

THE WINDOW

A round-up of JHF news, events, milestones, publications, and more.



JHF Celebrates 25 Years of Creating Healthier Communities

On September 1, the Jewish Healthcare Foundation (JHF) celebrated its 25th anniversary as a force for better health and health care in Pittsburgh, Pennsylvania, the U.S., and beyond. Key players who transformed JHF from its creation with the sale of Montefiore Hospital into an organization that combines grant making with education, research, and advocacy reflected on the Foundation's impact.

JHF has distributed \$101 million in grants over the years, including \$60 million dedicated to improving the health and well-being of the Jewish community. The Foundation has also brought in an additional \$101 million in grants from outside sources, which has allowed JHF to emerge as a collaborator, convener, and catalyst for healthcare reform. An army for the healthcare revolution, 9,000 strong across four continents, has learned the Foundation's methods for delivering high-quality, safe, and compassionate care.

The Foundation began as a blank slate, its mission continually evolving, noted current JHF Board Chair Nancy Rackoff while addressing the 90 board members past and present, community partners, and elected officials who attended the celebration.

"It would have been impossible back then to predict that JHF would serve as a model for healthcare improvement for consumers, providers, and policy makers around the globe,"

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Rackoff said. “The initiatives have been infinitely bold and insanely inspirational – a reflection and signature of its incredible leader, Karen, and her tireless and equally inspired staff. As prior chairs would attest, it’s a matter of holding on for dear life on this incredible journey that is JHF.”

JHF’s leader since its inception almost didn’t take the job. An activist at heart who came of age during the Civil Rights movement, Karen Wolk Feinstein, PhD, had no

desire to merely hand out grants. She credits the late Sholom Comay, a civic leader in Pittsburgh and past president of the American Jewish Committee, for offering her a different perspective.



(Left to Right): JHF Board Chair Nancy L. Rackoff; Stephen Halpern, Jewish Association on Aging board chair and past JHF board chair; Patricia L. Siger, Pittsburgh Regional Health Initiative board chair and past JHF board chair; past JHF board chair Farrell Rubenstein; JHF vice chair David Ehrenwerth; JHF life trustee Dick Simon; and JHF President and CEO Karen Wolk Feinstein, PhD.



Nancy Rackoff welcomes 90 board members past and present, community partners, and elected officials who gathered at the QI²T Center on September 1 to celebrate the Jewish Healthcare Foundation’s 25th anniversary.

“Sholom invited me to lunch at Common Plea, and told me that I would be crazy not to take the job,” Dr. Feinstein recalled. “He said it was an amazing opportunity to start something from scratch, to infuse activism into health care. I owe a debt of gratitude to Sholom.”

Two other longtime partners addressed the crowd: Dick Simon, who has served continuously in leadership positions between Montefiore Hospital and JHF for 63 years, and current JHF Board Vice Chair David Ehrenwerth.

Simon reflected on the importance of preserving Montefiore Hospital’s origins following its sale, which he, his wife Nancy, and other supporters helped do by raising funds for the Montefiore Historical Corridor. Simon thanked JHF leadership for preserving Montefiore’s legacy of fostering better health and opportunity for all community members.

“Ultimately, there was collaboration that led to the creation of this wonderful organization,”

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Ehrenwerth said. "I have been delighted to be a part of it, and I can't wait to see what happens next."

The JHF 25th anniversary celebration is a tribute to the determination and permanency of Pittsburgh's Jewish community, Dr. Feinstein said during her closing remarks.

"My great-great aunt Helen was one of the founders of Montefiore when that was the right thing to do for our community," Dr. Feinstein said. "My dad was treasurer, my brother was on the board, and I was a candy-striper. It has been a privilege to work with you as we made the transition from a very distinguished teaching hospital to a healthcare foundation. We're a resilient community, and we move with the times. But it's wonderful how we stay together and support one another. On to the next 25."

JHF'S 25TH ANNIVERSARY MAKING HEADLINES

["On 25th anniversary, Jewish Healthcare Foundation putting new focus on personal health"](#) (Pittsburgh Post-Gazette)

["JHF steps into spotlight for a job well done"](#) (The Jewish Chronicle)



Nancy Zionts hands out JHF bingo cards, featuring spaces with milestone moments in the Foundation's history that were celebrated during the day's festivities.



(L-R): Elliott Oshry, a member of Ketchum Advertising's senior management team and a JHF Board member; JHF Board member Neil Resnick, MD, Thomas Detre Professor and chief of the Division of Geriatric Medicine and Gerontology at the University of Pittsburgh and UPMC; Rep. Dan Frankel, member of the Pennsylvania House of Representatives for the 23rd District and an HCF Board member; and JHF Board member Steven D. Irwin.



(L-R): Debra L. Caplan, MBA, current secretary of the JHF Board and retired senior vice president of Allegheny General Hospital and West Penn Hospital; Mildred Morrison, MPM, administrator of the Allegheny County Department of Human Services' Area Agency on Aging (AAA) and a JHF Board Member; Bob Nelkin, president and CPO of the United Way of Allegheny County; Nancy L. Rackoff, Patricia L. Siger; and Donald Fischer, MD, MBA, senior vice president of health affairs and chief medical officer for Highmark and a PRHI Board member.



David Ehrenwerth discusses the collaboration that led to the birth of JHF, and the continuation of Montefiore's legacy of innovation and compassion.

Jewish Healthcare Foundation Board of Trustees Approves \$1,333,000 in Grants

On September 1, the JHF Board of Trustees approved six grants totaling \$1,333,000, including grants to:

- Engage community organizations and teens in messaging that promotes healthy behaviors
- Launch a multimedia project to increase education and awareness around breast and ovarian cancer, with a focus on BRCA1 and BRCA2 genetic mutations
- Develop a JHF Data Science Fellowship program at the University of Pittsburgh
- Share the Foundation's 25-year journey in improving health and health care through a multimedia communications initiative
- Renew the Foundation's multidisciplinary fellowship and internship programs; and
- Renew the Foundation's fair share contribution to the Allegheny Conference on Community Development's annual budget

Adolescent Health Initiative: Creating Messages that Promote Positive Health Behaviors

JHF will provide funding and staff resources for a multi-year initiative designed to engage local organizations and youth in developing communications, messages and programs to promote healthy behaviors. The Foundation is currently meeting with leaders in the adolescent health community (including those in public health, academia, and medicine) to determine how best to leverage their expertise and resources, and discuss grant proposals for the initiative. JHF will provide grants to local community organizations who develop creative strategies for engaging teens as well as the friends, family, schools, and neighborhood leaders who influence them.

JHF'S NEW GRANTS MAKING HEADLINES

["Six initiatives funded with \\$1.3M in JHF grants"](#) (Pittsburgh Business Times)

["In a switch, JHF funding \\$500,000 for teen health"](#) (NEXTpittsburgh)

"Adolescence is a time of self-discovery and experimentation, and also a period where health habits can become ingrained," Karen Feinstein says. "Behavior patterns established during those teenage years—including nutrition, physical activity, alcohol, tobacco, and drug consumption, and sexual behaviors—help determine a person's health status and risk for developing chronic diseases in adulthood. Our goal is to motivate teens to take control of their health—to realize that they have the power to make wise choices each day that will pay off for years to come."

The first grant funded under the initiative will be provided to the Allegheny County Health Department, which will engage 15 individuals between the ages of 13-19 to serve as leaders in community health

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improvement as part of the Live Well Allegheny Teen Corps. Selected teens will develop and deliver messages to youth in the Pittsburgh region to help them cultivate lifelong, health-promoting habits. The teens will receive an orientation to public health, communication, and health campaigns, and will then identify pressing health issues facing their peers. They will have the opportunity to partner with SHIFT Communications, a public relations firm, to craft their health messages and develop a plan to reach mass audiences. Additional adolescent health grants will be announced in the months to come.

BRCA1 and BRCA2 Education and Testing Options: *The Breast Test Revisited*—An Original Documentary and Community Education Initiative

In 1991, JHF partnered with WQED, the local Public Broadcasting Service station, to create *The Breast Test*—a breast cancer detection, screening, and outreach project. The initiative informed thousands of women across Pennsylvania about the importance of early breast cancer detection and screening methods, and the expected treatments results. *The Breast Test* also served as a community catalyst for women's health issues, with a coalition of organizations forming to perform education and outreach activities.

Twenty-five years after *The Breast Test*, JHF will once again partner with WQED to explore advances in breast cancer detection and treatment, with a particular focus on the BRCA1 and BRCA2 genetic mutations. JHF and WQED will develop a one-hour documentary to address questions relating to screening, counseling, and treatment options for BRCA1 and BRCA2. The documentary will be followed by a panel discussion and call-in session with local healthcare experts. WQED will also develop an interactive, online component of the project, which will connect healthcare professionals with patients and other experts from around the country through real-time commenting systems, social media, and webinars. JHF will encourage local screenings of the documentary, to be hosted by women's organizations and moderated by healthcare experts.

Women who inherit a harmful mutation of BRCA1 or BRCA2 have a significantly higher risk of developing breast and/or ovarian cancer during their lifetime compared to those who do not, and these mutations tend to develop at a younger age than nonhereditary mutations.



JHF and WQED are once again partnering to inform and empower the community around breast cancer detection and treatment.

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“We have made incredible progress in cancer awareness and treatment since *The Breast Test*, but considerable uncertainty remains for individuals and families as it relates to BRCA1 and BRCA2,” Dr. Feinstein says. “Who should be screened, and when? What actions can people take based on their results, and what insurance and legal protections do they have? By working with our longtime partners at WQED, we will inform, educate, and encourage a spectrum of stakeholders. We want to ignite a dynamic, ongoing conversation that will bring clarity to these pressing questions.”

The JHF Data Science Fellowship: An Inter-professional Training Program in Big Data, Healthcare Analytics, and Personalized Medicine

Over the past 25 years, JHF has provided seed funding for a number of academic courses to enhance curriculum and prepare young professionals for an ever-evolving healthcare environment. These efforts include funding the first courses in patient-provider communication and geriatrics at the University of Pittsburgh School of Medicine. To further prepare health professionals for an era of big data, health analytics, and personalized medicine, the Foundation will provide funding to the University of Pittsburgh to develop a JHF Data Science Fellowship program.

The JHF Data Science Fellowship program will engage students from a range of disciplines (including medicine, pharmacy, nursing, and public health) in sessions that will equip them with the skills they need to analyze and act upon health data, as well as translate genomic testing into clinical practice. The University of Pittsburgh will recruit up to 40 fellows for the first cohort from multiple professional education programs in the region, as well as local health professionals working at hospitals and within health systems.



The new JHF Data Science Fellowship will be housed within the University of Pittsburgh's Department of Biomedical Informatics.

“A profusion of new health data, coupled with advances in treatments tailored to specific populations, hold tremendous potential to improve patient care and support a shift towards value-driven health care,” Dr. Feinstein says. “But these gains will only be realized if young health professionals have a platform to learn about and apply concepts related to big data, analytics, and personalized medicine in an interdisciplinary setting. Through our partnership with the University of Pittsburgh, we want to establish a model of excellence that other academic health centers across the country can adopt.”

JHF at 25: Past Forward

To reflect on ways that the Foundation and its many partners have strived to enhance health and health care in the Pittsburgh region and beyond, and continue its tradition of confronting urgent health topics, JHF will provide funding for a variety of communications projects, including:

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- A special edition of the JHF's ROOTS magazine which will tell the story of the JHF's founding and journey over the past 25 years
- A year-long education series in the Jewish Chronicle, which will celebrate JHF's founders and its collaborative efforts to enhance the health and wellness of the Jewish community
- A book highlighting the efforts of individuals and organizations who laid the groundwork for the sweeping health reforms implemented through the Affordable Care Act
- A series of education spots on health care, to be aired on WESA-Pittsburgh's NPR affiliate. JHF will provide funding to WESA to hire an editorially independent healthcare correspondent.



JHF Fellowship Programs/Summer Internship Grant Renewal

JHF and its supporting organizations, the Pittsburgh Regional Health Initiative (PRHI) and Health Careers Futures (HCF), offer multidisciplinary graduate students [a variety of fellowship and internship programs](#) that provide opportunities to learn and apply methods that enhance the quality, safety, and efficiency of health care. Under the guidance of JHF staff, expert mentors, and community partners, more than 750 students and health professionals have participated in the Foundation's four annual fellowships, and more than 100 have taken part in summer or semester-long internships.



More than 750 students and health professionals have participated in the Foundation's four annual fellowships, including the *Fellowship on Death & Dying: The Elephant in the Room* (part of the inaugural class of 2015 pictured here, at Allegheny General Hospital's intensive care unit).

In recognition of the role that these fellowship and internship programs play in creating healthcare change agents and providing students with experiences not offered in the classroom, JHF has renewed its grant funding for the programs through the summer of 2018. In addition to a 12-student summer internship program that provides opportunities to meaningfully contribute to ongoing JHF projects, these offerings include the Jonas Salk Fellowship, Patient Safety Fellowship, QI²T Health Innovators Fellowship, and the *Fellowship on Death & Dying: The Elephant in*

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the Room.

“Through our fellowship and internship programs, our mission is to fill gaps in current health education, prepare students to work in multidisciplinary teams, and cultivate an ‘army’ for the healthcare revolution,” Dr. Feinstein says. “A number of students have completed multiple fellowships and remain connected to the Foundation well after graduation, returning as speakers, recruiters, program planners, and mentors. And demand for these programs continues to grow each year.”

2015 Jonas Salk Fellows on Mission to Activate Healthcare Consumers

In July of 2015, JHF invited a rich tapestry of community experts to examine past high-impact social health movements and develop campaigns to tackle population health issues that have long vexed the Pittsburgh region. But that event was just the beginning, and since then, the Foundation’s coalition for healthier communities has grown.

On September 24, the 35 multidisciplinary graduate students participating in the 2015 Jonas Salk Fellowship began their mission to further strengthen Pittsburgh’s burgeoning consumer health movement.



During the 2015 Jonas Salk Fellowship, 35 multidisciplinary graduate students will take on complex population health problems through advocacy and activism, disruptive innovation, predictive modeling, and crisis management.

The Jonas Salk Fellows—aspiring doctors, public health professionals, psychologists, nurses, social workers, healthcare ethicists, and dentists among them—will craft in-depth proposals to activate consumers around boosting uptake of the cancer-preventing HPV vaccine, improving community housing options for seniors, de-stigmatizing post-partum depression, promoting healthy eating options, putting teens on a path to lifelong health, and working towards an AIDS-free Pittsburgh.

In smaller groups, the fellows will partner with experienced professionals in the field to rally the community around one of those issues by applying four problem solving lenses: advocacy and activism, disruptive innovation, predictive modeling, and crisis management.

During the first Jonas Salk Fellowship session at the QI²T Center on September 24, Karen Feinstein

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explained how JHF established a 25-year track record as a serial innovator, unafraid to take on challenging and controversial healthcare topics.

The Foundation and one of its supporting organizations, PRHI, emerged during what Dr. Feinstein described as the “great healthcare awakening”—a period when the notion that the U.S. delivered superior care was shattered by a procession of studies which pointed out staggering levels of preventable medical errors, misdiagnoses, and seemingly random processes.

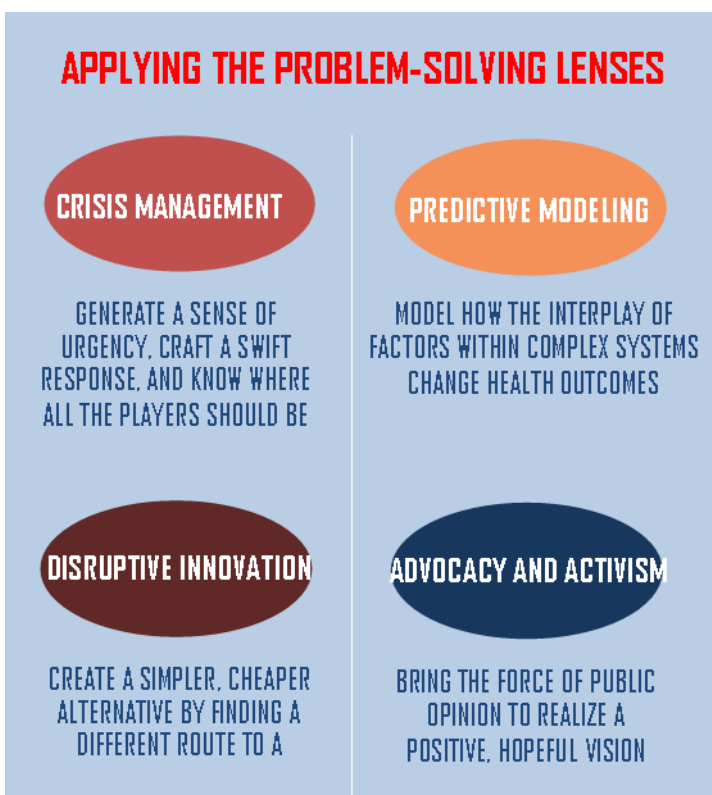
Since then, Dr. Feinstein noted, JHF has built an army for the healthcare revolution by equipping professionals at all levels and career stages with quality improvement and team-based problem solving skills that bust traditional medical siloes. Over the years, JHF’s agenda has evolved from making hospitals safer, to keeping people out of hospitals, to strengthening primary care. The Foundation’s current focus— supporting activated healthcare consumers who seek out information and crave a two-way relationship with providers— could finally improve the nation’s dismal population health by cultivating patients who never develop disease and illness in the first place.

The Salk Fellowship offers upcoming healthcare leaders experiences not yet available in their formal training, as well as an understanding that wide-scale health improvement will only happen by forming partnerships that extend beyond their specialty or facility and reach into the broader community.

“It’s time for all of us to get engaged in the health system that serves us,” Dr. Feinstein said while addressing the fellows. “Your challenge is to help us move beyond individuals taking responsibility for



Karen Feinstein shares some of the initiatives that have established JHF as a serial innovator over the past 25 years.



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their own well-being. The campaigns that you will develop during this fellowship will engage those who share your passion, and could liberate people by improving population health through collective action.”

Karen Feinstein Talks Senior Living, Teen Health Choices during Post-Gazette Health Forum

Karen Feinstein sees two common themes across the countries that outperform the US in population health: accountability and activity. People exercise more, and eat smaller portions packed with nutrients. They spend more time in public spaces that encourage movement. They’re more invested in their own well-being and that of the community.

If the U.S. is going to address its myriad health disadvantages compared to other affluent countries, Dr. Feinstein said to a packed crowd gathered at the Heinz History Center on September 21 for the Pittsburgh Post-Gazette’s first Health Care Forum of the 2015 season, consumers will need to own their own health and help others do the same.



The Pittsburgh Post-Gazette’s first Health Care Forum of the 2015 season featured (L-R): Leon J. Leach, executive vice president at The University of Texas MD Anderson Cancer Center; Karen Feinstein; Laurie Martin, senior policy researcher at the RAND Corporation; moderator David Shribman, executive editor of the Post-Gazette; Richard Stone, MD, a leukemia physician and a professor of medicine at Harvard Medical School; and Larry Davis, PhD, MSW, dean of the University of Pittsburgh’s School of Social Work and founder of the Center on Race and Social Problems.

“We have developed a mindset that you can do anything that you want on a day-to-day basis—eat and drink as much as you want, not exercise, not practice safe sex—and then someone will fix you,” Dr. Feinstein said during *Vital Signs: The State of Health Care Today*, which was co-sponsored by Highmark and focused on the implications of America’s changing demographics. “There’s a doctor with a magical pill or a surgical intervention, and you’ll be fixed. I think we have to change our mindset.”

Focusing on seniors and teens, in particular, could pay huge population health dividends.

Dr. Feinstein noted that the U.S. healthcare system will have to adapt to care for a growing population of seniors with multiple, chronic diseases. These “silver surfers” demand new models of care, featuring

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enhanced geriatric, social, and behavioral health services that strengthen their ability to remain in their homes and communities. By helping seniors avoid preventable hospitalizations and institutionalizations, the U.S. health system can simultaneously improve quality of life and reduce costs.



During the Health Care Forum, held on September 21 at the Heinz History Center, panelists discuss the implications of America's changing demographics on the health system.

The U.S. could also stem the development of many chronic diseases in the first place by engaging teens in their health.

“Many important health decisions are made during adolescence, and those decisions can last a lifetime,” Dr. Feinstein said. “We need to do a better job motivating teens to make positive choices, to help them take ownership of their bodies.”

The forum, moderated by Post-Gazette Executive Editor David Shribman, also featured Larry Davis, PhD, MSW, dean of the University of Pittsburgh's School of Social Work and founder of the Center on Race and Social

Problems; Leon J. Leach, executive vice president at The University of Texas MD Anderson Cancer Center; Laurie Martin, senior policy researcher at the RAND Corporation; and Richard Stone, MD, a leukemia physician and a professor of medicine at Harvard Medical School.

Dr. Davis pointed out that while Pittsburgh is a mecca of top health schools and institutions, greater efforts could be taken to ensure that there is diversity within the healthcare workforce. Leach emphasized the need for newly-insured patients to receive timely, preventive care. Martin stressed that professionals have a responsibility to support health literacy by providing jargon-free, relatable, and contextualized information. Dr. Stone discussed the importance of retaining medical compassion in an increasingly high-tech era, and encouraging patients to seek out health information that forms the basis of two-way conversations with providers.

Bruce Block Shows Synergy between Health Improvement Collaboratives, Quality Improvement Organizations at AHQA Conference

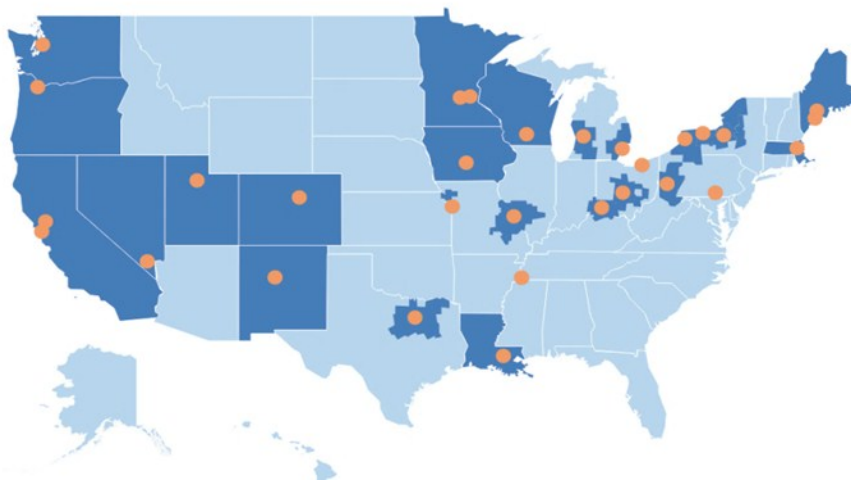
Regional Health Improvement Collaboratives (RHICs) like PRHI advance the “triple aim” of better health,

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better care, and reduced costs in a variety of ways. RHICs educate and engage patients and the healthcare workforce; analyze, reform, and test payment and delivery systems; and serve as strategic planners and conveners for collective initiatives.

And, with recent changes to the Centers for Medicare and Medicaid Services' Quality Improvement Network-Quality Improvement Organization (QIN-QIO) program that emphasize learning, collaboration, community engagement, and spreading best practices, RHICs are perfectly positioned to complement QIN-QIOs working to elevate quality and safety across the country.



During his presentation at the American Health Quality Association's annual meeting, Bruce Block explained how regional health improvement collaboratives across the country (including PRHI) excel at engaging local communities and providers, and spreading best practices nationally.

On September 9, Bruce Block, MD, PRHI's chief learning and informatics officer, explained why RHICs and QIN-QIOs are better together during a presentation at the American Health Quality Association (AHQA)'s annual meeting at the Hilton Baltimore in Baltimore, MD. The AHQA is an educational, non-profit membership association which represents QIN-QIOs and other professionals dedicated to healthcare quality and patient safety.

Dr. Block noted that QIN-QIOs, which focus on specific task orders and are government-directed, can benefit from partnering with RHICS, which have greater flexibility on initiatives and specialize in engaging local providers and communities in projects to improve patient care and safety.

PRHI, for example, is partnering with Quality Insights (a CMS-contracted QIN-QIO) to spur quality improvement for providers across a five-state region. As a subcontractor to Quality Insights, PRHI is providing access to virtual learning opportunities for workers at all levels in Pennsylvania, West Virginia, Delaware, New Jersey, and Louisiana through [Tomorrow's HealthCare™](#), PRHI's online knowledge network. PRHI and Quality Insights have also teamed up to strengthen primary care through [PA REACH](#), and help consumers choose wisely their doctors and setting of care through the Qualified Entity program.

RHICs also know how to make waves nationally, harnessing the collective skills and community

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relationships of the 30 multi-stakeholder organizations from across the U.S (including PRHI) that comprise the Network for Regional Healthcare Improvement (NRHI). PRHI has partnered with other NRHI members on joint innovation projects that test new models of primary care and prevention, such as [Partners in Integrated Care](#) (which implemented and disseminated a model for treating depression and substance use) and [Care of Mental, Physical, and Substance Use Syndromes](#) (depression and diabetes and/or cardiovascular disease).

“In this new era of value-based purchasing programs, QIN-QIOs need to bolster their capability to offer practice transformation services and Lean-based quality improvement training,” Dr. Block says. “QIN-QIOs can leverage the unique talents and experiences of RIHCS to accomplish those goals. RHICs know their regions best, and know how to shape a national agenda.”

NRHI Selected as a Support and Alignment Network; Leadership Meets to Strengthen Ties

NRHI has been selected as one of ten Support and Alignment Networks (SAN) established across the country as part of the Center for Medicare and Medicaid Innovation’s Transforming Practice Initiative. In this role, NRHI members (including founding member PRHI) will offer technical assistance to clinicians to foster quality improvement, patient engagement, and value-added healthcare spending.

The announcement followed a two-day stretch where leadership gathered at NRHI headquarters in Portland, Maine to discuss progress made on the network’s 2014-16 strategic plan, evaluate how NRHI can position itself in the current policy environment, and identify key external partners.

NRHI is committed to growing its network of regional health improvement collaboratives; innovating to achieve the triple aim of improved

SPARKING A NATIONWIDE CONSUMER HEALTH MOVEMENT

In September, NRHI showcased PRHI’s efforts to create a nation of activated healthcare consumers. [Click here](#) to watch a “coffee chat” on supporting patients in owning their own health between NRHI Deputy Director Dianne Hasselman and Karen Feinstein.



Dr. Feinstein also hosted an interactive, hour-long HealthDoers event on consumer activation as an engine for health improvement. Video of the event will be available on [NRHI’s website](#) shortly.

In addition to the NRHI events, Dr. Feinstein discussed consumer health movements in [Health Affairs](#) and [Grantmakers in Health](#).

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patient care and population health at lower costs; and continuing to serve an important role in policy decisions. NRHI members discussed ways that RHICs could provide technical assistance and clinical practice improvement support to providers, partner with CMS to improve quality metrics and pilot new measurements, and engage CMS and clinicians in developing, testing, and implementing alternative payment models based on value, rather than volume.

During NRHI's executive and strategic planning committee meeting on September 29, Robert Wood Johnson Foundation Director Anne Weiss gave a presentation on how RHICs can account for the social and cultural components of community health. Niall Brennan, chief data officer for CMS, shared federal perspectives on harnessing data for improved healthcare quality, safety, and transparency.

RAVEN Leadership Day Highlights QI Strategies, Communication and Clinical Tools to Elevate Nursing Home Care

On September 30, JHF's long-term care team joined leadership from local skilled nursing facilities, the University of Pittsburgh Medical Center (UPMC), and Robert Morris University for the third annual RAVEN Education Leadership Day. Through the [RAVEN initiative](#), JHF is providing in-depth quality improvement, skills enhancement, and palliative care training to frontline staff to reduce avoidable hospitalizations among long-stay (100-plus days) residents at 19 nursing facilities in western Pennsylvania.

Nearly 70 nursing home administrators, directors of nursing, and other champions for quality gathered to network, strategize, and showcase how they're applying skills and tools acquired through the RAVEN project to enhance resident care.

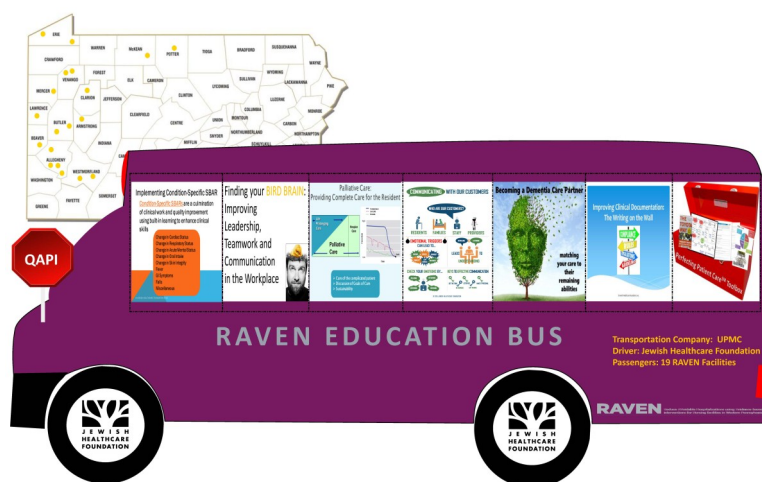
The Leadership Day featured a presentation on palliative care by Bob Arnold, MD, medical director of UPMC's Palliative and Supportive Institute, as well as a roundtable discussion with Russ McDaid (president and COO of the Pennsylvania Healthcare Association/Center for Assisted Living Management)



JHF's long-term care team at RAVEN Leadership Day (L-R): Nancy Zionts; Quality Improvement Specialists Stacie Bonenberger, MOT, OTR/L and Anneliese Perry; Senior Quality Improvement Specialist Terri Devereaux, MPM, FNP-BC; and Consultants Tamara Sacks, MD, and Neil Dermody, JD, MPA.

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During the education leadership event, JHF's long-term care team shared the many ways that RAVEN participants can get on board with the initiative. JHF showcased its RAVEN education offerings related to teamwork and communication, palliative care, and clinical improvement, among other items.

INTERACT (Interventions to Reduce Acute Care Transfers), and condition-specific SBARs (Situation, Background, Assessment, Recommendation) to meet RAVEN's goals.

RAVEN is entering its fourth and final year of funding provided by CMS, but the initiative could continue through 2020. CMS recently announced a potential second phase of RAVEN that will focus on testing whether a new payment model for nursing homes and providers, coupled with existing educational and quality improvement efforts, will further reduce avoidable hospitalizations, improve care quality, and lower combined Medicare and Medicaid spending. UPMC, the RAVEN enhanced care and coordination provider for which JHF serves as a subcontractor, has been invited to participate in phase two of the initiative.

Nancy Zionts Stresses Opportunity for Nurses to Become Leaders across the Continuum during Seminar at Allegheny General Hospital

On September 11, Nancy Zionts stepped in front of more than 50 nurses at all career stages gathered at Allegheny General Hospital's McGovern Auditorium and issued a call to arms. Nurses have an opportunity, and a responsibility, to serve as trusted brokers for healthcare quality and safety—and that role doesn't end when patients head home.

Zionts' call was part of a presentation on the role of leadership in healthcare quality and safety during

and Ron Barth (president and CEO of LeadingAge PA). JHF COO/CPO Nancy Zionts facilitated the discussion. Participants also visited resource tables to learn more about RAVEN's education, pharmacy, and telemedicine components, and perused nearly two dozen posters that explained team-based quality improvement projects. JHF Quality Improvement Specialist Anneliese Perry led the poster session.

Many participants emphasized the importance of guidance and performance-improving strategies offered by JHF's long-term care team, demonstrating ways they used Lean-based [Perfecting Patient CareSM](#) training,

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“Inquiries into Nursing Leadership: #What’s Trending Now?”, the fourth annual leadership seminar for registered professional nurses affiliated with the Kappa Chapter, Inc. of Chi Eta Phi Sorority, Inc.

During her presentation, Zionts discussed the extent and impact of quality breaches in health care, America’s vast population health disadvantages compared to other affluent countries, and the Affordable Care Act’s role in transforming payment models to reward quality outcomes. She noted that nurses can help usher in a new era of health reform by participating in research initiatives, smoothing care transitions, and serving as champions for better population health.

“Nurses are born leaders, and they’re positioned to motivate patients, friends, and neighborhoods toward better health in traditional and community settings,” Zionts says. “From doctor’s offices and hospital units to schools and centers of worship, nurses are valued guides for families making health decisions.”

The seminar featured two other leaders with deep ties to the Foundation. Debra L. Caplan, MBA, current secretary of the JHF Board and retired senior vice president of Allegheny General Hospital and West Penn Hospital led a workshop on successful models for community based health programming. Caplan described how hospitals can partner with neighborhood-based organizations to address key social determinants of health.

Ellesha McCray, MSN, RN, from the Veterans Affairs Pittsburgh Healthcare System, served as mistress of ceremony for the seminar. A nursing champion at the VA’s University Drive campus in Oakland, McCray has partnered with PRHI to successfully reduce MRSA infections and has served as a speaker during several of the Foundation’s fellowship programs.

“It’s fitting that Ellesha kicked off this seminar,” Zionts says. “She is an exemplar of nursing and community leadership.”



Ellesha McCray, MSN, RN, from the Veterans Affairs Pittsburgh Healthcare System, and Nancy Zionts. McCray has partnered with PRHI on successful quality improvement initiatives at the VA, and has served as a speaker during JHF’s fellowship programs.

JHF Kicks-Off Statewide Community Health Worker Steering, Policy, Training, and Employer Groups

JHF has helped launch three Community Health Worker (CHW) task forces and a steering group across Pennsylvania, with more than 60 stakeholders combining to advance and standardize a workforce that could significantly enhance population health. Each group will meet monthly via conference calls.

The training task force will identify CHWs' roles, core competencies, knowledge, and skills; and make suggestions for a curriculum for training CHWs. The training task force is co-chaired by Shirley Moy (co-director of the Center for Social Policy and Community Development at Temple University's College of Public Health) and Eartha Sewell, a CHW consultant.

The policy task force, chaired by JHF Director of Government Grants and Policy Robert Ferguson, will create and advance strategies related to the measurement, certification, and financing of CHWs. The employer task force, chaired by Lancaster General Health's Care Connections' Kyle Garrett, will shape a marketing strategy as well as create a toolkit and a fact sheet for CHW employers.

The CHW steering group, also chaired by Ferguson, provides oversight of the task forces by taking ownership of the strategic planning process and monitoring progress.

PRHI Shows How Motivational Interviewing Gets Staff on Board with Practice Transformation at NACHC Conference

Since 1965, community health centers have served as a critical resource for medically underserved people seeking quality primary and preventive health care. During a 50th anniversary celebration at the Community Health Institute (CHI) & Expo in Orlando, FL, on August 24, PRHI Director of Education and Coaching Mark Valenti showed how [motivational interviewing](#) (MI) strategies—which focus on collaborative conversations—can be used to identify goals and elicit positive behavior change not just for patients, but for frontline staff as well. The conference was sponsored by the National Association of Community Health Centers (NACHC).



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Valenti led a workshop with more than 70 practice managers, physicians, nurses, and administrators on using MI to help frontline workers buy in to the practice changes necessary to achieve Patient Centered Medical Home (PCMH) certification. Participants engaged in role-playing scenarios designed to help them guide change in practice team members.

They interacted, for instance, with “Erin”—a newly-hired medical assistant at a practice that is looking to strengthen its patient tracking and referral capabilities. *There are lots of reasons to remind patients about their appointments, Erin says, but we’re just too busy to call every patient. It’s their responsibility to know when their appointment is.*

Community health leaders taking part in the workshop discussed the positive aspects of Erin’s comment—she thinks that calling patients about their appointments is important—and then strategized about how they would motivate her to ensure that *all* patients receive a phone call. Through dialogue, many participants discovered that Erin could achieve her goals of reducing patient no-shows and helping patients manage or prevent disease by making time for appointment reminder calls.

“A lot of the workshop participants said that they have experience in using MI to elicit behavior change in patients, but they struggle to apply change concepts with their colleagues,” Valenti says. “The workshop showed that MI can be a powerful tool in helping offices that are on the practice transformation journey.”

To further support those practices, PRHI recently developed the PREP (PCMH Readiness Evaluation from PRHI) tool. The PREP tool assesses a practice’s ability to meet key standards for 2014 National Committee for Quality Assurance (NCQA) PCMH certification, including effectively using health information technology, redesigning office practices and workflow to support coordinated care, and providing patient-centered preventive and clinical services. The PREP tool, created by PRHI’s practice transformation team and 2015 summer intern Tayler Bungo (an MPH student at Washington University in St. Louis), is updated regularly to reflect any changes that NCQA makes to medical home certification standards.

“PREP expresses a practice’s needs to attain PCMH status,” Valenti says. “We want to know where you are on that PCMH journey, and provide the coaching and resources necessary to help you reach your destination.”

JHF Getting Parents Up to Speed on HPV Vaccination before Office Visits

While reaching out to local practices, the Foundation’s [HPV Vaccination Initiative](#) team often hears that

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providers wish that parents were more informed about the vaccine before they bring their child in for an office visit. During the latest HPV advisory committee meeting on September 21, JHF unveiled a new method to bring parents up to speed in communities with especially low vaccination rates—and reduce missed chances to prevent cancer.

JHF's Vaccination Initiative Coordinator, Sue Steele, told the committee that five neighborhoods—Gibsonia, Oakmont, Plum/Monroeville/Penn Hills, McKeesport, and McKees Rocks—have the lowest vaccination rates in the Pittsburgh metropolitan statistical region. In response, JHF has developed a card that will be handed out to parents at practices upon check-in that answers key questions about the effectiveness, safety, and immunization schedule of the vaccine.

The card also features a “cancer prevention plan”—a perforated, tear-off section that provides parents with action steps. Parents can indicate whether they would like to start the HPV vaccine series for their child during that day's visit, discuss vaccination in greater detail with their child's provider, or wait to begin the vaccine series. The last option stresses that the longer that parents wait, the greater the chance that their child is exposed to HPV and the host of cancers that the virus could potentially cause.

The three-dose HPV vaccine is approved for boys ages 9-21 and girls ages 9-26, is covered by insurance or the federal Vaccines for Children program, and can reduce the risk of developing HPV-related cervical, vaginal, vulvar, anal, throat, and penile cancers by up to 99%.

DID YOU KNOW?

Most people get HPV at some point in their lives

33,000 PEOPLE ARE DIAGNOSED WITH AN HPV-RELATED CANCER EACH YEAR

ONLY 2 IN 5* KIDS IN GIBSONIA, WEXFORD, AND PINE ARE PROTECTED AGAINST HUMAN PAPILLOMAVIRUS (HPV)

HPV can cause cervical, anal, throat, penile, vaginal, and vulvar cancer.

The HPV vaccine can prevent HPV-related cancers.

The American Academy of Pediatrics strongly recommends that boys and girls get the HPV vaccine at ages 11-12.

The HPV vaccine produces the most infection-fighting cells when given at ages 11-12.

The risk of exposure to HPV increases as teens get older.

HPV VACCINATION IS CANCER PREVENTION. LEARN MORE AT HPVPITTSBURGH.ORG

*Estimate based on 2013 data

CANCER PREVENTION PLAN

Today's Date _____

Patient Name _____

Parent Name _____

☐ YES, let's start the cancer-preventing HPV vaccine series today.

☐ I HAVE QUESTIONS about the HPV vaccine and would like to learn more.

☐ I WANT TO WAIT, but I am aware that the longer I wait, the greater the chance my child could be exposed to HPV, which can cause cancer.



DON'T WAIT UNTIL IT'S TOO LATE

ADOLESCENT VACCINATION RECOMMENDATIONS

Age	7-10 YEARS	11-12 YEARS	13-18 YEARS
Tdap	Childhood Catch-up	Recommended	Catch-Up
HPV	N/A	Recommended	Catch-Up
MCV4	High-Risk	Recommended	Recommended
Flu		Recommended	

SAFETY: Since 2006, over **175 million** doses have been given worldwide and there has been no pattern of dangerous side effects.

COMMON SIDE EFFECTS: Pain, redness, and soreness at the injection site, tiredness. Sometimes pre-teens and teens faint after vaccinations. Your child should rest for 15 minutes after the injection to avoid fainting.

NOTES:

HPVPITTSBURGH.ORG

During the advisory meeting, several of the Foundation's community partners in cancer prevention also gave updates on their outreach activities. Trisha Gadson, executive director of Macedonia FACE (Family and Community Enrichment Center), noted that her organization engaged more than 120 families in conversations about HPV vaccination during two community health fairs at the Hill House Association during the summer. Staff also handed out more than 275 gift bags featuring information on the virus and vaccine during those events, which were supported by JHF through a grant provided by the U.S.

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Department of Health and Human Services and the Office of the Assistant Secretary for Health.

Gadson also said that Macedonia FACE, which focuses on addressing community health disparities, has a prevention team that is working on linking evidence-based interventions to HPV vaccination outreach activities.

Katie Horowitz, MPH, vice president for Education at Planned Parenthood of Western Pennsylvania (PPWP), said that an additional 180 youth in the Pittsburgh region engaged in PPWP's customized HPV vaccination curriculum for middle and high school students over the summer. More than 400 kids overall have now learned about HPV, vaccines and immunity, and how viruses spread through games, group discussions, and multimedia activities.

Blayre Holmes, program manager for the Women & Girls Foundation (WGF), highlighted WGF's [YouTube video contest](#) that challenges local teens to develop an HPV vaccination message that resonates with their peers. She said that many teens have created ads stressing that most people will get HPV at some point during their life—whether they are sexually active now or not—so they should talk to their parents about vaccination to be protected against cancer. The video contest is open for submissions until October 16.

JHF's community partners are also working to educate and activate the "catch up" group—college-aged men up to age 21 and women up to age 26 who haven't yet received the HPV vaccine. Carolyn Thorpe, PhD, MPH, an assistant professor in the University of Pittsburgh School of Pharmacy, and Pitt pharmacy student Ingrid Pan said that the school will host a screening of the documentary "Someone You Love: The HPV Epidemic" [on October 19](#) at the William Pitt Union, followed by a panel discussion with health experts. Members of the Student Society for Health-System Pharmacists are also going dorm-to-dorm at Pitt to discuss HPV, and are working with student health services to promote the vaccine.



Bill Isler, president of the Fred Rogers Company and co-chair of the Foundation's HPV Vaccination Initiative advisory, and Karen Feinstein discuss outreach strategies to prevent HPV-related cancer.

Focused Factory Enhances COPD Identification, Treatment at PCRC Hospitals

Chronic lower respiratory diseases like COPD are common—but proper identification and treatment of those conditions are not. Approximately 12 million Americans have a diagnosis of COPD, and the disease is the nation's third leading cause of death and second leading cause of disability. Yet, the Centers for Disease Control and Prevention (CDC) reports that more than half of those with COPD don't even know they have the condition. A study at Geisinger Hospital also found that nearly half of COPD admissions were not appropriately diagnosed.

Not getting diagnosed, or getting misdiagnosed, means that the U.S. healthcare system at times fails to provide important care and support for those with undetected COPD, and is prescribing expensive and unnecessary medications for patients who actually have other conditions. To combat this, the community hospitals participating in the [Primary Care Resource Center](#) (PCRC) project have committed to getting COPD diagnoses and treatments right every time.

The PCRC sites launched a “Focused Factory” of practitioners and subject matter experts to collectively solve problems, innovate, and implement best practices for COPD, including the use of spirometry. Spirometry testing is the best way to make and/or confirm a COPD diagnosis, and the best way to track its progression over time.

To help facilitate the spread of spirometry best practices, PCRC care managers, pharmacists, and other personnel from Butler Memorial Hospital, Conemaugh Memorial Medical Center, Indiana Regional Medical Center, Sharon Regional Hospital, and Wheeling Hospital recently participated in a three-hour PRHI training session on spirometry measurement. The training was led by PRHI consultant Brian Carlin, MD, chair of the National Lung Health Education Program, and PCRC Project Manager Glenn Thomas, RN.



A bed-side spirometer — not much larger than a coffee cup — is an important tool in confirming a COPD diagnosis and tracking the progression of the disease.



Brian Carlin, MD, leading spirometry training.



Amy Blommel, PharmD (left) and Marian Toth, RN, with Dr. Brian Carlin at Wheeling Hospital's PCRC spirometry training.

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This spirometry training equipped the PCRC teams with the skills they need to identify patients who have clinical signs and symptoms of COPD, confirm the appropriate diagnosis, and begin connecting them to the appropriate care, education, and support.

“The training was helpful in understanding the real difference between COPD, asthma, and emphysema,” says Butler Health System Care Manager Terri Aspinall, RN. “It also helped me better understand the value of doing a pulmonary function test every year. Some patients decline slowly, but others decline more rapidly. Knowing this allows you to change to more effective treatments. Also, working as a team allowed us to coach one another and improve as we practice.”

“Dr. Carlin and Glenn covered every possible topic that I could imagine,” says Wheeling Hospital Care Manager Marian Toth, RN. “It showcased new ways that we could treat COPD patients and prevent unnecessary hospital readmissions.”

Beyond the immediate training, the PCRC teams will develop protocols for ensuring that spirometry measurement is performed on the right patients, and that each hospital’s respiratory therapy department and physicians are activated to provide patients with appropriate follow-up testing and care.

Training Center for Outcomes-Based Integration Recruits 12 Behavioral Health Organizations

PRHI, in partnership with the Conference of Allegheny Providers (CAP) and Allegheny HealthChoices, Inc. (AHC), recruited 12 behavioral health organizations to participate in its Training Center for Outcomes-Based Integration (TCOBI)—surpassing the goal of ten sites for the initiative, which was recently launched with funding from the Staunton Farm Foundation.



The goal of TCOBI is to develop and pilot a capacity-building training and coaching program for behavioral health agencies concerning how they collect, measure, and act on data to improve behavioral health outcomes

By the end of July 2016, the primary objective is for at least five of the behavioral health agencies to be able to track and report aggregate baseline and three-month outcome data across agencies for at least one common behavioral health outcome measure. To support that goal, PRHI and the TCOBI partners are

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developing an education plan which includes training sessions in December and January of 2016 at the QI²T Center, personalized coaching for each agency, and learning collaborative calls.

Veteran Journalist, Health Research Institute Leader Ceci Connolly Visits JHF

During her 25-plus year career as a journalist, Ceci Connolly covered six presidential races, the devastation of New Orleans and resilience of its people following Hurricane Katrina, and the metamorphosis of the U.S. healthcare system brought about by the Affordable Care Act. On August 20, JHF hosted Connolly to learn more about how she currently tackles issues that are foremost on the minds of health organizations and policymakers as managing director of PricewaterhouseCoopers' Health Research Institute (HRI).

The HRI offers guidance and analysis on trends affecting all health-related industries. Connolly noted that the HRI is delving into topics including consolidation of the hospital and insurance industries, escalating drug prices, and ways that an expected physician shortage could be mitigated by telemedicine, physician extenders, and retail health clinics.



JHF, PRHI Welcome New Staff, Interns

Ben Johnston has joined JHF/PRHI as administrative coordinator for events. He is responsible for planning and facilitating meetings, seminars, and training sessions that are held at the QI²T Center, and also providing support to a number of administrative and communications-related activities. Ben earned a Bachelor of Science in Communications from the University of Kentucky.

Danielle Scott has joined PRHI as an instructional designer. Danielle will help develop and implement educational courses and content for [Tomorrow's HealthCare](#)[™], PRHI's online knowledge network. Her work will include creating curriculum and resources for the five-state Quality Innovation Network-Quality Improvement Organization (QIN-QIO) project, which focuses on reducing health disparities, promoting chronic disease management, and lowering healthcare costs. Prior to joining PRHI, Danielle served as a training and education associate and an educational technology consultant for the Institute for Research, Education, and Training in Addictions (IRETA). In this role, she designed and implemented

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online learning modules, managed curriculum to meet IRETA learning goals and grant requirements, and coordinated web-based and in-person educational events. She earned Master of Science in Curriculum and Instruction (with a focus on adult education) from Point Park University.

Dana Heilman, a graduate student at the University of Pittsburgh's School of Social Work, has started a year-long internship at JHF to support the foundation's HIV/AIDS and HPV vaccination initiatives. Dana is a member of Pitt's Juanita C. Evans Fellowship program, which supports future leaders in public health and social work.

Marie-Lou Nahhas, who recently earned her Master's degree from Duquesne University's Health Management Systems program, is supporting the Foundation's [HPV Vaccination Initiative](#) and fellowship programs during her internship.

JHF Co-Sponsors PA Health Access Network's Annual Health Care Conference

On September 20 and 21, the Pennsylvania Health Access Network (PHAN) held its seventh annual conference at the Hilton Harrisburg. The conference, entitled "Removing

Barriers, Improving Care: The Future of Health Advocacy in Pennsylvania," focused on consumer movements that could transform the healthcare system.

JHF, SEIU Healthcare Pennsylvania, Public Health Management Corporation, and the Pennsylvania Mental Health Consumers' Association sponsored the PHAN event, which included a closing plenary featuring Pennsylvania Department of Human Services Secretary Ted Dallas; Insurance Commissioner Teresa Miller; and Department of Health Executive Deputy Secretary Corey Coleman.

PENNSYLVANIA HEALTH

 **ACCESS NETWORK**



JHF-Sponsored Event Shows P.O.W.E.R of Women in Health Care



On September 21, Women in Bio Pittsburgh hosted its annual P.O.W.E.R (Pittsburgh's Outstanding Women Entrepreneurs Rally) at City Theatre to celebrate the role that women in transforming the U.S. healthcare system. JHF co-sponsored the event, which included a keynote on the power of engagement by Jill Hagenkord, MD, chief medical officer of

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23andMe. 23andMe, named for the number of chromosome pairs in a normal human cell, is a DNA service company.

During the event, Women in Bio Pittsburgh unveiled the inaugural winner of P.O.W.E.R Award, which recognizes a distinguished woman in the local life sciences field. Dottie Clower, PhD, chief scientific officer of Cohera (a surgical adhesives and sealants company), took home the honor.

JHF in the Community



On September 20, JHF staff and family members took part in the National Ovarian Cancer Coalition's 15th Annual Run/Walk to Break the Silence on Ovarian Cancer, held at the North Park Swimming Pool Loop at South Ridge Drive. The event has already raised more than \$280,000 to boost ovarian cancer awareness, assist newly-diagnosed patients and their caregivers, and advance ovarian cancer research.

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