

THE WINDOW



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

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 going it alone in the years to come.

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.

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SWAN was among many disruptive innovations showcased at the QI²T 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.

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



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,



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.

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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 teens 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 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.



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

“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, 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.

“You are the frontier thinkers who are going to create dramatic change,” said JHF President and CEO Karen Wolk Feinstein, PhD, while addressing the Salk Fellows. “Stay connected with us, and stay passionate about bringing to life the health system in which you want to work and receive care.”

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.

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 will soon be available on the [TEDx website](#).

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.

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

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



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.



A graphic illustrator translated Karen Feinstein's TEDx talk into a healthcare comic book of sorts.

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

In early 2017, WHAM Global will convene 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 a boots-on-the-ground chapter that will be established in the Pittsburgh region.

To learn more about WHAM Global, visit www.whamglobal.org.



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

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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.

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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.

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. Despite the availability of effective adolescent behavioral health treatments, Dr. Stein noted that there are significant gaps in care access and coordination, and in 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.

Dr. Stein also discussed how opiate-related deaths have quadrupled in the U.S. during the new millennium. While there are promising practices, including medication-assisted treatment, Dr. Stein noted that the opioid epidemic is a complex problem without a silver bullet solution. He advised foundations to support programs for the most vulnerable, play a social entrepreneurial role, bring together coalitions, and plant seeds that can later be spread.

Kathy Fisher, JD, MSW, policy manager of the Greater Philadelphia Coalition Against Hunger, provided an



During the PHFC annual meeting, Brad Stein (far left), PhD, MD, MPH, a senior natural scientist at RAND Pittsburgh, facilitates a conversation on the role of foundations in addressing the opioid epidemic, trauma, and adolescent behavioral health.



Kathy Fisher, JD, MSW, policy manager of the Greater Philadelphia Coalition Against Hunger, provides an overview of the Governor's Blueprint for a Hunger-Free PA.

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overview of food security advocacy and programs, such as the Supplemental Nutrition Assistance Program (SNAP) and the National School Lunch and School Breakfast Programs. Fisher also identified opportunities from Governor Wolf's BluePrint for a Hunger-Free Pennsylvania and described advocacy roles for foundations.

Judith Miller Jones, MA, former director of the National Health Policy Forum at George 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 (AHRQ), 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 COO/CPO Nancy Zions, MBA, 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.



Judith Miller Jones, MA, former director of the National Health Policy Forum at George Washington University, discusses the implications of the national election and ways that health funders can partner with newly-elected leaders.



Antoinette Kraus, director of the Pennsylvania Health Access Network, offers insights on health insurance access challenges and opportunities.



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.

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

In commemoration of 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 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.

To learn more about AFP and get involved, visit aidsfreepittsburgh.org. You can also engage with AFP on Twitter ([@AIDSfreePgh](#)), [Facebook](#) (facebook.com/AIDSFreePittsburgh/), and [YouTube](#).



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.

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-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



(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.

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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.



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.

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 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

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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](#).

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.

"I ask for permission to talk about the vaccine, listen to parents, and offer reputable information," Dr. Tate said. "But I also tell them that this is a wonderful cancer-preventing vaccine. Ultimately, my job is to convince them to protect their child."

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

Community Health Worker State Forum Reveals Task Force Recommendations, Action Steps

In the fall of 2015, JHF helped to launch three statewide Community Health Worker (CHW) task forces focused on policy, training, and workforce development, as well as an overall steering group. Since then, the 90 members of the task forces have worked together to help CHWs realize their potential as valued members of the healthcare team who can enhance population health.



During the State Forum on Community Health Workers on November 17, JHF Director of Government Grants and Policy Robert Ferguson (center) presents an update on the work accomplished by a statewide CHW policy task force, which he chairs.

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During a CHW State Forum in Harrisburg on November 17, the task force members gathered to report on their recommendations for creating an infrastructure for CHWs in Pennsylvania. The forum also featured presentations on various ways that CHWs can be utilized, as well as breakout strategy sessions on how to translate task force recommendations into action. Carl Rush, MRP from the Project of CHW Policy & Practice at the University of Texas, provided the keynote address for the forum, which was organized by the Public Health Management Corporation and funded by the National Network of Public Health Institutes and the Pennsylvania Action Coalition.

The CHW policy task force, chaired by JHF Director of Government Grants and Policy Robert Ferguson, presented a common definition of CHWs and recommendations for creating a certification policy based on training competencies and work experience. Ferguson also suggested several financing pathways in the Pennsylvania Medicaid system.

The training task force presented a list of core, consensus-based training competencies for CHWs. The training competencies included communications and interpersonal skills, cultural competency, health literacy, health education, care coordination, and advocacy and community capacity building. The training task force is co-chaired by Shirley Moy, MSW, co-director of Temple University's Center for Social Policy and Community Development; and Elizabeth Schaffer, MPH, MS, CHES, health educator and officer manager for the Eastcentral Pennsylvania Area Health Education Center.



JHF COO/CPO Nancy Zionts, MBA (center), explains how community health workers can help to maximize seniors' quality of life and independence, and help them avoid preventable hospital and nursing home admissions.

Employer task force co-chair Susan Thomas, director of industry partnership for the District 1199C Training & Upgrading Fund, presented results from her task force's survey of CHW employers in Pennsylvania. The survey revealed that more than 70% of employers think that CHW certification would be beneficial.

Following the presentations, task force members received feedback from a panel which included Lauren Hughes, MD, MPH, MSc, FAAFP, deputy secretary of Health Innovation at the Pennsylvania Department of Health; David Kelley, MD, MBA, chief medical officer at the Pennsylvania Department of Human Services' Office of Medical Assistance Programs; Jovanny Paredes, a CHW from Optum; and Jamie Santana, a CHW

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at the Lehigh Valley Health Network.

Dr. Hughes observed that increasing the role of CHWs aligns with the goals of the Health Innovation in Pennsylvania plan, as well as the broader shift in health care toward value-based payments. Dr. Kelley noted the connections between CHWs and patient centered medical homes, value-based payment, the Centers of Excellence Health Homes, Behavioral Health Peer Support Specialists, and the community-based care management program. Paredes liked the task forces' training and certification options, noting that he needs to soak up as much information as possible because no two days are alike for a CHW.

After that, a panel of Medicaid Managed Care Organizations explained how they support CHWs in the community-based care management program, and presented preliminary findings on quality, cost, and population health.

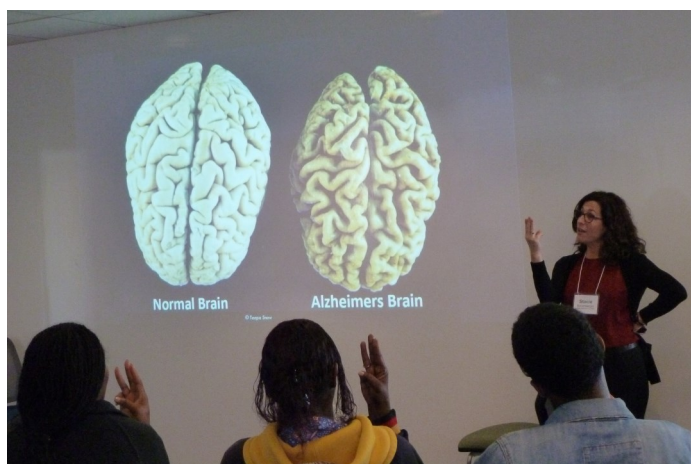
Nancy Zionts then gave a presentation on how CHWs can work with Pennsylvania's growing senior population to help them remain safe in their homes and communities, and avoid preventable hospital stays and nursing home admissions.

In the afternoon, breakout groups discussed how to operationalize the task force policy recommendations, increase awareness of CHWs among employers, and provide effective supervision and organizational support for CHWs. Karen Murphy, PhD, RN, Secretary of the Pennsylvania Department of Health, provided closing remarks.

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 my



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.

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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.

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.

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

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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.

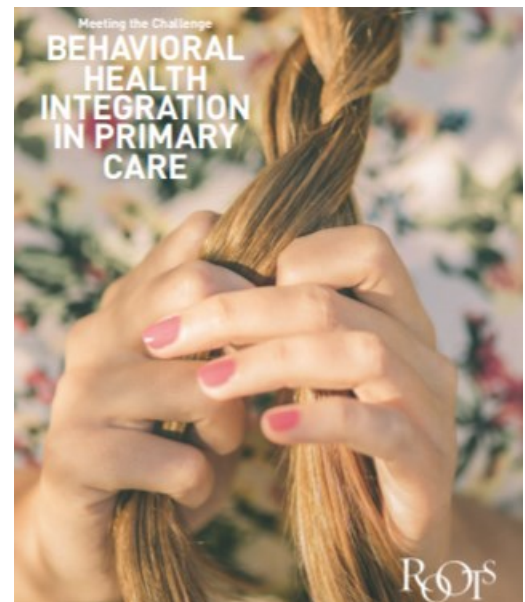
Linda Devich is a CHW Champion and Community LIFE worker who entered the field after serving as a caregiver for her parents, in-laws, and other family members. She looks forward to applying what she's learning in the program to improve the lives of seniors who live in her community.

"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."

New CMS Billing Codes Reduce Barriers to Integrated Primary Care

Since PRHI began working with primary care practices in 2009 to integrate collaborative care management (CCM) services for depression, the organization has been focused on a single policy change—enabling practices to bill for these services, which are supported by over 80 randomized controlled trials. Despite the clear link between physical and behavioral health, and the high number of patients with comorbid conditions, practices across the country have struggled to sustain CCM services due to the lack of a billing code.

Starting in 2017, this long-standing financial barrier to integrated primary care will end for Medicare patients. CMS recently released the 2017 Physician Fee Schedule, which creates Medicare codes for integrated behavioral health services in primary care. CMS is also finalizing billing codes for behavioral health integration services, which will be more broadly defined than the CCM model. Billing codes for other payers that support integrated primary care are expected in 2018.



PRHI's efforts to improve the availability and quality of integrated primary care were chronicled in a [2016 edition of its ROOTS magazine](#).

In CCM, the primary care physician, behavioral health care manager, and a consulting psychiatrist work

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with patients as a team to achieve remission from depression symptoms. PRHI began its integrated care work with Integrating Treatment in Primary Care (ITPC), a project which trained providers at three community health centers to identify and treat depression and reduce unhealthy alcohol and other drug use. Grant support from JHF, The Fine Foundation, and the Staunton Farm Foundation made that effort possible.

ITPC was followed by Partners in Integrated Care (PIC), an AHRQ-funded initiative which brought integrated care to nearly 60 primary care sites in four states. PRHI was the lead in Pennsylvania. Finally, PRHI was the Pennsylvania lead for an eight-state, Center for Medicare and Medicaid Innovation-funded project known as COMPASS (Care of Mental, Physical, and Substance Use Syndromes). COMPASS helped primary care practices better identify and treat their patients with sub-optimally managed depression plus diabetes or cardiovascular disease.

“Throughout all of our integrated care projects, we knew how to implement the behavioral health services and how to create lasting practice changes, but we could never crack the complexity of patching together the billing codes that were available at the time,” notes JHF’s Robert Ferguson. “Other partners from across the country, such as the University of Washington and the Institute for Clinical Systems Improvement, have been developing the evidence for these services, translating it into practices, and breaking down barriers for about 25 years. These new billing codes are a significant step forward, and are part of PRHI’s ‘home run’ for advancing the integration of physical and behavioral health care.”

PRHI Strengthening Practices’ QI Capacity, Promoting Health Management through AHRQ Grant

Donald Jakubek, MD, a primary care physician at Excelsa 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 learning 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 saw the patient one month and four months after his initial visit to assess the patient’s progress, tweak his

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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 the Pittsburgh Regional Health Initiative (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 Chief Learning and Medical Informatics Officer Bruce Block, MD, and Practice Transformation Specialist Carol Frazer, LPC, have collaborated with Weldon through an Agency for Healthcare Research and Quality (AHRQ)-funded initiative to strengthen health systems' capacity for quality improvement work.



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.

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 Medicine 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.

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Jakubek says. “But it wasn’t a cookie-cutter approach—they gave us the tools, and we figured out how they applied at our practice.”

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 Excelsa 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 Explores Life-Enhancing Senior Technology at 2016 Grantmakers in Aging Conference

During the 2015 Grantmakers in Aging (GIA) Annual Conference, JHF and other health funders from across the country sparked a dialogue on the new care models, workforce members, and caregiver supports needed to help more seniors live safely in the community and stay socially connected. During the 2016 GIA Annual Conference, health funders further explored emerging strategies to prevent isolation and promote community-based living among seniors, with a focus on the role of technology in successful aging.

JHF COO/CPO Nancy Zionts, MBA, designed and presented during a tech-focused GIA session which also featured Emily Allen, senior VP of Programs for the AARP Foundation, and Steve Lesky, MPP, MPA, a program officer at the Cambia Health Foundation.

Zionts and her fellow panelists discussed how technology (such as JHF’s Virtual Senior Center) can



(L-R): Emily Allen, senior VP of Programs for the AARP Foundation; Steve Lesky, MPP, MPA, a program officer at the Cambia Health Foundation; and Nancy Zionts.

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stimulate seniors' intellectual curiosity, broaden their social networks, and create intergenerational learning opportunities.

As a result of the GIA Conference, JHF leadership was invited to the 2017 Consumer Electronics Show (CES) in Las Vegas, NV, in early January. The CES, produced by the Consumer Trade Association (CTA), is a four-day, international showcase of paradigm-shifting technology. JHF's Karen Feinstein and Zionts were invited by leadership from the CTA Foundation, which strives to link seniors and individuals who have disabilities with life-enhancing technology.

JHF will delve even deeper into the senior technology realm in 2017 by launching a Pittsburgh chapter of Aging 2.0. Through local Aging 2.0 events, JHF will bring together technologists, entrepreneurs, designers, health professionals, caregivers, and seniors themselves to envision and bring to life innovative apps, products, and services.

PRHI's Health Reform Network Initiatives Taking Shape

In the summer of 2016, PRHI was awarded a \$950,000 grant from the DSF Charitable Foundation to create a Healthcare Reform Network. This initiative, supported by matching funds from JHF (PRHI's parent organization), includes two components: the Health Activist Network and the [Women's Health Activist Movement Global](#) (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 Healthcare 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



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

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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 Healthcare Reform Network.

Karen Feinstein Shares Experiences as a Utopian Dreamer, Fixer with Pitt Global Studies Students

From constructing cities out of shoeboxes and girdle garters as a child, to becoming active in the civil rights and women's health movements in college, to championing health advocacy in Pittsburgh and beyond as JHF's leader, Karen Feinstein proudly calls herself a utopian dreamer and fixer. On November 30, Dr. Feinstein shared insights on how her passion for activism converged with health philanthropy with more than 30 students in the University of Pittsburgh's University Center for International Studies (UCIS) Global Studies program.

Dr. Feinstein's talk was part of a lecture series hosted by UCIS called "Early Dreams, Seasoned Visions: Childhood, Ambition, and How They Might Connect." The UCIS Global Studies Center seeks to integrate and accelerate the University of Pittsburgh's research and education related to global health, security, economics, and society. Nancy Condee, PhD, director of the UCIS Global Studies Center, invited Dr. Feinstein to participate in the lecture series.



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