centers for Medicare and Medicaid Services' Innovation Center is a testing ground for new, disruptive service delivery and payment models. Through an ultra-competitive process, organizations are chosen to translate their concepts to the front lines of care in the name of better population health and lower costs.

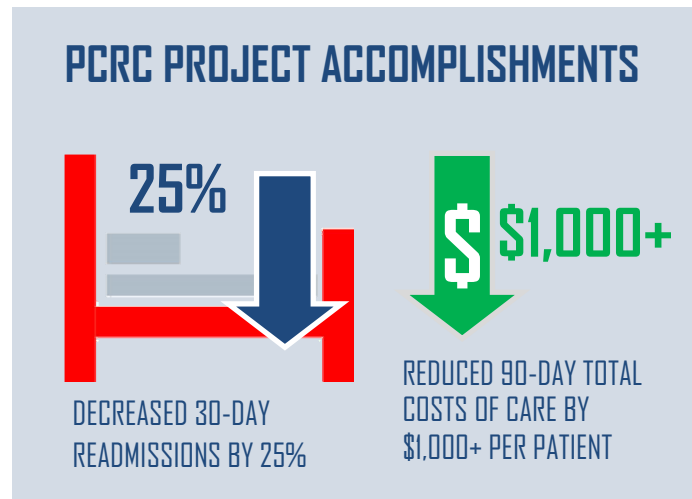
With its education, training, clinical, and data-crunching skills, PRHI and JHF were selected to play a leading role in two large-scale hospital readmissions reduction projects: the Primary Care Resource Center (PCRC) and RAVEN (Reduce Avoidable Hospitalizations using Evidence-based interventions for Nursing Facility Residents).

During a PRHI Board meeting on March 15, leaders from those two initiatives showcased project results that demonstrate they're achieving the CMS Innovation Center's aims. PRHI also unveiled the latest version of [Tomorrow's HealthCare](#)<sup>™</sup>—an online knowledge platform and leadership tool that can accelerate such system-wide improvement.

Chief Medical Officer Keith Kanel, MD, explained how PRHI designed and implemented the PCRC service model at six local community hospitals. Through the PCRC Project, PRHI provided local community hospitals with the quality improvement, disease management, and motivational interviewing expertise to offer complex patients one-stop, coordinated outpatient care. The project, which Dr. Kanel directed, focused on patients with chronic obstructive pulmonary disease, acute myocardial infarctions, and/or heart failure.

Dr. Kanel said that PRHI's analysis indicates that the PCRCs collectively achieved a 25% reduction in 30-day hospital readmissions, and reduced the 90-day total costs of care by more than \$1,000 per Medicare patient. While the grant phase of the project ended in the fall of 2015, five of the six participating community hospitals have decided to self-fund their PCRCs, he noted.

JHF/PRHI COO/CPO Nancy Zionts then offered an overview of RAVEN, an initiative to reduce avoidable hospitalizations among long-stay nursing home residents in 18 long-term care facilities in western Pennsylvania. As the lead education partner for RAVEN, JHF provides participating sites with coaching



*(Continued on page 5)*

(Continued from page 4)

and resources to strengthen frontline workers' clinical, communication and data-collection skills. According to a CMS report in the spring of 2016, RAVEN sites in western Pennsylvania lowered all-cause hospitalizations by 21.9%, potentially avoidable hospitalizations by 24.3%, and potentially avoidable emergency department visits by 40.8% (through 2014, compared to baseline data collected in 2012). RAVEN is estimated to have saved more than \$5 million during the first phase of the grant (2013-15). CMS renewed the RAVEN initiative through 2020, and will add payment redesign components to the second phase of the grant. JHF will once again serve as the education lead during phase two.

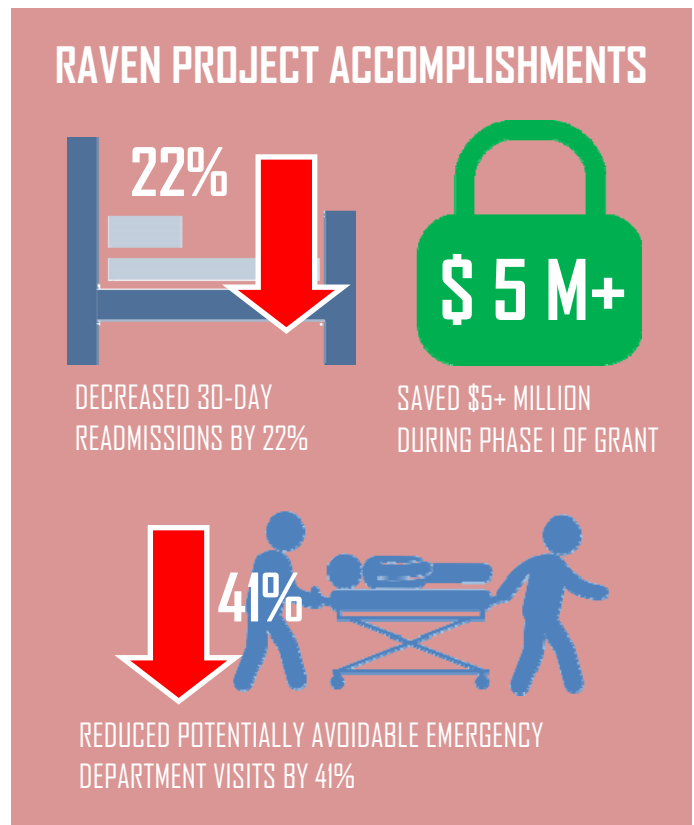
To close out the meeting, JHF/PRHI Chief Financial Officer Chuck Morrison, JD, CPA, gave a demo of Tomorrow's HealthCare™. He explained that Tomorrow's HealthCare™ enables leaders to achieve high performance and articulate a vision in all units of an organization by collectively working toward goals. The platform accomplishes this through components that support leadership communication, collaboration, information dissemination, data management, interactive and self-paced learning, and awareness of relevant events.

Morrison said that Tomorrow's Healthcare™ is being used to support organizational alignment, communication, and continuous learning in a variety of settings, including at the Foundation and through the five-state Quality Innovation Network-Quality Improvement Organization project. The Foundation is meeting with leaders in different healthcare settings to better understand their needs and customize the Tomorrow's HealthCare™ platform to achieve organizational goals.

## PRHI's Health Reform Network Initiatives Taking Shape

In 2016, PRHI was awarded a four-year, \$950,000 grant from the DSF Charitable Foundation to create a Health Activists Reform Network. This initiative is supported by matching funds from JHF. We envision two components: a Health Activist Network (particularly focused on young health professionals) and a

(Continued on page 6)



(Continued from page 5)

women’s network called the [Women’s Health Activist Movement Global](#) (WHAM Global). The Heinz Family Foundation provided a \$100,000 grant to support WHAM Global, which will be used to establish local women’s activist networks in Pittsburgh, Boston and Washington, DC. in partnership with the national Women of Impact organization. Robert Ferguson, JHF director of government grants and policy, will lead the Health Activist Network, and Pat Mastors, JD, will head WHAM Global.

The Health Activist Network is an online network for physicians and other health professionals who are passionate about health reform, patient safety, and quality improvement. WHAM Global will empower women to lead efforts to advance healthcare systems that are transparent, respectful, accountable, and equitable. Both the Health Activist Network and WHAM Global will interface with [Tomorrow’s HealthCare™](#)— PRHI’s virtual platform to facilitate learning, communication, collaboration, and engagement—and will include in-person events and Champions programs.

In November, Karen Feinstein and Robert Ferguson presented the vision and goals of the Health Activists Reform Network to the DSF Charitable Foundation board. They also held a network-shaping strategy session with the educators, healthcare professionals, and workforce development experts who comprise the board of Health Careers Futures (HCF, another operating arm of JHF). During the strategy session, HCF board members shared their favorite sources of online healthcare information, the professional groups with which they feel strongly affiliated, factors that would motivate them to take reform-minded action, and potential partners for PRHI’s Health Activists Reform Network.

## Karen Feinstein Launches Women’s Health Activist Movement during TEDx Talk

Throughout history, women have looked at problems and possibilities through a different lens, and inspired powerful social movements. By taking control of their lives, they created a groundswell that forever altered prevention, research, treatment, and culture.

(Continued on page 7)



PRHI’s Health Reform Network initiatives will allow participants to connect online and in-person, and pursue their passions through a Champions program.

(Continued from page 6)

On November 19, Karen Feinstein announced the launch of a new network known as the Women’s Health Activist Movement Global ([WHAM Global](#)) during a TEDx talk in Brookline, MA. Dr. Feinstein’s TEDx talk, delivered in front of more than 2,500 attendees, was livestreamed to a global audience and is available on YouTube. To view the video, [click here](#).

During her talk, Dr. Feinstein explained how a national network of female healthcare leaders, collectively known as Women of Impact, are establishing WHAM Global to empower women to lead efforts to advance healthcare systems that are transparent, respectful, accountable, and equitable. WHAM Global will work to accomplish those goals by leveraging technology to create a vibrant activist community unbounded by geography, and by harnessing the knowledge of female, executive-level healthcare professionals who will mentor a new generation of women leaders.



Karen Feinstein announces the launch of the Women’s Health Activist Movement Global (WHAM Global) during a TEDx talk at the Lincoln School in Brookline, MA. Dr. Feinstein’s TEDx talk, delivered in front of more than 2,500 attendees, was also livestreamed to a global audience.

WHAM Global was co-founded by Dr. Feinstein and Joanne Conroy, MD, CEO of the Lahey Hospital and Medical Center.



Pat Mastors, JD, coordinator for the Women’s Health Activist Movement Global, and Karen Feinstein.

WHAM Global is supported by the DSF Charitable Foundation, the Heinz Family Foundation, and JHF.

Women represent about 80% of the overall healthcare workforce in the U.S. and make 80% of healthcare decisions for their families, according to Rock Health’s State of Women in Healthcare report. But women are vastly underrepresented in leadership positions. Less than ten percent of Top 100 U.S. Hospitals (as rated by Truven Health Analytics) have female CEOs, and under 30% of Top 100 Hospital board members are female. No Fortune 500 healthcare companies are led by a female CEO.

“WHAM Global is wired for action,” Dr. Feinstein says. “At a time when our health system is producing poor outcomes while over-consuming resources, the glass ceiling deprives organizations of women leaders

(Continued on page 8)

---

(Continued from page 7)

who offer new perspectives, consensus-building and mentoring skills, and insights about women’s health.”

In early 2017, WHAM Global convened women advocacy leaders in health care from across the country to identify partnerships and collaborate on an action plan. WHAM Global’s activist community will collaborate online and through boots-on-the-ground chapters that will be established in Pittsburgh, Boston and Washington, DC. in partnership with the national Women of Impact organization.

To learn more about WHAM Global, visit [www.whamglobal.org](http://www.whamglobal.org).



## Customized Version of Tomorrow’s HealthCare™ Opens Lines of Communication, Fosters Quality Improvement across 5-State Region

The Centers for Medicare and Medicaid’s Quality Innovation Network-Quality Improvement Organization (QIN-QIO) program has lofty ambitions: reduce health disparities, promote chronic disease management, and lower costs across the U.S. by creating learning action networks, which align all healthcare providers and advance best practices.

But how do these learning action networks form, communicate, and grow? How can a nurse looking to vaccinate more seniors against pneumonia in, say, Louisiana, draw inspiration and knowledge from a colleague in Pennsylvania? That’s where the My Quality Insights platform, a customized version of PRHI’s [Tomorrow’s HealthCare™](#) online knowledge network, enters the picture.

As a subcontractor to Quality Insights (a CMS-contracted QIN-QIO), PRHI is providing access to virtual

(Continued on page 9)



(Continued from page 8)

learning opportunities for healthcare providers across the continuum in Pennsylvania, West Virginia, Delaware, New Jersey, and Louisiana.

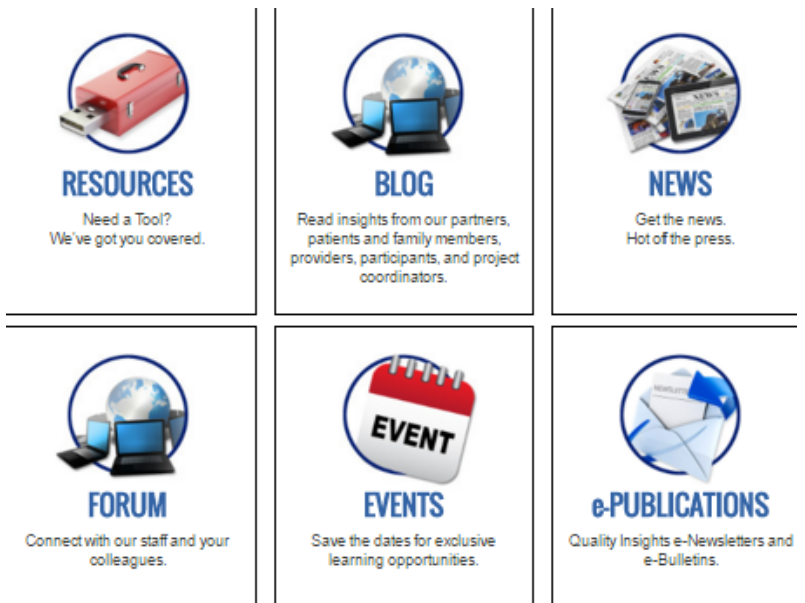
PRHI's technical and educational team works with Quality Insights and leaders within those five states to develop educational courses, resources, and communication channels to further specific goals, or tasks, of the QIN-QIO. These tasks include improving cardiac health, eliminating healthcare-acquired infections, promoting care coordination and medication safety, optimizing electronic health record systems, preparing for value-based payment and quality reporting, enhancing nursing home quality, treating congestive heart failure, expanding palliative care options, and boosting adult immunization rates.

Each task has its own "community" on the My Quality Insights platform, where providers working on the task have on-demand access to discussion forums, blogs, educational materials (including those that qualify for continuing nursing education credits), newsletters, and events calendars in one spot.

As QIN-QIO task lead for adult immunizations, Brenda Tincher works to catalyze quality improvement and disseminate knowledge among more than 100 participating clinicians and 200 home health agencies, spread across a wide geographic region. My Quality Insights provides a platform to share best practices and success stories as well as solve problems, from the Jersey Shore to the Bayou.



E-Learns, which participants can access for CNE credits at any time, are part of a customized version of PRHI's Tomorrow's HealthCare™ platform that is furthering quality improvement goals across five states.



The customized version of Tomorrow's HealthCare™ that is being used as part of CMS' Quality Innovation Network-Quality Improvement Organization (QIN-QIO) program facilitates communication and ongoing learning in a variety of ways.

My Quality Insights provides a platform to share best practices and success stories as well as solve problems, from the Jersey Shore to the Bayou.

(Continued on page 10)

(Continued from page 9)

“PRHI was instrumental in helping me develop my first E-Learn for the immunization community, and to set up the community overall,” Tincher says. “Being able to share the resources that we are adding every day is invaluable, and the continuing education credits offered through My Quality Insights are a huge selling point when we approach clinicians and staff about participating. The blog and discussion forums allow us to see what’s working for others working on the task, and to see how it might apply in our particular communities.”



PRHI’s Tomorrow’s HealthCare™ team includes (L-R): Senior Applications Specialist Joyce Smith, RPh; Director of Technology and Analytics Brian Turcsanyi, MBA; Web Developer Eric Lilja; Instructional Designer Danielle Scott, MS; and Chief of Operations and Director for Tomorrow’s HealthCare™ Roger Rollin, MBA.

Across all of the QIN-QIO tasks, more than 1,200 people are harnessing the educational and communication tools available on My Quality Insights. PRHI’s team continues to work with task leads to enhance the value of each community, including by developing new E-Learn modules that earn educational credits for providers.

There are 12 E-Learns that participants can access for CNE credits at any time, focused on the Comprehensive Unit-Based Safety Program, influenza, oral anticoagulants, Central Line-Associated Bloodstream Infections, Catheter-Associated Urinary Tract Infections, Clostridium difficile, value-based payment and quality reporting, using Condition-Specific Assessment and Communication Tools to improve nurse-physician communication, antimicrobial resistance, palliative care, patient satisfaction metrics (HCAHPS), and pneumonia. PRHI is developing E-Learns related to opioids, singles, and end-of-life care, which will go live in 2017.

“Our partnership with PRHI has been such a positive experience,” Tincher says. “I’m looking forward to working with them to develop my next E-learn.”

## **Union of Fine Awards, Patient Safety Fellowship Spreads Excellence across Disciplines, Generations**

An accomplished businessman and philanthropist, Milton Fine observed that several defining characteristics of success in the corporate world—collaborating, thinking disruptively, spreading best-in-

(Continued on page 11)

(Continued from page 10)

class concepts—are also critical, yet often underappreciated, in the healthcare sector. Milton and his wife, Sheila, sought to change that in 2008 when their Fine Foundation partnered with JHF to create the Fine Awards for Teamwork Excellence in Health Care, which recognize local healthcare teams for demonstrating innovative performance around safety and quality improvement within their organizations.

For the first time in 2016, the Fine Award winners mentored the 31 multidisciplinary health students and young professionals who participated in another JHF initiative that catalyzes teamwork, innovation, and quality improvement in health care: The Patient Safety Fellowship. During an event at the QI<sup>2</sup>T Center on August 29, Fine Award winners and Patient Safety Fellows explained how the union of the two initiatives promoted healthcare excellence from generation to generation, a culture of safety, and career development.

During the event, two representatives from Fine Award-winning teams presented their projects to an audience of around 120 people, including JHF and PRHI Board members and other leaders in medicine, public health, and philanthropy. The other three Fine-Award winning teams presented in tandem with a Patient Safety Fellow, who explained how they applied Lean-based Perfecting Patient Care<sup>SM</sup> concepts learned during the summer at JHF to launch quality improvement projects of their own.

The Open Door, Inc. Executive Director Christina Farmartino, MPH, explained how her organization helps HIV-positive individuals find the housing and financial stability needed to properly manage the condition and lower community viral loads. Ann McGaffey, MD, medical director of the UPMC St. Margaret



(L-R): Milton Fine, president and chair of The Fine Foundation; Sheila Fine, co-founder of The Fine Foundation and founder of LEAD Pittsburgh; and JHF Board Chair Nancy Rackoff, JD. “Milt would never have had such extraordinary success in the hospitality business without being a bear about quality, perfect customer service, safety, efficiency, and going that one step beyond adequate,” Rackoff said while kicking off the program. “For JHF, Milt and Sheila are a perfect pair for collaboration.”



Taru Gupta, an MPH student at the University of Pittsburgh (left), explains a contact precaution protocol that she and other Patient Safety Fellows developed in tandem with Excelsa Health leadership, including Kathleen Rosatti, RN, BSN, the organization’s director of medical outcomes, patient safety and infection control.

(Continued on page 12)

(Continued from page 11)

Bloomfield-Garfield Family Health Center, shared strategies to boost uptake of the cancer-preventing HPV vaccine—ranging from providing standing vaccination orders to hosting poster contests to letting newly-vaccinated young adults hit a gong to raise awareness among other patients, parents, and staff.

Patient Safety Fellows Abigail Talbert (an MPH student at the University of Pittsburgh) and Tyler Traister (a DNP student at Carlow University) shared observations of Allegheny Valley Hospital's isolation precaution protocol and interactions with AVH leadership, including co-presenter Margaret Meals, MD, chief medical officer and vice president of Medical Affairs. Talbert and Traister noted that they'll use concepts learned during the fellowship—including process-mapping and A-3 problem-solving, for years to come.

Patient Safety Fellow Taru Gupta, an MPH student at the University of Pittsburgh, explained how she and a team of other burgeoning health professionals worked with Excelsa Health to prevent infections by enhancing contact precautions for entering patients' rooms.

"The teamwork and quality improvement principles that we learned at JHF can only be applied when an organization has a committed culture, which Excelsa does," Gupta said. "We're thankful for the opportunity to observe, ask questions, and contribute to Excelsa's continuous improvement journey."

Excelsa Health, which is moving forward with the Fellows' contact precaution recommendations, got plenty out of the experience as well, said co-presenter Kathleen Rosatti, RN, BSN, the organization's director of medical outcomes, patient safety and infection control.

"Participating in the Fine Awards and the Patient Safety Fellowship has been such a rewarding experience," Rosatti said. "The fellows got these sparks in their eyes—you could see that the dots connected for them, and they could see how they would apply these lessons in their future careers. Those of us who have been in health care for 20-plus years didn't have these learning opportunities."

(Continued on page 13)



A sampling of the approximately 120 attendees of the combined event celebrating the partnership between the Fine Awards and the Patient Safety Fellowship.



Fine Award winners from Excelsa Health.

---

*(Continued from page 12)*

Patient Safety Fellow Tyler Dunn, pursuing an MSc in Pharmacy Administration at Duquesne University, explained how his team partnered with UPMC Shadyside Surgical ICU Director Staci Mamula, RN, MSN, CCRN, to standardize multidisciplinary rounds.

“This experience re-energized me about why we do quality improvement,” Mamula said. “The young people in this room, representing so many disciplines, are the future of health care. We know it’s in good hands.”

Following the presentations, Milton Fine explained that the interdisciplinary, intergenerational union of the Fine Awards and the Patient Safety Fellowship is the sort of effort needed to bring systemic change to health care. He also encouraged fellows to learn, but not be constrained by, the information in their text books—far more solutions to problems to vexing problems come from giving your imagination free reign.

Thanks to Milton and Sheila Fine, the union between the Fine Awards and the Patient Safety fellowship will continue to spread healthcare excellence across generations in 2017 and in 2018.



The 2016 Patient Safety Fellowship featured 31 fellows from eight local universities, representing the entire spectrum of health care.

## **CHW Champs Learn Strategies to Engage Seniors Experiencing Mental Health Challenges**

A native Pittsburgher, Lynne “Nicky” Winston raised four children as a stay-at-home mom. But, once her children reached adulthood, she felt inspired to keep caring for others. Winston started working at an agency that provides home care for seniors, and then three years ago joined Community LIFE (Living Independently for Elders), where she serves as a community health worker (CHW).

“I love this job,” Winston says. “I’m an old soul—I get along with the elderly better than I do with people

*(Continued on page 14)*

(Continued from page 13)

my own age. I can form relationships. I think of [Community LIFE participants] as my relatives, and give them the care that I would want somebody to give to me.”

Winston is among the 20 staff members from Community LIFE and Pittsburgh LIFE who are participating in JHF’s CHW Champions program. The program, which runs from September of 2016 to July of 2017, will equip staff providing in-home care to seniors with the advanced skills and resources to monitor seniors’ health, communicate effectively when cognitive and mental health issues are present, and become part of a larger, coordinated senior care team.



JHF Quality Improvement Specialist Stacie Bonenberger, MOT/OTR/L (far right), leads a Community Health Workers Champions training exercise on brain health and cognitive changes among seniors.

The CHW Champions are engaging in JHF-facilitated collaborative learning sessions, webinars, and between-session exercises. They are also developing improvement projects that align with their organization’s priorities and help seniors remain well in community settings. JHF plans to use the curriculum developed during the Champions program to train larger groups of CHWs, including staff who can serve seniors enrolled in Community HealthChoices (Pennsylvania’s managed long-term services and supports system).



Through JHF’s Community Health Workers Champions program, 20 staff members from Community LIFE (Living Independently for Elders) and Pittsburgh LIFE are engaging in multi-modal learning experiences and developing an improvement project centered on enhancing the independence and well-being of seniors.

(Continued on page 15)

---

*(Continued from page 14)*

On November 16, JHF hosted a collaborative learning session focused on coping with seniors' mental health challenges. During the session, the CHW Champions learned more about the factors affecting mental health, the signs and symptoms of mental health distress, effective strategies for engaging seniors, and the importance of mental health self-care for CHWs themselves.

An estimated 15-20% of seniors in the U.S. have experienced depression, according to the American Psychological Association. RAND Corporation estimates that among adults age 70 or older, about 15% have dementia, a progressive disease which impairs cognitive functioning.

During the learning session, the CHW Champions discussed case studies and scenarios related to seniors' mental health. They identified ways to successfully engage seniors who are experiencing symptoms of a mental health problem, including communicating respect, validating seniors' experiences, and reflecting a spirit of cooperation.

Linda Devich is a CHW Champion and Community LIFE worker who entered the field after serving as a caregiver for her parents, in-laws, and other family members. She looks forward to applying what she's learning in the program to improve the lives of seniors who live in her community.

"I love working with seniors who have dementia," Devich says. "I feel that if you just put in a little bit of effort, you can make their day a joy."

## **Dancing, Walking with Docs—JHF Hosts Community Charrette to Re-Envision Senior Exercise and Social Engagement**

Daniel Rosen, PhD, recalls hearing a deafening roar from the next room one day while working for AgeWell Pittsburgh, an organization committed to helping seniors live independently in their own homes.

He sprang from his chair to investigate. Did someone fall? Was someone hurt?

"It was a group of seniors celebrating a strike in virtual bowling," said Rosen, a JHF Board member and an associate professor at the University of Pittsburgh's School of Social



Personal trainer Barry Kimes (far right) leads participants in a stretch break during the senior exercise and engagement planning event at Phipps Conservatory and Botanical Gardens on August 17.

*(Continued on page 16)*

(Continued from page 15)

Work. “They’re proof of the power of exercise and engagement for seniors.”

Dr. Rosen shared that tale during a day-long, community-wide “charrette” (or planning event) that JHF facilitated on August 17 at Phipps Conservatory and Botanical Gardens that was designed to make that sort of fulfilling experience the norm for our region’s older adults. More than 100 people—representing health providers, foundations, environmental and recreational groups, aging organizations, insurers, community service providers, and activist groups—participated in a pair of planning sessions to create a culture of health and exercise for seniors.

The charrette was in support of JHF’s larger *Senior Connections* initiative, which aims to strengthen a suite of services for older adults, including adequate transportation and housing, exercise and recreational opportunities, geriatric-friendly health care, and caregiver supports.

The charrette, moderated by Coro Pittsburgh President and CEO Greg Crowley, PhD, included panel discussions and presentations that featured local experts in senior living, public health, education, and recreation. In smaller breakout groups, participants developed a 2026 vision for making the golden years more active and socially connected as well as 90-day action steps to jump-start the process.

During the morning session, attendees learned more about the physical and cognitive benefits of exercise from Dr. Rosen and Michael Madden, MD, chief medical officer of Gateway Health. Then, they engaged in a Q&A on current services and alignment opportunities with panelists Steve Albert, PhD, MS, professor and chair of Behavioral and Community Sciences at Pitt Public Health; Rod Harris, DrPH, deputy director of



(L-R): ACHD Director Karen Hacker, MD, MPH; Mildred Morrison, MPM, administrator of the Allegheny County Area Agency on Aging; and Sara Murphy, a senior constituent service manager for the greater Pennsylvania chapter of the Alzheimer’s Association, take part in a panel discussion on current senior services and strategies to promote a culture of health and exercise for older adults.



Karen Feinstein (right) discusses the shared responsibility of focusing on proactive, preventive senior care that increases quality of life.

(Continued on page 17)



(Continued from page 16)

Community Health Promotion and Disease Prevention for the Allegheny County Health Department (ACHD); Sara Murphy, a senior constituent service manager for the greater Pennsylvania chapter of the Alzheimer’s Association; Joey-Linn Ulrich, MNPM, executive director of Venture Outdoors; and Scott Wolovich, MPT, president and CEO of Lively PGH.

The evening planning session kicked off with a presentation by Vonda Wright, MD, medical director of the UPMC Lemieux Sports Center and director of the Performance and Research Initiative for Masters Athletes (PRIMA). Dr. Wright said that her worldview of seniors changed as a medical resident when she met “Banana” George Blair—a businessman famous for bare-foot water skiing in a bright yellow wet suit well into his nineties.

Not everyone can be like Banana George, Dr. Wright noted, but seniors can stave off disability and positively influence the health of family and friends by eating well and staying active.

The evening panel discussion featured ACHD Director Karen Hacker, MD, MPH; Mildred Morrison, MPM, administrator of the Allegheny County Area Agency on Aging; the Alzheimer’s Association’s Murphy; Anne Newman, MD, MPH, department chair of Epidemiology, the Katherine M. Detre Endowed Chair of Population Health Sciences, director of the Center for Aging and Population Health, and a professor at Pitt Public Health; and Ulrich of Venture outdoors.



Graphic illustrator Leah Silverman translated the community’s senior health and exercise conversations into colorful, detailed sketches.

Both planning sessions included breakout conversations where participants brainstormed ideas for leveraging technology to increase seniors’ access to community resources (facilitated by JHF Consultant Jim Osborn), working with providers to encourage safe exercise practices (UPMC Internal Medicine Specialist Terry Starz, MD), aligning senior programming (Phipps Adult Education Coordinator Gabe Tilove), and clearing the hurdles that currently make senior activity more difficult (Caren Glotfelty, executive director of the Allegheny County Parks Foundation).

Participants broke free of traditional ideas about seniors’ abilities, interests, and potential partners. Some of the ideas discussed include: capitalizing on new technology to recommend exercise and recreation programs based on seniors’ stated lifestyle preferences (JHF’s Virtual Senior Academy is bringing such opportunities to community-dwelling older adults); doctors writing prescriptions for exercise and vegetables, and leading group outings between primary care visits; building senior housing on college

(Continued on page 18)

---

*(Continued from page 17)*

campuses; and increasing health education opportunities by engaging non-traditional partners—from casinos to barbershops to dance clubs.

The region’s vision for senior living, brought to life by graphic illustrator Leah Silverman, will continue to take shape through a newly-created community on Tomorrow’s HealthCare™, JHF’s signature online platform for learning, communication, and collective action among health professionals. In the months to come, the Foundation will hold two more charrettes focused on creating senior-friendly primary care practices and ensuring a broad array of senior living options, respectively.

## **Health Care’s Brightest Minds Make Beautiful Music in Salzburg, Austria**

The Schloss Leopoldskron estate in Salzburg, Austria has been a hub for artistic and humanitarian advancement for more than a century. Famed director and producer Max Reinhardt restored the Schloss following World War I, turning it into a gathering spot for writers, actors, and designers attempting to heal structures and souls. When the Schloss was returned to its rightful owners after World War II, Reinhardt’s widow offered use of the estate to a group of students who aspired to create Salzburg Global Seminars (SGS)—a “Marshall Plan of the Mind” where current and future leaders collaboratively solve problems with international implications.



During the Salzburg Global Seminar, 60 healthcare experts hailing from six different continents gathered at the Schloss Leopoldskron estate in Austria to tackle health-related topics with global implications. (Photo credit: Salzburg Global Seminar/Ela Grieshaber).

*(Continued on page 19)*

(Continued from page 18)

From July 10-14, SGS hosted 60 experts in healthcare research, practice, and quality improvement—hailing from six different continents—for a seminar focused on identifying effective methods to assess improvement projects, and then spread and adapt best-in-class ideas globally. JHF’s Karen Feinstein and Nancy Zionts were invited to SGS’ event, entitled “Better Health Care: How Do We Learn About Improvement?” Lisa Simpson, MB, BCh, MPH, FAAP, president and CEO of AcademyHealth, arranged JHF’s participation in the event.

The seminar featured many interactive sessions and small break-out groups, during which participants married healthcare data and project design to tackle case studies ranging from improving water quality in Ghana, to strengthening the patient discharge process in the UK, to lessening wait times at prenatal care clinics in India.

“I like to think that these global networks mean something—we get closer to a common understanding of how few barriers really separate us,” Dr. Feinstein says. “The seminar reinforced the critical need for neutral, multi-stakeholder groups like JHF and its supporting organizations, PRHI and HCF. We can bring credible research, measurement, and quality improvement methods into the daily work of health providers. We can also help providers and patients harness ‘Big Data’ to prevent health problems before they develop, and promote value-added diagnostics and treatment.”

While in Austria, Dr. Feinstein and Zionts also met with some of the world’s leading experts in terms of keeping patients safe and helping seniors age well in the community. On July 7, they visited Michael Schiffinger, PD, a senior scientist at Vienna University of Economics and Business who has studied how patient engagement and safety climate influence medical errors at hospitals.



At the Salzburg Global Seminar, JHF/PRHI President and CEO Karen Wolk Feinstein, PhD, discusses the role of neutral, multi-stakeholder organizations in healthcare improvement initiatives.



The health-focused Salzburg Global Seminar was chaired by M. Rashad Massoud, senior vice president for the Quality and Performance Institute and director of the US Agency for International Development’s Health Care Improvement Project.

(Continued on page 20)

(Continued from page 19)

They also engaged Maria Hofmarcher-Holzhammer, a research associate at the Medical University of Vienna. She focuses on comparative analysis of health systems and oversees the BRIDGE Health project, a 16-country initiative to create an integrated EU health information system.

On July 8, Dr. Feinstein and Zionts discussed how technology can support community living among seniors with Austrian Institute of Technology's Manfred Bammer and Jonathan Steinhart (a graduate of Pittsburgh's Allderdice High School). Bammer and Steinhart noted that Austria's effective use of telemedicine as a tool for seniors to better manage chronic diseases helped lead to expanded telehealth reimbursement in the U.S. Dr. Feinstein and Zionts then toured senior living communities overseen by the Kuratorium Wiener Pensionisten (KWP), the largest provider of senior services in Vienna.

"Senior living is built into Austria's strategic planning," Zionts says. "Skilled nursing, assisted living, and independent living are blended together in a neighborhood setting that's respectful, and technology is leveraged to support real-time information sharing between seniors, health providers, and caregivers. There are many take-aways for JHF and our partners as we re-examine what it means to age well."



(L-R): Maria Hofmarcher-Holzhammer, a research associate at the Medical University of Vienna; Karen Feinstein; and Lisa Simpson, MB, BCh, MPH, FAAP, president and CEO of AcademyHealth.



(L-R): Gabriele Graumann, CEO of Kuratorium Wiener Pensionisten (KWP); and Lisa Simpson; Karen Feinstein; and Nancy Zionts. KWP is Austria's largest provider of senior living services.



The Schloss Leopoldskron estate in Salzburg, Austria, has been the home of the Salzburg Global Seminars since 1947.



---

## Students Unveil Master Plans for Health System Overhaul during Salk Fellowship Finale

Meet “Jan,” a 72-year-old retired English teacher who devours best-sellers, bakes delicious brownies, and explores Pittsburgh’s hilly terrain during long walks. Or, at least she used to. Jan’s three adult children live out of state, and her husband recently passed away. She’s managing her high blood pressure and back pain well enough, but she’s feeling increasingly isolated and depressed. She’s overwhelmed about the prospect of managing her health over the long haul.

As a senior with chronic conditions and few social connections, Jan is at high risk for ending up in the hospital or in a nursing home. But things would be different if Jan had the Senior Wellness & Aging Network (SWAN)—a new, conceptual, and comprehensive model of care designed by the multidisciplinary graduate students who participated in JHF’s 2016 Jonas Salk Fellowship.

With SWAN, Jan would have a “wellness partner”—a trusted community member, embedded within the primary care team, who conducts a needs assessment, provides on-site education, and helps Jan navigate an online portal. That portal features resources ranging from in-home services, to transportation, to medical and nutritional information, to social and recreational opportunities. Jan learns how to prepare heart-healthy meals, joins a yoga class, and finds a new walking partner through a book club that she discovered.

SWAN was among many disruptive innovations showcased at the QI<sup>2</sup>T Center during the November 30 finale of the Salk Fellowship, which challenged 36 burgeoning professionals from more than a dozen different disciplines to create a new healthcare system that achieves the best patient outcomes at the most reasonable cost.



During the November 30 Jonas Salk Fellowship finale, a team of multidisciplinary graduate students presents their vision for the Senior Wellness & Aging Network (SWAN)—a comprehensive suite of services for older adults.



The Jonas Salk Fellows’ master designs for a higher-performing healthcare system will be shared with JHF’s local and national partners. The students will stay connected through the Foundation’s more than 850-person fellowship and internship alumni network,

*(Continued on page 22)*

(Continued from page 21)

Over the past three months, the Salk Fellows worked in teams to re-design health systems focused on a particular age group (adolescents, adults, or seniors). With guidance from JHF staff as well as local and national experts in the field, the Fellows addressed the service delivery, workforce, payment, improvement and safety, and policy components necessary to overhaul a U.S. health system which currently delivers among the worst population health outcomes while consuming nearly a fifth of the country's GDP.

“We want to change the myth of what ‘health care’ means,” said Salk Fellow Guruprasad Raghavan, a biomedical engineering student at Carnegie Mellon University and part of the team that presented SWAN during the finale. “Health is not just disease management—it’s being physically and mentally well, and socially engaged.”

For all age groups, technology permeated the Salk Fellows’ re-designed healthcare systems. Fellowship teams focused on adolescents created online portals where teens could, for example, learn about health topics via games, connect with trained crisis counselors

through texting, and receive incentives for preventive health behaviors that actually resonate with them—like a discount at Chipotle, rather than just a lowered insurance deductible. The Fellows sought to reach teen through trusted community partners, such as the 412 Zone, Boys’ and Girls’ Clubs, and YMCAs.

Adult-focused teams sought to create an app, similar to NoWait, which would allow patients and providers to communicate about appointment scheduling. They envisioned a centralized electronic health record, used by all providers, that would be used to improve care continuity, support clinical decision making, and proactively address patient issues at the individual and population health level. Guided by a health coach, patients would connect with a team including medical professionals, a behavioral specialist, a pharmacist, and a social worker—either through telemedicine visits or at centralized regional health centers.

“We want to fill gaps in the system, without creating duplicative services,” said Salk Fellow Brian McWilliams, who is studying healthcare administration at the University of Alabama. “We want to put patients at the center. We want to dismantle siloes, and create one-stop shops for accessing care.”



During the finale, Jonas Salk Fellows received feedback on their new healthcare system creations from expert panelists, including (L-R): William Shrank, MD, MSHS, CMO of UPMC Insurance Services Division; John Schrott, III, AIA, ACHA, president of IKM Incorporated; Jessica Brooks, MPM, CEO of the Pittsburgh Business Group on Health; and Stuart Fisk, CRNP, MSN, director of Allegheny Health Network’s Center for Inclusion Health.

(Continued on page 23)

---

*(Continued from page 22)*

During the finale, the Salk Fellows received feedback on their health system redesigns from an expert panel featuring JHF Medical Advisor Judy Black, MD, MHA; Jessica Brooks, MPM, CEO of the Pittsburgh Business Group on Health; Alan Finkelstein, MD, a faculty physician for UPMC Shadyside Family Medicine Residency Program and co-chair of the Foundation's HPV Vaccination Initiative advisory committee; Stuart Fisk, CRNP, MSN, director of Allegheny Health Network's Center for Inclusion Health; John Schrott, III, AIA, ACHA, president of IKM Incorporated; and William Shrank, MD, MSHS, CMO of UPMC Insurance Services Division.

JHF will share the Fellows' blueprints for a higher-performing health system with its local and national partners, including the Pennsylvania Health Funders Collaborative and the Network for Regional Health Improvement.



The 2016 Jonas Salk Fellowship featured 36 graduate students from more than a dozen different disciplines.

## **Graduates of Fellowship on Death and Dying Strengthen Conversation Skills around End-of-Life Matters**

On April 4, 44 students hailing from 13 disciplines and six local universities completed JHF's and Health Careers Futures' 2016 Fellowship on Death and Dying. The Fellowship, established in 2015, provides future health professionals with opportunities to engage in meaningful end-of-life conversations and explore the medical, social, cultural, and spiritual aspects of end-of-life—opportunities rarely afforded in the classroom.

During the finale, the fellows practiced end-of-life conversations and brainstormed post-fellowship action plans. The practice conversations presented the fellows with scenarios that they may face during the course of their careers, including discussing end-of-life goals and values, informing patients of a new terminal diagnosis, mediating between family members who aren't on the same page about end-of-life

*(Continued on page 24)*

(Continued from page 23)

decisions, helping families with grief and bereavement, and conducting end-of-life planning as part of an interdisciplinary team.

Among those facilitating conversations with the fellows were JHF Quality Improvement Specialist Stacie Bonenberger, MOT, OTR/L; PRHI Senior Quality Improvement Specialist Terri Devereaux, PhD, MPM, FNP-BC; Carol Frazer, LPC, a PRHI practice transformation specialist; JHF's HIV Planning and Evaluation Coordinator Chris Garnett, MSS; Daniel Leger, volunteer at Sivitz Hospice and the Jewish Association of Aging (JAA); Carol May, RN, MSN, MBA, CHPPN, manager of the Supportive Care Program at Children's Hospital of Pittsburgh of UPMC; Nicole Morgan, director of Social Services, Skilled Nursing and Rehabilitation at the JAA; and Tamara Sacks, MD, a JHF physician consultant.



JHF COO/CPO Nancy Zionts (standing) facilitates a brainstorming session to help fellows identify action plans for improving the end-of-life system.



JHF's HIV Planning and Evaluation Coordinator Chris Garnett, MSS (far left), facilitates a simulated conversation on end-of-life care with some of the multidisciplinary graduates students participating in the Foundation's Fellowship on Death and Dying.

After dinner, JHF's Nancy Zionts facilitated the brainstorming session to help the fellows identify their own action plans for improving the end-of-life system. In terms of career goals, some fellows expressed interest in seeking a job in palliative/hospice care, advocating for end-of-life education and conversations to become a staple of formal medical training, leading an initiative to improve end-of-life care in the intensive care unit, and sharing the resources gained through the fellowship with fellow students and faculty, including those available through [Closure](#) (JHF's education, outreach and planning initiative to improve end-of-life care).

Additionally, several fellows said that they would fill out their own advance directive, start workshops at their place of worship, and engage family members in conversations about their end-of-life care goals.

In their final evaluations, all participants said that the fellowship was useful. Ninety-two percent reported

(Continued on page 25)



(Continued from page 24)

they have used what they learned and experienced in the Fellowship, and 97% said that they would recommend the fellowship to others.



The 2016 Fellowship on Death and Dying features 44 graduate students and young professionals, from six local universities and a variety of disciplines.

## AIDS Free Pittsburgh Launches HIV Testing Video Featuring Local Leaders, Celebrities

In commemoration of 2016 World AIDS Day on December 1, [AIDS Free Pittsburgh](#) (AFP) launched a new video featuring prominent Pittsburghers being tested for HIV. To view the video, [click here](#).

Established on World AIDS Day in 2015, AFP is a coalition of government agencies, healthcare institutions, and community-based organizations working together to eliminate new AIDS diagnoses in Allegheny County and reduce new HIV infections by 75% by 2020. AFP is financially supported by the Allegheny Singer Research Institute (Allegheny Health Network) and UPMC Presbyterian Shadyside, and is managed by JHF.



There are more than 2,800 people living with HIV in Allegheny County, according to the Pennsylvania Department of Health. And the CDC reports that one in eight HIV-positive Americans do not know that they have the virus. Routine HIV testing helps reduce the transmission of the virus. Early diagnosis allows

(Continued on page 26)

---

(Continued from page 25)

those infected to take steps to protect their partners from infection, and early treatment can lower the community viral load. For individuals who do not have HIV, testing is just as critical because this information can help link them with important prevention services so they can remain HIV-free.

Over the past year, AFP has furthered its mission by conducting community outreach; forming an advisory committee comprised of clinicians, researchers, and service providers; connecting with other regions in the U.S. that are working to eliminate HIV/AIDS; and launching a website. To learn more about AFP and get involved, visit [aidsfreepittsburgh.org](http://aidsfreepittsburgh.org). You can also engage with AFP on Twitter ([@AIDSFreePgh](https://twitter.com/AIDSFreePgh)), Facebook ([facebook.com/AIDSFreePittsburgh](https://facebook.com/AIDSFreePittsburgh)), and [YouTube](https://www.youtube.com/channel/UCv8v8v8v8v8v8v8v8v8v8v8).



Pittsburgh Mayor Bill Peduto (left) and Allegheny County Executive Rich Fitzgerald are among the local leaders and celebrities featured in a new video produced by AIDS Free Pittsburgh to raise awareness about the importance of HIV testing.

## PRHI Strengthens Practices' QI Capacity, Promotes Health Management through AHRQ Grant

Donald Jakubek, MD, a primary care physician at Excela Health Weldon Family Medicine, was alarmed to find that one of his long-time patients had dangerously uncontrolled diabetes. The patient, a man in his 80s, had an A1C (blood sugar) level that spiked to 12 (anything above nine is considered dangerous).

Dr. Jakubek, along with a diabetic educator from a local hospital who makes in-office visits, discovered that although the patient was taking his short-acting insulin, he wasn't doing so before meals when he needed it to control his blood sugar. That, and he had a sweet tooth.

The team at Weldon went to work. A nurse and the diabetic educator reviewed educational materials with the patient on medication, diet, and exercise, spacing out the sessions to help him digest the information. Dawn Kastolis, Weldon's office manager, checked in by phone every few weeks. Dr. Jakubek

(Continued on page 27)

---

*(Continued from page 26)*

saw the patient one month and four months after his initial visit to assess the patient's progress, tweak his treatment plan, and troubleshoot any problems, such as medication access and insurance coverage. By the four-month visit, the patient's A1C decreased to 6.8.

The octogenarian's progress is a testament to Weldon's new approach to diabetes care, which was implemented at the Latrobe, PA practice in partnership with coaches and trainers from PRHI.

Weldon Family Medicine (previously known as Chestnut Ridge) has long been a staple in the Latrobe community, its relationships with some families spanning three generations. But the practice, which recently became part of the Excelsa Health network, realized the need for a team-based approach to help patients manage conditions over the long haul.

"Before we started this, we were challenged in terms of managing changes in the healthcare environment," Dr. Jakubek says. "The onus was on patients to make a change—they would get some educational materials, and we would see them six months later. Now, we have made it a point to be more involved in patients' care and create a support system for self-management."

Over the past year, PRHI's Bruce Block and Carol Frazer have collaborated with Weldon through an Agency for Healthcare Research and Quality (AHRQ)-funded initiative to strengthen health systems' capacity for quality improvement work.

Through the AHRQ initiative, PRHI is working with a total of 16 practices that are affiliated with Excelsa Health Medical Group, Premier Medical Associates, and Cornerstone Care. Dr. Block is the co-principal investigator on the grant, which extends through 2018 and is being carried out in partnership with the Department of Family and Community at the Penn State College of Medicine.

At Weldon, PRHI has conducted training exercises to help staff better understand one another's communication and learning styles, and the role that each team member plays in helping patients achieve better health. PRHI has also worked with Weldon to maximize the value of the practice's electronic medical record system for items like appointment reminders and tracking patients' progress over time.

"When Bruce and Carol came, they observed and laid the groundwork on what we needed to do," Dr. Jakubek says. "But it wasn't a cookie-cutter approach—they gave us the tools, and we figured out how

*(Continued on page 28)*



PRHI Chief Learning and Medical Informatics Officer Bruce Block, MD, and Practice Transformation Specialist Carol Frazer, LPC, are providing training and coaching to strengthen health systems' capacity for quality improvement work through an AHRQ-funded initiative.

---

(Continued from page 27)

they applied at our practice.”



Through an AHRQ-funded initiative, PRHI is working to strengthen health systems' capacity for quality improvement work with a total of 16 practices that are affiliated with Cornerstone Care, Excela Health Medical Group, and Premier Medical Associates.

The cornerstone of Weldon's QI work was its new diabetes care protocol, which initially was used for ten randomly selected patients with an A1C above eight (the threshold for what is considered poorly controlled diabetes). All ten experienced a reduction in their blood sugar, and eight of the patients lowered their A1C to below eight.

Now, Weldon is looking to implement the new approach for all diabetic patients, and share what it has learned throughout the Excela system. The shift from focusing on acute health episodes to long-term patient engagement has wide-ranging benefits.

"Patients really liked our deeper involvement in their diabetes care," Dr. Jakubek says. "We can expand and apply this approach to other chronic conditions, and bring that personal touch to help more patients manage their health."

## **JHF Receives Grants from Staunton Farm Foundation, Pittsburgh Foundation for the Adolescent Behavioral Health Initiative**

In 2016, JHF received grants from the Staunton Farm Foundation and The Pittsburgh Foundation in support of the community-wide Adolescent Behavioral Health Initiative. The multi-year initiative aims to improve access to and accountability for effective adolescent mental health and substance use services in Allegheny County, with an initial focus on 12-to-21-year-olds experiencing a crisis. This effort is guided by a distinguished 40-member advisory group of mental health and substance use providers, social service representatives, educators, researchers, health funders, and community advocates.

"This initiative is about creating and advancing a community vision for the ideal adolescent behavioral health system, and we are excited about the partnership with the Staunton Farm Foundation and The Pittsburgh Foundation," says Robert Ferguson, JHF director of government grants and policy.

In the first year of the initiative, JHF and its community partners are collecting stories from adolescents

(Continued on page 29)

---

(Continued from page 28)

and families, organizing focus groups, analyzing quantitative data, mapping the continuum of services and life events from crisis to stabilization, identifying best practices, creating an inventory of sources of help in the community, and producing a white paper with action plans for years two and three. JHF has hired Kevin Beckovich, MBA, as manager of the Adolescent Behavioral Health Initiative. Beckovich worked at Pittsburgh Mercy for more than seven years before joining the Foundation, serving as a quality manager and later a prevention and intervention supervisor for school-based programs.



Karen Feinstein (far left) leads a discussion with some of the 40 total members of JHF's Adolescent Behavioral Health Initiative Advisory committee, which features mental health and substance use providers, social service representatives, educators, researchers, health funders, and community advocates.

## **JHF Co-Sponsors CME event on Science of HPV, Practice-Based Strategies to Prevent Cancer through Vaccination**

The single largest predictor of whether a child receives the Human Papillomavirus (HPV) vaccine—and its protection against a host of related cancers—is a strong provider recommendation. On November 2, JHF and the Allegheny Health Network (AHN) Department of Pediatrics held a continuing medical education (CME) event designed to equip providers with knowledge and practice-based strategies to prevent certain cancers by boosting HPV vaccination rates.

The CME event, part of JHF's community-wide [HPV Vaccination Initiative](#), was held at the Sheraton Pittsburgh Hotel at Station Square in partnership with the Allegheny County Health Department, the Pennsylvania Chapter of the American Academy of Pediatrics, the Eye and Ear Foundation of Pittsburgh, and Pitt Public Health.

The event featured a keynote address by Kristen A. Feemster, MD, MPH, MSHPR, FAAP, an attending physician in the Division of Infectious Diseases and director of research for the Vaccine Education Center at the Children's Hospital of Philadelphia, and an assistant professor of Pediatrics within the University of Pennsylvania's Perelman School of Medicine. Dr. Feemster is an expert on the epidemiology of vaccine-

(Continued on page 30)

(Continued from page 29)

preventable diseases, with a focus on community and social factors.

The HPV vaccine represents a safe, effective cancer prevention tool, Dr. Feemster said, but vaccination rates remain unacceptably low. Just 60% of U.S. females age 13-17 had initiated the vaccine series in 2015, and just 52% of males (according to the CDC's National Immunization Teen Survey). Dr. Feemster noted that those rates could climb to well over 80% if children and teens were vaccinated during every office visit—not just wellness visits, but also when they show up for items like a sports physical or a sore throat. She recommended that practices have strong reminder systems to schedule follow-up visits and minimize no-shows, and deploy motivational interviewing to affirm parents' concerns and provide credible information on the HPV vaccine.

Dr. Feemster highlighted a recent change in HPV vaccination recommendations by the Advisory Committee on Immunization Practices (ACIP), which provides guidance to the CDC on controlling vaccine-preventable diseases. The CDC now recommends two doses of the HPV vaccine for 11-and-12-year olds (rather than three), reducing the number of office visits needed to protect children from HPV-related cancers at an age where their immune response to the vaccine is strongest.

Lee Harrison, MD, professor of Medicine and Epidemiology at the University of Pittsburgh and chairman of the Allegheny County Board of Health, gave a presentation on the effectiveness of the HPV vaccine and the potential consequences of not vaccinating. Dr. Harrison observed that if 80% of U.S. girls under the age of 13 were vaccinated against HPV, an estimated additional 31,000 deaths from HPV-related cervical cancer could be prevented (compared to current vaccination levels). Recent outbreaks of measles and meningitis across the country provide a harrowing reminder of what can happen when vaccines aren't



(L-R): Sarah Kohl, MD, of Pediatric Alliance; Joseph Aracri, DO, the Allegheny Health Network system chair of Pediatrics; Kristen A. Feemster, MD, MPH, MSHPR, FAAP; and JHF Board Secretary Debra L. Caplan, MPA.



More than 50 healthcare professionals gathered at the Sheraton Pittsburgh Hotel at Station Square on November 2 for a CME event focused on the science and public health implications of HPV, as well as practice-based strategies to prevent cancer by increasing HPV vaccination rates.

(Continued on page 31)

---

(Continued from page 30)

utilized, Dr. Harrison said.

The more than 50 CME participants also gained insights from local pediatric providers who have succeeded in initiating and completing HPV vaccination series. Joseph Aracri, DO, the Allegheny Health Network system chair of Pediatrics, moderated a panel discussion which included Sarah Kohl, MD, of Pediatric Alliance; Troy Lyons, MD, of Premier Medical Associates; Ann McGaffey, MD, of UPMC St. Margaret Bloomfield-Garfield Family Health Center; and Patrick Tate, MD, of UPMC Children's Community Pediatrics (CCP).

Dr. Kohl encouraged providers to doggedly measure vaccination data to both launch and track the progress of improvement projects, and to mention that their own family and friends have been vaccinated if parents or patients express concern. Dr. Lyons emphasized that the entire practice staff should be knowledgeable about the benefits of HPV vaccination. Dr. McGaffey shared Bloomfield-Garfield's multi-faceted approach to boosting HPV vaccination rates, which was featured in the [January-February 2016 WINDOW](#) (see pages 13-15) and which earned the practice a [2016 Fine Award for Teamwork Excellence in Health Care](#).



The November 2 HPV CME event featured a panel discussion with (L-R): Sarah Kohl, MD, of Pediatric Alliance; Troy Lyons, MD, of Premier Medical Associates; Patrick Tate, MD, of UPMC Children's Community Pediatrics; Ann McGaffey, MD, of UPMC St. Margaret Bloomfield-Garfield Family Health Center; Kristen A. Feemster, MD, MPH, MSHPR, FAAP, an attending physician in the Division of Infectious Diseases and director of research for the Vaccine Education Center at the Children's Hospital of Philadelphia; and Lee Harrison, MD, professor of Medicine and Epidemiology at the University of Pittsburgh and chairman of the Allegheny County Board of Health.

Dr. Tate shared that CCP holds HPV clinic days, rewards practices with the highest vaccination rates each quarter, provides maintenance of board certification points to providers who participate in an improvement initiative for increased vaccination, and provides a helpful nudge to parents.

The CME event was the culmination of a busy year for the Foundation's HPV Vaccination Initiative, which originally launched in 2014. In May, JHF, the Eye & Ear Foundation, and Duquesne University Assistant

(Continued on page 32)

(Continued from page 31)

Men's Basketball Coach John Rhodes (an HPV-related oral cancer survivor and vaccination advocate) were presented with a city proclamation co-sponsored by Councilmen Dan Gilman and Corey O'Connor. In 2016, JHF also partnered with Pittsburgh Public Schools (PPS) to conduct vaccine trainings for PPS nurses, worked with the Allegheny County Health Department to include HPV vaccine information in mailings sent to parents of PPS students, and ramped up outreach to local practices to create HPV vaccination champions.

In December of 2016, JHF approved a grant to Adagio Health for education and outreach activities designed to boost HPV vaccination rates.

*JHF has created an [HPV Cancer Prevention Toolkit](http://hpvpittsburgh.org/hpv-toolkit/) for providers, featuring recommendations, resources, and case studies. To access the toolkit, visit: [hpvpittsburgh.org/hpv-toolkit/](http://hpvpittsburgh.org/hpv-toolkit/)*

## **JHF Hosts First Training Session with Community Catalyst to Ensure PA has a Strong Community HealthChoices Program**



Christopher Garnett, MSS (top left), HIV planning and evaluation coordinator for JHF, facilitates a brainstorming exercise on transitions and continuity of care during an all-day training and education session on Community HealthChoices, Pennsylvania's program to deliver long-term services and supports to seniors, individuals with disabilities, and people who are Medicaid-eligible or dually eligible for Medicare and Medicaid.

Since the fall of 2015, JHF has convened a growing cadre of community partners and stakeholders to ensure a smooth roll-out of Community HealthChoices (CHC) in southwestern Pennsylvania. CHC will deliver long-term services and supports to an estimated 450,000 seniors, individuals with disabilities, and people who are Medicaid-eligible or dually eligible for Medicare and Medicaid across the commonwealth. Community HealthChoices will roll out first in western PA in January of 2018.

On June 21, the Foundation continued its work on behalf of CHC stakeholders by hosting a day-long training session at the QI<sup>2</sup>T Center that was facilitated by Community Catalyst, a consumer advocacy organization which has guided states across

(Continued on page 33)



(Continued from page 32)

the U.S. in implementing the move to managed long-term care programs. JHF and other funders in our region are engaging Community Catalyst to provide on-site training, on-demand technical assistance, and consulting services to various regions of PA as CHC is rolled out over the next three years.

Nearly 100 attendees—representing advocacy groups, law projects, community-based organizations and providers, faith-based groups, veterans organizations, Area Agencies on Aging, PA LIFE providers, and consumers—learned more about the Community HealthChoices program; the emerging roles and responsibilities of managed care organizations, community service providers, and beneficiaries in western PA; best practices in other states that have implemented similar programs; and ways that they can shape the development, implementation, and oversight of Community HealthChoices. The event also featured Q&As with Community Catalyst faculty and breakout sessions on pressing topics.



(L-R, 1st row): Adele Dean, regional APPRISE counselor; Georgia Goodman, executive assistant at the Pennsylvania Department of Human Services' Office of Long-Term Living; Kris Wiitala, a program associate within Community Catalyst's CCEHI; Marisa Scala-Foley, director of the Office of Integrated Care Innovations at the Administration for Community Living; Renee Markus Hodin, deputy director of Community Catalyst's Center for Consumer Engagement in Health Innovation (CCEHI); Pat Brady, managing principal at Sellers Dorsey; and JHF COO/CPO Nancy Zionts.

(L-R, 2nd row): Kelly O'Donnell, director of the PA Department Aging's Operations and Management Office; Len Tokar, delivery manager at Public Consulting Group; Roslyn Rogers, APPRISE program manager at the PA Department Aging; Alice Dembner, a senior policy analyst within Community Catalyst's CCEHI; Kerry Ann Clapper, regional APPRISE counselor; Darlene Sampson, PA Department of Aging's State Health Insurance Program/APPRISE program manager; Bill Henning, executive director of the Boston Center for Independent Living; Ann Hwang, director of Community Catalyst's CCEHI; and Larke Recchie, executive director of the Ohio Association of Area Agencies on Aging.

During the training session, Alice Dembner, a senior policy analyst within Community Catalyst's Center for Consumer Engagement in Health Innovation (CCEHI), provided an overview of Community HealthChoices and national trends in managed care for Medicaid and dually-eligible populations. Dembner noted that these programs aim to increase the use of and access to home-and community-based

(Continued on page 34)

(Continued from page 33)

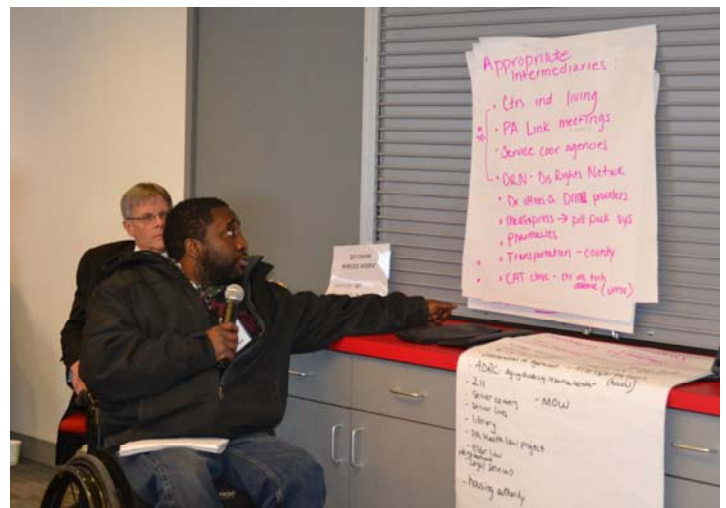
services, better coordinate care, foster innovation, and increase quality and accountability of services. She observed that successful programs focus on the goals and preferences of beneficiaries, and include extensive stakeholder engagement.

Renee Markus Hodin, deputy director of Community Catalyst's CCEHI, and Larke Recchie, executive director of the Ohio Association of Area Agencies on Aging, facilitated a session on beneficiary communications and enrollment. Hodin encouraged Pennsylvania stakeholders to inform beneficiaries about Community HealthChoices through a variety of channels, including meetings, letters, phone calls, websites, and advertising. Those notices should use consistent, jargon-free language at an appropriate literacy level, Hodin explained.

Ann Hwang, director of Community Catalyst's CCEHI, led a session on transitions and continuity of care along with Recchie and Bill Henning, executive director of the Boston Center for Independent Living. Hodin and Marisa Scala-Foley, director of the Office of Integrated Care Innovations at the Administration for Community Living, led attendees through a session on CHC network adequacy. They emphasized the importance of Pennsylvania managed care organizations maintaining a diverse and robust network of service providers who are accessible for people with disabilities, and culturally and linguistically competent.

Dembner and Henning explored consumer and stakeholder engagement, noting that successful MLTSS programs tend to use a "ladder of engagement" that includes surveys and program evaluations, town hall meetings and focus groups, and oversight and working groups with strong beneficiary involvement.

During a wrap-up session, JHF's Nancy Zions emphasized that Pennsylvania doesn't have to start from scratch—there are best practices, tool kits, and resources from the more than 20 other states who have implemented similar programs. She also noted that Community Catalyst will supplement the in-person training with an ongoing series of webinars, and that an online community has been created for stakeholders on [Tomorrow's HealthCare™](#), the Foundation's online knowledge network. Through that continued engagement, JHF hopes to broaden the tent of those involved in shaping Community



Stakeholders work together to identify intermediaries who can help disabled individuals learn more about Managed Long-Term Services and Supports, and connect them with services that promote community-based, independent living.

(Continued on page 35)

---

(Continued from page 34)

HealthChoices, including more representatives of veterans and dual-eligibles.

## JHF's Commitment to the Jewish Community Remains Strong

In continuing support of the vision and values of the founders of Montefiore Hospital, whose sale in 1990 provided for the Foundation's endowment, JHF remains an integral part of Jewish life and health care in the Pittsburgh region. Montefiore Hospital had been founded in 1908 as a place where Jewish physicians would be welcome to practice, their care extended to those of all faiths and races.

Below is a sampling of JHF's 2016 projects and partnerships in support of the Jewish community.

### *Jewish Federation of Greater Pittsburgh*

Since its founding in 1990, JHF has provided an annual block grant to the Jewish Federation of Greater Pittsburgh, which is distributed to beneficiary agencies to address the health needs of the Jewish community, including those of the elderly, families that have children with special needs, and the poor. JHF's \$900,000 grant, which benefits the Jewish Association on Aging, the Jewish Community Center, Jewish Family & Children's Service, Riverview Towers, and Jewish Residential Services, represents 60% of the \$1.5 million distributed annually by the Federation to the local community for human service needs.

The block grant is part of JHF's nearly \$3 million in total funding support provided to the local Jewish

## JHF RECOUNTS 25 YEARS JOURNEY TO BETTER HEALTH, HEALTH CARE IN JEWISH CHRONICLE

- [The Legacy of Montefiore Hospital](#)
- [The Healthy Jewish Community Project](#)
- [Weinberg Village and the Jewish Association on Aging](#)
- [Supporting Jewish Families and Children](#)
- [Responding to the Needs of Disadvantaged Jewish Households](#)
- [Advancing Public Health](#)
- [Changing Expectations for Care at the End of Life](#)
- [Celebrating Passover with a Tribute to JHF Leadership](#)
- [Treating Both Body & Mind in Primary Care, Beyond](#)
- [People of the Book in the 21st Century](#)
- [The Pittsburgh Regional Health Initiative: A Catalyst for Better Healthcare Quality, Safety](#)
- [Celebrating 25 Years of the Jewish Healthcare Foundation: Looking Back, Looking Forward](#)

(Continued on page 36)

---

(Continued from page 35)

community in 2016.

In partnership with the Jewish Federation of Greater Pittsburgh, JHF also hosted and funded a three-part continuing medical education series on medical ethics in Jewish law.

### *Jewish Association on Aging*

The Foundation distributed \$1.6 million to the JAA as part of our total \$33 million commitment to create and sustain the JAA's continuum of social, residential, rehabilitation, and nutrition services. JHF also partnered with the JAA to conduct Perfecting Patient Care<sup>SM</sup> quality improvement training for JAA staff (see page 37 for more information); pilot JHF's Virtual Senior Academy technology, which aims to provide learning and engagement opportunities to community-dwelling seniors; and help shape a 2020 strategic vision for the JAA.

### *JHF, JFilm Partner to Raise Awareness of BRCA Cancer Risks, Treatment Options*

Over the next year, JHF will partner with JFilm and the producers of "Pink and Blue: Colors of Hereditary Cancer" to make the film available to audiences throughout the Pittsburgh region. The first film screening was held during Breast Cancer Awareness Month on October 13 at UPMC Magee-Women's Hospital.

"Pink and Blue" explores the clinical, social, and familial implications of BRCA1 and BRCA2 genetic mutations, which put both women and men at a higher risk of developing numerous cancers.

Without treatment, women who have a BRCA genetic mutation are seven times more likely to develop breast cancer and 30 times more likely to develop ovarian cancer by the age of 70, according to the Centers for Disease Control and Prevention. BRCA mutations may also increase the risk of pancreatic, prostate, and breast cancer among men. Ashkenazi Jews are at a higher risk of possessing BRCA genetic mutations than the general population.



(Continued on page 37)

---

(Continued from page 36)

If you are interested in arranging a screening of “Pink and Blue” for your organization, contact Nancy Zionts ([Zionts@jhf.org](mailto:Zionts@jhf.org))

### *JGenes Pittsburgh*

JHF serves as the fiscal agent and is an advisory committee member for JGenes Pittsburgh, which raises awareness about Ashkenazi Jewish genetic diseases and provides information and screening to at-risk young adults. JHF Consultant Dodie Roskies, MPH, serves as executive director of JGenes Pittsburgh.

### *Stop the Bleed initiative*

As part of the *Stop the Bleed* community outreach, training, and action initiative (see page 40 for more information), JHF provided disaster kits to more than 20 Jewish organizations and synagogues in 2016. The Foundation will distribute additional kits in 2017.

## **JHF, JAA Working to Perfect Patient Care Across Continuum of Senior Services**

JHF and the Jewish Association on Aging (JAA) have forged deep ties over the years to deliver the highest quality services to our region’s seniors. In addition to JHF’s \$35 million commitment to create and sustain the JAA’s continuum of senior services, the Foundation has partnered with the JAA to foster ongoing career development among frontline staff (I-WISE); bolster the clinical, communication, and data collection skills of nursing home staff (Long-Term Care Champions); implement and meaningfully use electronic health records (PA REACH); and open dialogue on patients’ and loved ones’ end-of-life care goals ([Closure](#)).



JAA staff members—from senior leadership to the frontline—participated in a series of Perfecting Patient Care<sup>SM</sup> trainings during the summer and fall of 2016. Now, they’re applying what they learned by working on quality improvement projects.

In 2016, JHF’s long-term care team and the JAA launched their latest joint effort: implementing

(Continued on page 38)

(Continued from page 37)

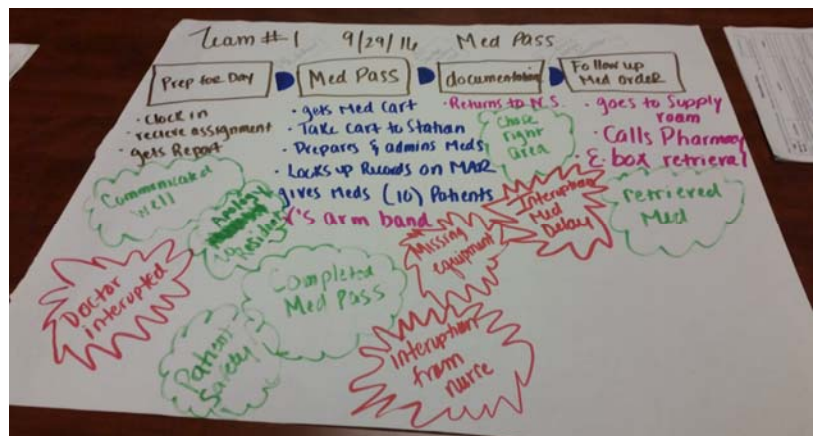
Perfecting Patient Care<sup>SM</sup> (PPC)—the Foundation’s flagship curriculum to increase efficiency, eliminate errors, and achieve better outcomes—as a system-wide method for continuous improvement at the JAA.

The JAA offers skilled nursing and rehabilitation services, an assisted living community, adult day services, a kosher meals on wheels program, outpatient rehabilitation, home health, Alzheimer’s and dementia care, and hospice and palliative care. In the summer and fall of 2016, JHF held a series of seven PPC trainings for approximately 35 total staff members—from senior leadership to management to the frontline—across the JAA’s continuum of services. The participants also completed between-session coursework, which included observing and mapping out current workflows, collecting data, and identifying steps required to reach an ideal target condition.

JAA staff who participated in the Lean-based trainings formed eight different teams that will implement quality improvement projects, with continued guidance from JHF’s long-term care team. Those QI projects include standardizing processes related to wound care on nursing units, improving communication during shift changes, standardizing the room assignment process, clarifying the role of the administrator on duty, and enhancing the resident dining experience, among others.

Each of the teams will present their projects to JAA leadership during quality meetings. JHF has also offered to meet other training needs for the JAA, including those related to palliative care and clinical skills enhancement.

“Today’s healthcare professionals serve seniors who have increasingly complex, chronic health conditions,” says JHF Quality Improvement Specialist Stacie Bonenberger, who engaged JAA staff along with manager of Lean Healthcare Strategy and Implementation Jen Condel, SCT(ACT)MT; Quality Improvement Specialist Anneliese Perry, MS, NHA; and Nancy Zionts. “Perfecting Patient Care<sup>SM</sup> provides the JAA with a structured, standardized problem-solving method to meet those demands and create a learning community.”



A process map, which offers a visual representation of the current workflow. The map identifies what is working well (green clouds) as well as improvement opportunities (red clouds).

---

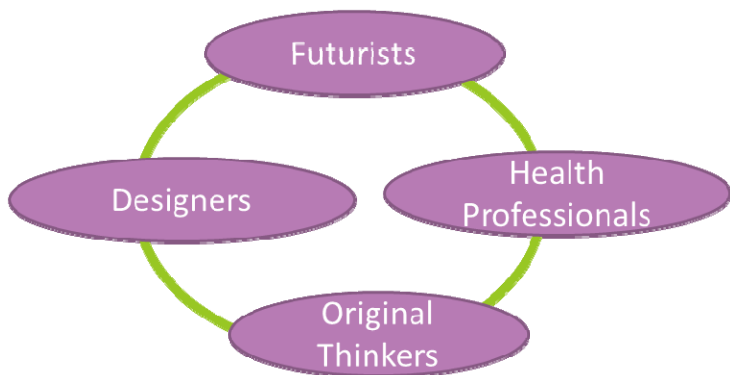
## JHF Approves New Grants for Museum to the Future of Health Care, Senior Living Community Planning, *Stop the Bleed*

### *Creating a Museum to the Future of Health Care*

Technology advancements have the potential to transform every aspect of the healthcare system—from prevention, diagnoses, and treatment, to workforce preparation and accreditation, to care design and delivery. To prepare for this new era, JHF has approved a three-year, \$500,000 grant to design and create a Museum to the Future (MTTF) of Health Care. Rather than a traditional bricks-and-mortar building, the MTTF will be an online, evolving space for healthcare experts, technologists, futurists, policy makers, community leaders, students, and other stakeholders to learn about cutting-edge healthcare innovations, spread best practices, and collaborate on new breakthroughs.



“When it comes to improving our healthcare system, the time for tinkering at the margins is over,” says Karen Feinstein. “The U.S. spends nearly a fifth of its GDP on health care—far more than any other affluent country—and in return we are among the worst in population health status. It’s estimated that nearly 40 cents of every dollar spent on health care buys waste, in the form of overtreatment, poor care coordination, inefficiencies, preventable errors, and other activities that add no value and some that cause harm. That means we’re squandering resources that could be used to pay for things that improve health, like behavioral health services in primary care, pharmacy consultations, patient education, cheaper drugs, nutrition and exercise, community health workers, quality improvement coaching and training, and new technologies.



JHF’s Museum to the Future of Health Care will serve as a hub to learn about cutting-edge healthcare innovations, spread best practices, and collaborate on new breakthroughs.

“It’s time to build an entirely new health system—one that’s safe, reliable, transparent in cost and quality, efficient, and prevention-focused,” Dr. Feinstein says. “The MTTF will showcase that best-performing, most-innovative, technologically-updated system of the future, with changing virtual exhibits that inspire leaders, payers and governing boards locally, nationally, and globally to make change. If we can’t imagine it, we won’t get it! And why shouldn’t we have the best healthcare system possible?”

*(Continued on page 40)*

---

(Continued from page 39)

To learn more about current and anticipated healthcare innovations, JHF will collaborate with the Lown Institute on a framing paper, and will convene community-wide planning sessions for the MTTF. The Foundation will also re-establish its Quality Improvement meets Innovation Technology (QI<sup>2</sup>T) Fellowship, which will provide an opportunity for multidisciplinary graduate students to accelerate change.

### *Exploring a Next Generation Senior Living Community at Chatham University*

Among U.S. counties with a population of at least one million people, Allegheny County has the second-highest proportion of seniors (age 65 or older) in the U.S., according to the University of Pittsburgh's University Center for Social and Urban Research. The county's percentage of seniors projects to rise from about 18% currently to about 22% by 2030. While meeting the medical needs of this growing elderly population is critical, considerably less attention is paid to creating stimulating social and intellectual opportunities that promote well-being.

In response, JHF has approved a \$50,000 planning grant to Chatham University to determine the feasibility of creating a new living-learning community for seniors. The initiative would build on Chatham's signature programs related to physical health and wellness, the environment, and sustainability.

The planning grant to Chatham University furthers the goals of JHF's larger *Senior Connections* initiative. *Senior Connections* is a multipronged effort to strengthen an umbrella of services available for seniors to live safe and satisfying lives, including adequate transportation and housing, exercise and recreational opportunities, geriatric-friendly health care, and caregiver supports.

### *Stop the Bleed Program: A Community Effort to Prevent Mass Casualties*

JHF approved a \$100,000 grant to implement a regional *Stop the Bleed* initiative, which is a community outreach, training, and action program that empowers the general public with the first responder skills and equipment necessary to stop or slow life-threatening bleeding.



(Continued on page 41)



---

(Continued from page 40)

JHF is supporting a regional planning effort and providing resources (including bleeding control kits and training) to the local Jewish community and the Foundation's HIV/AIDS service partners.

Mass casualty events—including shootings, multi-vehicle accidents, and acts of terrorism—have become increasingly common. While emergency interventions may save victims of mass casualty situations, some bleed to death at the scene before medical help arrives. Equipping bystanders with basic first responder skills and tools can quicken intervention times and potentially save lives.

“No one wants to think about mass casualty incidents, but many cities across the U.S.—including Aurora, Sandy Hook, Boston, Orlando, and Dallas—have been touched by such tragedies,” says Karen Feinstein. “It is critically important that our region is as prepared as possible for an emergency situation. That starts with all of us knowing how to stop life-threatening bleeding, similar to how many in the general public can provide CPR [cardiopulmonary resuscitation] to someone in distress.”

Emergency medical technicians, nurses, and other medical providers are disseminating information on *Stop the Bleed* and conducting train-the-trainer sessions on how to use the bleeding control kits. The kits are primarily placed in the same, highly-populated locations as automated external defibrillators (AEDs). The kits include standard tourniquets, hemostatic dressings (which have chemicals that quicken blood clot times), and a just-in-time training card to help civilians provide effective aid.

JHF is convening groups to develop a regional *Stop the Bleed* plan. To increase the availability of bleeding control kits and training across the region, the *Stop the Bleed* consortium will explore potential federal funding sources and engage additional partners that could underwrite costs, including businesses, philanthropic groups, sports facilities, and cultural institutions.

JHF's support of *Stop the Bleed* furthers the Foundation's 15-year commitment to improving the region's emergency preparedness and pre-hospital care. Previous JHF initiatives have included providing grants



Regional *Stop the Bleed* leaders include (left) Dan Swayze, DrPH, MBA, MEMS, vice president and COO of the CEM of Western Pennsylvania, Inc. and (center) Paul Paris, MD, FACEP, LLD (Hon), senior medical director of UPMC Prehospital Care, chief medical officer of the UPMC Center for Emergency Medicine, and a JHF Board member.

(Continued on page 42)

---

*(Continued from page 41)*

to Jewish agencies and synagogues to enhance their post-9/11 safety systems (2001) and acquire AEDs (2004); funding a study on the types and frequency of errors in EMS in partnership with the University of Pittsburgh School of Medicine and the Center for Emergency Medicine of Western Pennsylvania (2004); funding an EMS Champions program during which 18 local EMS providers learned and applied healthcare quality improvement methods (2008); leading an EMS mission to Israel for local professionals to learn disaster preparedness concepts and bring them back to Allegheny County (2010); and hosting EMS professionals in the Foundation's multidisciplinary fellowship programs (2013-15).

## **JHF's Minority AIDS Initiative Work on Display at National Ryan White Conference**

Over the past four years, JHF has provided a variety of coaching and training to AIDS Service Organizations (ASOs) in Pennsylvania that are participating in the Minority AIDS Initiative (MAI), which aims to link HIV-positive individuals with medical, behavioral, and social services to help them better manage their condition and ultimately reduce community viral loads. Through those efforts, the Foundation's ASO partners linked more than 1,400 people to care through November of 2016.

In August, Richard Smith, MSW, the Foundation's HIV/AIDS project director, attended the 2016 National Ryan White Conference on HIV Care and Treatment in Washington, DC where he showcased how MAI has utilized collaborative, hands-on education and community health workers to improve the lives of HIV-positive individuals who had previously been lost to care.

The conference, organized by the Health Resources and Services Administration (HRSA)'s HIV/AIDS Bureau, brings together around 2,500 Ryan White HIV/AIDS Program grantees, healthcare professionals, HIV/AIDS consumers, and community stakeholders to share best practices in training and technical assistance, policy updates, and treatment innovations.



Richard Smith, MSW, the Foundation's HIV/AIDS project director, presents during the 2016 National Ryan White Conference on HIV Care and Treatment in Washington, DC. The conference is the nation's largest gathering of HIV/AIDS health care providers, program recipients, consumers, and stakeholders.

*(Continued on page 43)*

---

*(Continued from page 42)*

During his presentation on the MAI program, Smith explained that JHF has worked to strengthen the capacity of ASOs by training them in Lean-based quality improvement methods, motivational interviewing, and data management, both-in person and online. But part of what has made MAI successful is that the ASOs have formed a knowledge network to share their own expertise.

Throughout MAI, the Foundation has facilitated a number of statewide learning collaboratives for all participating ASOs. They take part in “knowledge cafes,” talking with ASOs with extensive client experience in topics such as transgender health, injection drug use, and co-occurring HIV/Hepatitis C infections, and even getting artistic by sketching a day in the life of a community health worker engaging with clients.

## **JHF, PRHI Board Meetings Offer a Preview of 2017**

In December, JHF and PRHI board meetings featured presentations on many of the accomplishments recounted in this publication. But board members also learned more about what’s on tap for 2017, and helped shape the Foundation’s future plans.

Much of the discussion during the December 1 PRHI board meeting centered on a 2017 PRHI project: *The Insider’s Guide to Board Governance*. PRHI will study the characteristics of high-performing boards and distill its findings to help create board activists who can help effectively govern health systems. *The Insider’s Guide* builds off of PRHI’s Positive Deviance projects in 2016, which analyzed the key characteristics of leaders of high-performing health systems and looked at how a top-rated nursing home prevents resident falls.

The December 5 JHF board meeting offered a preview of an upcoming book written by Foundation



(L-R): Anne Newman, MD, MPH, department chair of Epidemiology and director of the Center for Aging and Population Health at Pitt Public Health; JHF Consultant Jonathan Weinkle, MD, FAAP, an internist and pediatrician at the Squirrel Hill Health Center; Judith Lyn Balk, MD, MPH, Medical Director of the Center for Complementary and Integrative Health at Allegheny Health Network; Alan Finkelstein, MD, Director of the Family Health Center Laboratory at UPMC Shadyside Family Health Center; Sam Reynolds, MD, chief quality officer at Allegheny Health Network; Bern Bernacki, DO, MPH, Bernacki and Associates Wellness Center; and Neil Resnick, MD, the Thomas Detre Professor of Medicine and chief of the Division of Geriatric Medicine at the University of Pittsburgh and UPMC.

*(Continued on page 44)*

(Continued from page 43)

consultant Jonathan Weinkle, MD, FAAP, an internist and pediatrician at the Squirrel Hill Health Center. Dr. Weinkle read excerpts of *A Fellow Creature in Pain: Creating Covenant Between Healers and Patients*. The book explores how to make the-day-to-day practice of medicine reflect its sacred nature, as well as ways to forge patient-provider relationships based on open communication, mutual respect, and a shared purpose.

## NEW BOARD MEMBERS FOR 2017

Lenore Blum, PhD (JHF)

Vera Krekanova (HCF)

James B. Lieber, Esq. (JHF)

Joel M. Rosenthal, CPA (JHF)

Ralph Schmeltz, MD (PRHI)

Bradley D. Stein, MD, PhD, MPH (JHF)

## Squirrel Hill Health Center Celebrates 10th Anniversary

2016 marked the tenth anniversary of the Squirrel Hill Health Center (SHHC), a Federally Qualified Health Center which has emerged as a national model for providing comprehensive, culturally-competent care. JHF's Nancy Zionts and Dodie Roskies (a long-time Foundation consultant and current director of JGenesPittsburgh) played an integral role in the planning process for the SHHC.

The SHHC serves a population from more than 25 countries and cultures. SHHC staff speaks multiple languages and translation services are available, which has made SHHC a home to Pittsburgh's growing community of international immigrants and refugees

In addition to comprehensive primary care, SHHC provides behavioral health services, dental care, case management, and access to supportive services. It has added mobile services, and opened a second location in Brentwood in 2015.



Past JHF Board Chair Stephen Halpern; Nancy Zionts; Karen Feinstein; Consultant Dodie Roskies; and past Board Chair Charles Cohen examine blueprints for the Squirrel Hill Health Center.

---

## PA Health Funders Collaborative Celebrates 10th Anniversary

A decade ago, health foundations from across the Commonwealth banded together to form the Pennsylvania Health Funders Collaborative (PHFC). Since then, PHFC has evolved into a network of 45 foundations which harnesses members' collective passion and expertise to advance health philanthropy and policy.

During the PHFC Annual Conference, held at the Omni Bedford Springs Resort on November 15-16, members gathered to reflect on the implications of the national election and identify next steps and strategies related to the network's primary focus areas (behavioral and physical health integration, end-of-life and long-term care, healthy eating and active living, and health insurance and access).

The PHFC is directed by Ann Torregrossa, former director of the Pennsylvania Governor's Office of Health Care Reform during the Rendell Administration. Karen Feinstein and Russell Johnson, president and CEO of HealthSpark Foundation, serve as co-chairs of the PHFC.



Pennsylvania Health Funders Collaborative members celebrate the tenth anniversary of the network, which unites foundations from across the commonwealth to advance policy and improve population health.

Brad Stein, PhD, MD, MPH, a senior natural scientist from RAND Pittsburgh, kicked off the conference with a presentation on adolescent behavioral health—which he described as a “wicked problem” that is often connected with other physical, social, and environmental issues and is difficult to solve. Despite the availability of effective adolescent behavioral health treatments, Dr. Stein noted that there are significant gaps in care access and coordination, and knowledge of available services. He encouraged foundations to consider how to rethink the system. Dr. Stein is an advisory committee member for JHF's Adolescent Behavioral Health Initiative, which aims to improve access to and accountability for effective behavioral health services for adolescents in Allegheny County.

Kathy Fisher, JD, MSW, policy manager of the Greater Philadelphia Coalition Against Hunger, provided an overview of food security advocacy and related programs, and explained the Governor's Blueprint for a Hunger-Free PA. Judith Miller Jones, MA, former director of the National Health Policy Forum at George

*(Continued on page 46)*

(Continued from page 45)

Washington University, provided a keynote on the federal election’s implications on the Affordable Care Act, Centers for Medicare and Medicaid Innovation, the Agency for Healthcare Research and Quality, value-based payment models, Medicaid, long-term care, and public health. Jones’ keynote led to a discussion on how PHFC members can work with the new administration to maintain key principles of health reform, such as access, innovation, patient safety, quality, and workforce development.

JHF’s Nancy Zionts led a session the next morning about the rollout of managed long-term services and supports in Pennsylvania (called Community HealthChoices). The foundations discussed statewide roles for PHFC as a collective, and individual roles that members can play in their local communities.

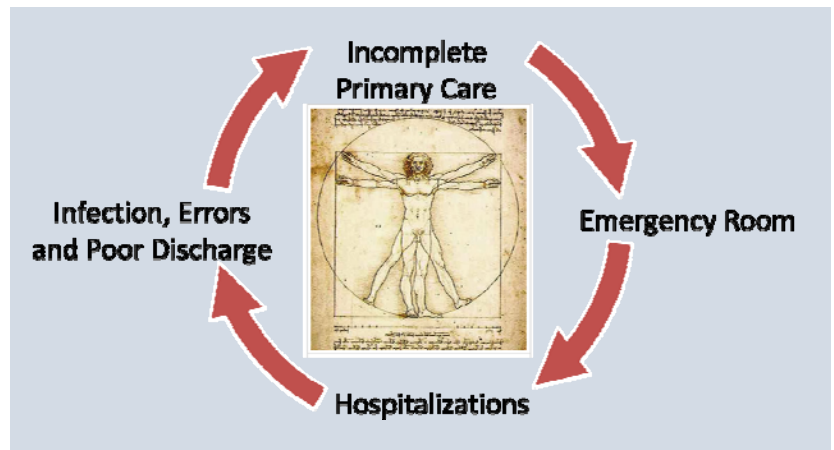
Antoinette Kraus, director of the Pennsylvania Health Access Network, explained the current state of health insurance enrollment in Pennsylvania, noting variations by county. She also discussed anticipated enrollment changes in light of the federal election and provided insights into when and how these changes might occur over the next two years.

At the end of the conference, the foundations proposed to explore the idea of creating a Pennsylvania Health Policy Forum to help key decision-makers analyze and discuss timely health policy issues, and lay the ground work for policy debates and discussions.

## **PRHI Shares Strategies for Smooth Care Transitions, Patient Engagement through NRHI High-Value Care Support and Alignment Network**

PRHI has a long track record of helping patients make seamless transitions from the hospital to other care settings, including primary care, skilled nursing facilities, and community-based settings. Regardless of the setting, there are key elements of care that boost the chances that a discharged patient doesn’t make a return trip to the hospital for a problem that could have been avoided.

On July 28, Nancy Zionts shared PRHI’s playbook for successful care transitions as part of a virtual learning event for practice



During PRHI’s latest learning event for the High-Value Care Support and Alignment Network, Nancy Zionts shared strategies for breaking the hospital readmissions cycle from various care settings.

(Continued on page 47)

---

*(Continued from page 46)*

facilitators and program managers who are participating in the Network for Regional Health Improvement (NRHI)'s High-Value Care Support and Alignment Network (SAN). NRHI, an alliance of 35 regional health improvement collaboratives from around the U.S. (including founding member PRHI), is one of ten organizations selected by the Center for Medicare and Medicaid Innovation to lead CMMI's Transforming Clinical Practice Initiative (TCPI). TCPI aims to prepare clinicians for value-based payment initiatives, greater information sharing with patients and other providers, and ongoing practice improvement activities.

During the virtual event, Zionts explained the physical, emotional, and financial consequences of preventable hospital readmissions, and offered strategies to set up a patient for success post-discharge.

She noted the importance of educating patients and caregivers about health conditions, medications, and self-management strategies; developing a post-discharge care plan; establishing a post-discharge care team with defined roles and responsibilities; and creating a shared sense of responsibility for a patient's well-being.

In June, PRHI launched its first NRHI High-Value Care SAN learning module on building internal capacity for delivering behavioral health services in primary care. In 2017, PRHI will host learning modules on fostering change by using shared decision-making tools and motivational interviewing; engaging patients and families in end-of-life and advanced care planning conversations; and enhancing patient safety and quality.

## **PRHI's Bruce Block Honored by the Family Medicine Education Consortium**

As a primary care physician and educator for more than 40 years, PRHI Chief Learning and Informatics Officer Bruce Block, MD, has improved the lives of countless patients and elevated the quality of health care across our region. In 2016, Dr. Block was honored for his work by earning the 2016 Family Medicine Education Consortium (FMEC)'s Power to Change our World Award.



PRHI's Bruce Block, MD (standing), with members of the 2016 Jonas Salk Fellowship.

*(Continued on page 48)*

(Continued from page 47)

The FMEC is a non-profit organization that seeks to bolster family medicine and primary care by encouraging students to pursue a career in family medicine, offering mentorship and educational opportunities to those already in the field, and supporting new primary care delivery models and quality improvement initiatives.

Dr. Block was the regional physician lead for the CMMI-funded COMPASS (Care of Mental, Physical, and Substance Use Syndromes) behavioral health integration project, and led PRHI's PA REACH West initiative, which assisted physician practices with electronic health records (EHRs) and helped them to achieve meaningful use and medical home status. Covering a large territory, PRHI's REACH initiative served more than 850 providers at more than 350 practice sites. Ninety-nine percent of PRHI's REACH clients have implemented EHRs, and 92% have achieved meaningful use status.

Currently, Dr. Block is the co-principal investigator of an Agency for Healthcare Research and Quality (AHRQ)-funded initiative to strengthen health systems' capacity for quality improvement work. He is also the physician lead for the Community Health Workers Champions program.

## JHF Hosts Health 2.0 Event Focused on Role of Technology in Addressing Opioid Epidemic



A sampling of the technology showcased during JHF's latest Health 2.0 Pittsburgh event, which focused on solutions to the opioid epidemic.

Opioid overdoses now claim more lives in the U.S. each year than any other form of preventable death, surpassing auto accidents and gun violence. Our region has been hit especially hard. Pennsylvania experienced the third-highest number of opioid deaths in the country in 2014 (2,732), and Western Pennsylvania had six of the ten counties with the highest drug-related deaths rates in the

(Continued on page 49)



(Continued from page 48)

Commonwealth. This emerging public health threat, which cuts across demographics, demands a community-wide response.

On December 8, JHF hosted a Health 2.0 Pittsburgh event designed to explore how technology can be part of a collective solution to the opioid epidemic. The event, with more than 100 attendees, included technology demonstrations as well as panel discussions and presentations featuring leaders in public health, human services, and community advocacy.

Organized by JHF, Health 2.0 Pittsburgh is a forum for topic experts and a core group of stakeholders, students, funders, and technology entrepreneurs to discuss pressing healthcare problems and develop collective solutions.

Allegheny County Health Department Director Karen Hacker, MD, MPH, opened the event by framing the opioid overdose epidemic in Allegheny County. Dr. Hacker observed that a “perfect storm” of events has fueled the opioid epidemic: a drastic increase in the number of prescriptions written and dispensed, greater social acceptability of using medications for different purposes, aggressive marketing of new long-acting painkillers, the high addictive potential of painkillers, and the availability of heroin as a cheaper alternative.



(L-R): Jan Pringle, PhD, director of the Program Evaluation and Resource Unit at the University of Pittsburgh School of Pharmacy, moderates a panel and audience Q&A featuring Marc Cherna, director of the Allegheny County Department of Human Services; Stuart Fisk, CRNP, MSN, director of the Center for Inclusion Health at Allegheny Health Network; consumer advocate Charlene Tissenbaum; and Allegheny County Health Department Director Karen Hacker, MD, MPH.

Dr. Hacker noted that stakeholders are developing and implementing action plans to respond to the issue. Those plans include distributing the overdose-reversal drug naloxone, creating Centers of Excellence Health Homes for opioid-related substance use disorders, implementing Prescription Drug Monitoring Program, holding drug take-back events, and increasing the availability and acceptance of medication-assisted treatment.

Following Dr. Hacker’s presentation, the Health 2.0 attendees learned about three new technologies designed to address aspects of the opioid problem.

Venkat Narayanan, CEO of Pittsburgh-based Jarus Health Technologies, LLC, demonstrated a prototype smart phone app that helps link people who are overdosing to nearby family, friends, and community

(Continued on page 50)

---

*(Continued from page 49)*

members who can administer naloxone. Narayanan also presented Jarus Health Technologies' ideas for apps to connect people to substance abuse treatment and harm-reduction strategies.

Dave Jasnos, CEO of Pittsburgh-based MedControl Technologies, gave a demonstration of a prototype device designed to address non-prescription pill use and curb the potential to overdose. The rectangular, palm-sized device would replace the usual pill bottle, dispensing a single dose at predetermined times to a patient who must access it with a fingerprint scan.

Chuck Tepper, VP of public partnerships for behavioral health technology company myStrength, presented resources for chronic pain and opioid management which complement myStrength's existing applications for depression, anxiety, and substance use disorder. myStrength's interactive web and mobile applications are designed to scale mental health resources by delivering online evidence-based self-help tools, extending treatment, and providing peer support.



The December 8 Health 2.0 event featured technology demos from (L-R): Dave Jasnos, CEO of MedControl Technologies; Venkat Narayanan, CEO of Health Technologies, LLC; and Chuck Tepper VP of public partnerships for behavioral health technology company myStrength.

After the technology demos, Jan Pringle, PhD, director of the Program Evaluation and Resource Unit at the University of Pittsburgh School of Pharmacy, moderated a panel and audience Q&A featuring Marc Cherna, director of the Allegheny County Department of Human Services; Stuart Fisk, CRNP, MSN, director of the Center for Inclusion Health at Allegheny Health Network; Dr. Hacker; and consumer advocate Charlene Tissenbaum.

Cherna emphasized the importance of reducing the stigma attached to proven medication-assisted treatment programs. Fisk noted that naloxone is becoming increasingly expensive, and that it's

*(Continued on page 51)*

---

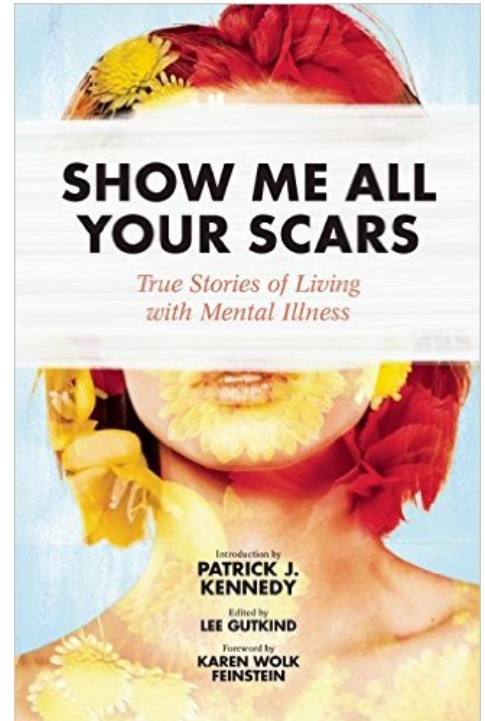
(Continued from page 50)

particularly in short supply in rural areas. Dr. Hacker observed that issues related to chronic pain aren't frequently discussed in medical school, and that any potential technology component to the opioid epidemic should include the family's input. Tissenbaum advocated for improved communication between providers and with families, more addiction medicine counselors, and an updated community resource list to help families navigate the system in times of need.

## Latest JHF-Creative Nonfiction Work Explores Mental Illness from Patient's Perspective

JHF and Creative Nonfiction have collaborated on seven anthologies over the past twelve years that have collectively brought together voices from around the country to explore paramount healthcare issues related to patient safety and quality, workforce development, end-of-life care, and mental health, among other topics.

The latest JHF-Creative Nonfiction partnership depicts mental health challenges and breakthroughs from the perspective of patients. [\*Show Me All Your Scars: True Stories of Living with Mental Illness\*](#), published in June, features 20 personal essays, as well as a foreword written by Karen Feinstein and an introduction penned by The Honorable Patrick J. Kennedy, a former member of the U.S. House of Representatives and a leading political voice on mental illness and addiction. The latest anthology complements [\*Same Time Next Week: True Stories of Working Through Mental Illness\*](#), a collection of essays written from the perspective of mental health providers.



## Pittsburgh Chapter of International Women's Forum Celebrates 20th Anniversary

In 1996, a group of 35 female leaders in our region banded together to establish a Pittsburgh chapter of the internationally renowned International Women's Forum (IWF). Since then, IWF Pittsburgh has provided mentorship to burgeoning professionals, galvanized health and social activism, and hosted female leaders from across the U.S. and abroad, including for the IWF World Leadership Conference in 2008.

(Continued on page 52)

(Continued from page 51)

On October 14, Karen Feinstein and fellow IWF Pittsburgh members celebrated their chapter's 20th anniversary during a reception at Chatham University. Dr. Feinstein is a founding member of IWF Pittsburgh and served as the chapter president from 1997-1999. To mark the occasion, Allegheny County Executive Rich Fitzgerald proclaimed October 14 to be "IWF Pittsburgh Chapter Day" in Allegheny County. On October 15, Pittsburgh Mayor Bill Peduto proclaimed "IWF Day" in the city.



On October 14, members of the International Women's Forum in Pittsburgh celebrate the chapter's 20th anniversary in the city.

## The Year in Funny Photography



JHF gets into the St. Patrick's Day and Halloween spirit.





JHF's winter holiday party featured a murder mystery game, with live actors. We're still looking for he culprit.



**CONNECT WITH US ONLINE**



[@JHFORG](https://twitter.com/JHFORG)

[@PRHIORG](https://twitter.com/PRHIORG)



[FACEBOOK.COM/PRHIORG](https://facebook.com/PRHIORG)

[FACEBOOK.COM/](https://facebook.com/JewishHealthCareFoundation)

[JEWISHHEALTHCAREFOUNDATION](https://facebook.com/JewishHealthCareFoundation)