

THE WINDOW



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

AHN Allegheny Valley Hospital, VA Pittsburgh Healthcare System take Platinum Awards at 7th Annual Fine Awards for Teamwork Excellence in Health Care

The burden of pain and the prospect of contracting a healthcare-associated infection (HAI) loom large for many patients. Nearly one in three Americans lives with chronic pain, according to the Institute of Medicine, while one in 25 hospitalized patients picks up an HAI, per the Centers for Disease Control and Prevention.

On November 12, five groups of regional frontline healthcare professionals were honored for elevating the level of care and spreading best practices in pain management and infection control during the seventh annual Fine Awards for Teamwork Excellence in Health Care. The award ceremony, held at the Carnegie Museum of Art, was emceed by KDKA's Jon Burnett.



(L-R): Sheila Fine; JHF Board Chair Alan R. Guttman; Milt Fine, chairman of The Fine Foundation; and JHF President and CEO Karen Wolk Feinstein, PhD, at a reception held prior to the Fine Awards at the Carnegie Museum of Art.

Sponsored by The Fine Foundation and the Jewish Healthcare Foundation (JHF), the Fine Awards reinforce the critical role of teamwork in health care. The five winning teams receive a monetary prize, as well as the distinction of being recognized as a leader in delivering the sort of collaborative, data-driven care that can inspire

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nationwide change.

Applications were evaluated by a panel of experts in pain management and infection control – two quality measures that influence whether providers receive incentive payments or incur penalties from the Centers for Medicare and Medicaid Services. Ten finalists were selected, and from these, the five winning teams.

“Infection control prevents unnecessary pain, expense, and death,” said Milt Fine, chairman of The Fine Foundation, during the award ceremony. “Pain management relieves suffering, and it gives patients hope and a greater measure of control of their lives. Both processes relieve the anguish of patients’ families and caregivers.”

The 2014 awardees are:

- **PLATINUM (tie): Allegheny Health Network’s (AHN) Allegheny Valley Hospital** for *Eliminating Hospital-Acquired Clostridium Difficile Infections*, and the **VA Pittsburgh Healthcare System** for *Regional Anesthesia and Pain Prevention for Joint Replacement*
- **GOLD: St. Clair Hospital** for *Surgical Site Infection Prevention*
- **SILVER: Children’s Hospital of Pittsburgh of UPMC** for *Creating a Culture of Excellence in Central Line Care*
- **BRONZE: AHN’s Saint Vincent Hospital** for *Improving Safe Use of Opioid Therapy*



Platinum Award co-winner AHN Allegheny Valley Hospital.



Platinum Award co-winner VA Pittsburgh Healthcare System.



Milt Fine, Sheila Fine, and Karen Feinstein congratulate 2014 Fine Awards winners.

Other 2014 Fine Award finalists included AHN Forbes Hospital, Excelsa Health, The Bone and Joint Center-Magee Womens Hospital of UPMC, UPMC McKeesport, and UPMC St. Margaret. Videos of each initiative can be viewed on

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[the JHF website.](#)

Chronic pain and healthcare-associated infections were once seen as byproducts of practicing medicine, JHF President and CEO Karen Wolk Feinstein, PhD, noted, but that's not the case. Infections can be prevented. Much like when JHF's Pittsburgh Regional Health Initiative helped drastically reduce local cases of central-line infections and MRSA, the Fine Award winners show what's possible when stakeholders work together and are guided by evidence-based practices.

"You provide hope to those seeking new models of care," Dr. Feinstein said during the ceremony. "Through the Fine Awards, we reward teams who bring the same attention to detail, precision, and customer service to the healthcare industry as Milt brought to the hospitality industry."

Mr. Fine praised award winners and finalists for placing patients' needs first, and implored them to mobilize others who can help create a healthcare system founded upon empathy and quality.

"Working together with the energy, the creativity, and the enthusiasm that we celebrate this evening, we can reach clarity, sanity, and effectiveness in our health care," Mr. Fine said. "The values that drive your work will inspire others; your leadership will move us toward a better healthcare system. Thank you for all that you have done and will do."

2014 FINE AWARDS FINALISTS

Allegheny Health Network – Allegheny Valley Hospital (PLATINUM) for *Eliminating Hospital-Acquired Clostridium Difficile Infections*



Allegheny Health Network – Forbes Hospital for *Reducing Incidence of Catheter-Associated Urinary Tract Infections*

Allegheny Health Network – Saint Vincent Hospital (BRONZE) for *Improving Safe Use of Opioid Therapy*



Children's Hospital of Pittsburgh of UPMC (SILVER) for *Creating a Culture of Excellence in Central Line Care*



Excelsa Health for *Acinetobacter – Learning How to Eradicate Resistant Organisms*

St. Clair Hospital (GOLD) for *Surgical Site Infection Prevention*



The Bone and Joint Center – Magee-Womens Hospital of UPMC for *Reducing Surgical Site Infections in Total Joint Arthroplasty*
UPMC McKeesport for *Resolving a Sudden Increase in Central Line-Associated Bloodstream Infections*

UPMC St. Margaret for *Spinal Fusion Surgical Site Infection Prevention*

VA Pittsburgh Healthcare System (PLATINUM) for *Regional Anesthesia and Pain Prevention for Joint Replacement*



St. Clair Hospital took home the Gold Award for preventing surgical site infections. St. Clair has won an all-time high three Fine Awards, having previously been honored for enhancing patient flow in the emergency department (2009) and sustaining those improvements (2011).



Silver Award winner Children's Hospital of Pittsburgh of UPMC.

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Bronze Award winner AHN Saint Vincent Hospital.



(L-R): JHF Board of Trustees Secretary Debra Caplan; Trustee Ellen Frank, PhD; and Mary Suresh, RN, a Foundation consultant for the HPV Vaccination Initiative.



Team leaders from 2013 Fine Awards winners (L-R) Emily Jaffe, MD, MBA (Community Life); Bob Arnold, MD (UPMC Palliative and Supportive Institute); and Judith Black, MD, MHA (Highmark) presented awards to 2014 winners.



JHF Board Trustees Frederick Sherman, MD; Richard Simon; and Eric Rodriguez, MD.

FINE AWARDS IN THE NEWS

[“Pittsburgh-area hospitals win awards for infection control and pain management”](#) (Pittsburgh Post-Gazette)

[“Allegheny Valley Hospital, VA Pittsburgh take top Fine Awards”](#) (Pittsburgh Business Times)



Salk Fellows Apply Systems Thinking, Unveil Rapid-Fire Healthcare Solutions during Finale

Solving intractable healthcare problems requires leaders who attack issues with tenacity and empathy, rejecting incremental change and applying a systems-based approach that crafts solutions to meet the medical, financial, and social needs of particular communities. It's an approach that is sorely lacking in the U.S., which outspends all other industrialized countries on health care yet receives a higher burden of disease and lower life expectancy for its investment.

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Salk fellows Amber Blumling and Priya Gandhi share their strategies for re-framing sexual violence against women as a community-wide problem.

On November 24, graduate students from myriad healthcare disciplines unveiled their rapid-response solutions to persistent healthcare problems during the 2014 Jonas Salk Fellowship finale, held at the Q12T Center. Over the past three months, 41 fellows saw first-hand how emergency response centers, public safety departments, health IT companies, research labs, and journalists tackle complex public health issues by applying four problem-solving lenses: crisis management, disruptive innovation, predictive modeling, and activism and advocacy. Salk Fellows then applied those lenses to develop strategies aimed at ending sexual assault on college campuses, preventing

hospital-acquired infections, re-engaging people with HIV/AIDS in care, boosting low HPV vaccination rates, and helping frail seniors remain at home.

During the finale, Salk fellows explained how they applied the four problem-solving lenses to their selected issue and presented their quick-hit ideas to improve population health. The fellows received feedback from panelists who are experts on a particular problem-solving lense or healthcare issue discussed.

Panelists for the problem-solving lenses included Carmen Alexander, a community organizer for New Voices of Pittsburgh (advocacy and activism); John Grefenstette, PhD, a professor of Health Policy and Management at the University of Pittsburgh Graduate School of Public Health (predictive modeling); Paul Paris, MD, FACEP, LLD, senior medical director of UPMC Prehospital Care, University of Pittsburgh (crisis management); Shivdev Rao, MD, Division of Cardiology, University of Pittsburgh (disruptive innovation).



Salk fellows Christopher Mensah and Lavina Kenkre discuss strategies to reduce hospital-acquired infections by boosting providers' hand-washing compliance.

The healthcare issue panel featured Ashley Bright, marketing and development coordinator for Pittsburgh Action Against Rape (campus rape and sexual violence); Alan Finkelstein, MD, UPMC Shadyside Family Medicine and co-chair of the Foundation's HPV advisory committee working with parents and providers (low rates of HPV vaccination); Ellesha E. McCray, MBA, MSN, RN NE-BC, Veterans Administration Pittsburgh Healthcare System (hospital-acquired infections); Mildred Morrison, administrator of the Allegheny County Department of Human Services' Area Agency on Aging (preventable institutionalization of frail seniors); and Richard Smith, MSW, HIV-AIDs program manager for JHF (HIV-positive individuals lost to care).

The Salk fellows' problem-solving strategies included increasing hand-washing compliance and accountability on

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Paul Paris, MD, FACEP, LLD, senior medical director of UPMC Prehospital Care, University of Pittsburgh; Shivdev Rao, MD, Division of Cardiology, University of Pittsburgh; John Grefenstette, PhD, a professor of Health Policy and Management at the University of Pittsburgh Graduate School of Public Health; Carmen Alexander, a community organizer for New Voices of Pittsburgh; and Ellesha E. McCray, MBA, MSN, RN NE-BC, Veterans Administration Pittsburgh Healthcare System respond to Salk fellows' solutions to longstanding public health issues.

the front line – and thus lowering the risk of patients developing a hospital-acquired infection – by using a hand sanitizer that dyes providers' hands. Colleagues and patients could immediately tell whether someone had clean hands because of the dye, which would de-color within minutes. Fellows also discussed increasing HPV vaccination rates by bringing mobile immunization vans into the community; harnessing the power of a simulator like Pitt's FRED (a Framework for Reconstructing Epidemiological Dynamics) to predict the chances of an HIV-positive individual becoming lost to care; and leveraging social and traditional media to re-frame sexual violence as a community-wide, rather than a women's issue.

"Every one of these issues is worthy of passionate urgency," Karen Feinstein said to the fellows as the finale concluded. "We need viable, powerful actions that go well beyond Band-Aid progress – actions that

galvanize communities and inspire change. We need you, our Salk fellows, to be change-makers, to help us move the needle in health care."



Mildred Morrison, administrator of the Allegheny County Department of Human Services' Area Agency on Aging, offers ideas on ways to prevent unnecessary institutionalization of seniors.



Ashley Bright, marketing and development coordinator for Pittsburgh Action Against Rape, offers advice on eliminating endemic sexual violence against women.



Alan Finkelstein (right), MD, UPMC Shadyside Family Medicine and co-chair of the Foundation's parent-provider HPV advisory committee, discusses Salk Fellows' ideas for boosting HPV vaccination rates.

PA Health Funders Chart Course for 2015 Focused on Primary Care, Preventive Services during Eighth Annual Meeting

On November 17-18, the Pennsylvania Health Funders Collaborative (PHFC) held its Eighth Annual Meeting at Bedford Springs Resort. The PHFC's network of 40 foundations from across the Commonwealth gathered to

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celebrate the collaborative's accomplishments over the past year and discuss a 2015 agenda that focuses on improving primary care and prevention services. The PHFC is co-chaired by Karen Feinstein and Russell Johnson, president and CEO of North Penn Community Health Foundation.

To kick off the conference, PHFC members worked in affinity groups on topics including strengthening long-term care services and supports; providing integrated physical and behavioral health services in primary care; linking vulnerable populations to quality insurance coverage; deploying community health workers to bring diagnosis and treatment directly into neighborhoods; and increasing access to healthy foods. Following a reception and dinner, Marcela Myers, MD, director of the Pennsylvania Health Department's Center for Practice Transformation and Innovation, presented the State Innovation Model (SIM) and the Department's environmental scan of community health workers in Pennsylvania.

The next morning, PHFC Executive Director Ann Torregrossa noted that in 2014 collaborative members provided mini-grants to support Pennsylvania's successful efforts during the first Health Insurance Marketplace open enrollment period, informed recommendations for long-term care services and supports at the state-level, and provided timely information about the estimated fiscal impact of Medicaid expansion in Pennsylvania.



(L-R): JHF Program Manager Robert Ferguson; Ann S. Torregrossa, executive director of PHFC; and PHFC co-chairs Karen Feinstein and Russell Johnson, who also serves as president and CEO of the North Penn Community Health Foundation, discuss priorities for the PHFC's network of 30-plus foundations, including providing integrated primary care, long-term services and supports for the elderly, and high-value care for vulnerable populations.



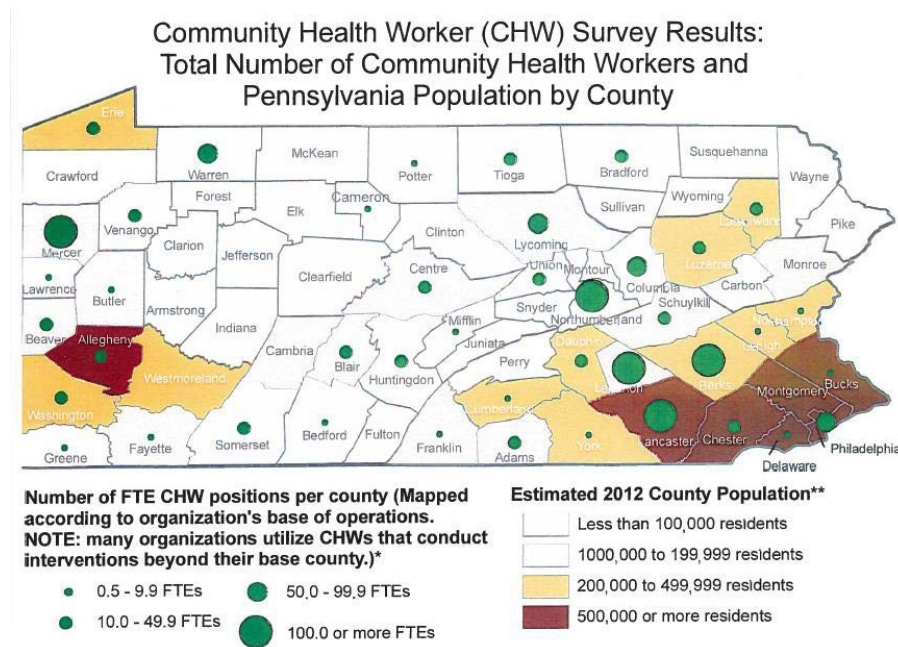
Marcela Myers, MD, director of the PA Health Department's Center for Practice Transformation and Innovation, describes the proposed State Innovation Model (SIM). The Pittsburgh Regional Health Initiative has been named to direct the Pennsylvania SIM's Transformation Support Center, which would provide medical home training and coaching to practices throughout the state.

Jennifer Burnett, director of the Division of Community Systems Transformation at the Centers for Medicare and Medicaid Services, and Charles Tyrrell, Pennsylvania Department of Public Welfare, discussed federal and state-level efforts to improve the balance of spending on long-term care services and supports in community and institutional settings. Pennsylvania spends 41 percent of Medicaid long-term social services funding on home and community-based services—the 13th-lowest total among U.S. states. As part of the Commonwealth's Balancing Incentive Program, Pennsylvania conducted an online service to inform improvements to Medicaid long-term community-based supports and is expanding access to the Medicaid home and community-based waiver program.

Laudan Aron, a senior fellow from the Urban Institute, presented the startling outcomes of the Institute of Medicine and National Resource Council's Shorter Lives, Poorer Health report. Ms. Aron served as the study

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director for the report, which found that Americans die earlier and experience more injuries and illnesses than peers in other high-income countries despite spending more than twice as much on health care. She noted that the preterm birth rate in the U.S. is comparable to sub-Saharan Africa, and that American males aged 15-19 are five times more likely to die from violence than those in other high-income countries. Ms. Aron presented guiding principles for action, including investing in early childhood development and preventive health services and bridging gaps between social and health systems in underserved communities.

Following Ms. Aron's call to action, Robert Wood Johnson Foundation (RWJF) Senior Program Officer Abbey Cofsky, MPH, shared another dismal finding – that 75percent of young Americans cannot join the military due to obesity, a lack of education, or legal issues. Ms. Cofsky then presented RWJF's vision for building a culture of health across communities and summarized the statistics and interventions available in RWJF's [County Health Rankings online tool](#). Ms. Cofsky concluded by sharing recommendations from the RWJF Commission to Build a Healthier America, including integrating health into community development and broadening the mindset of healthcare systems from treating illness to helping people lead healthy lives.

JHF Consultant Robert Antonelli provided insight into the implications of the mid-term elections at the state and federal level, noting that funders can play important roles as conveners. That led members to discuss next steps and priorities, including further developing PHFC's niche of working at the intersection of health policy and philanthropy by authoring policy papers, meeting with the Governor-elect and his cabinet in 2015, advocating for strong Medicaid expansion policies, and supporting the Pennsylvania's SIM plan.

John Weidman, deputy executive director of the Food Trust, discussed his organization's innovative programs to support healthy eating in Philadelphia, including healthy corner stores and the Philly Food Bucks program for Supplemental Nutrition Assistance (SNAP) recipients. Steveanna Wynn, executive director of the SHARE Food Program, highlighted the State Food Purchase Program and her advocacy work around hunger and healthy eating.



Pennsylvania Health Funders Collaborative members visit Laurel Vista Farms as part of a tour highlighting local approaches to increasing access to healthy foods.

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That night, PHFC members boarded a bus and traveled to Rick Stafford's Laurel Vista Farms for dinner and to see the Laurel Highlands Food Distribution and Aggregation Center, which helps provide healthy food to vulnerable populations. The Greater Pittsburgh Community Food Bank, Somerset Area Ministries, and Somerset County Mobile Food Bank met the funders at the farm to present their current operations and plans for the future. Attendees commented on the value of coming together and receiving "funding food for thought." Many remarked that this was the best PHFC conference yet with diversity topics, engaging speakers, and new foundations attending.

"PHFC was a great gathering," Dr. Feinstein says. "We now have a very lively and engaged group of grant makers from across the state. We learn from one another and as a unit, we can have an impact on policies that improve the lives of Pennsylvanians."

Graduate Students to Explore Key Concepts of Death Dying through New Fellowship

Since 2007, JHF's [Closure](#) program has sparked conversations on what matters most at the end of life and laid the foundation for collective education and action in more than a dozen communities across Pennsylvania. During National Hospice and Palliative Care Month in November, JHF announced a new fellowship program designed to help graduate students from healthcare-related fields confront the medical, spiritual, and legal considerations that influence end-of-life treatment decisions.

"The 2015 *Fellowship on Death and Dying: Elephant in the Room* is the perfect marriage of our community-based *Closure* model and the concept of our fellowships, which is to provide students – in an interdisciplinary, safe setting – learning they're not getting in school," says Nancy Zionts, JHF's COO and CPO. "Graduate medical education offers some exposure to end-of-life care, but it's often 'siloed.' Through this fellowship, students will consider the greater context of patients', families', and providers' lives."



Using the Foundation's *Closure* model, fellows will explore concepts of death and dying through site visits, experiential learning, and skills practice during six sessions held between January and March of 2015. During the final session, fellows will work together to create an action plan for the region as well as their own careers and institutions. The new fellowship follows the successful use of *Closure* by several local organizations honored for improving end-of-life care during the [2013 Fine Awards](#), and furthers [JHF's 20-plus year commitment](#) to enhancing the quality of life for the region's seniors.

Nancy Zionts; JHF consultants Jonathan Weinkle, MD, and Tamara Sacks, MD, who have facilitated *Closure* sessions statewide, will serve as faculty for the fellowship along with JHF Program Manager Robert Ferguson, who is pursuing his Masters at the University of Pittsburgh's Graduate School of Public Health and delved into end-of-life and palliative care metrics during the summer.

Students will collaborate with several of JHF's longtime community partners during the fellowship, receiving the opportunity to explore end-of-life concepts and ask questions in a low-pressure setting. During the site visits, fellows will have the opportunity to discuss legal and medical decision-making at Allegheny General Hospital's intensive care unit; spiritual and religious considerations at Children's Hospital; community resources for patients

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and loved ones at Family Hospice's Inpatient Center – Canterbury; and helping family and caregivers cope with loss at the Good Grief Center.

"We're not talking about the moment of death as the only focus of this fellowship," Zionts says. "We're talking about the period of time through which people face serious illness that may or may not result in death. This fellowship is about understanding patients' and families' goals, the reality of illness and what medicine can do, and moving away from saying, 'there's nothing more we can do for you.' There's always something we can do for you – it might just not be another medical intervention."

Meredith Hughes, a 2014 JHF summer intern and past graduate of the Patient Safety Fellowship, helped develop the curriculum and sessions for the new fellowship. Hughes, currently pursuing graduate degrees through both the University of Pittsburgh School of Law and School of Public Health, is the daughter of Christopher Hughes, MD, chief medical officer of Family Hospice & Palliative Care.

"End-of-life and palliative care are in her culture, and we want that to be the case for all students who are just beginning their professional careers," Zionts says. "Throughout the entire *Closure* experience, we provide a safe space for people to consider not only what they would do within their current certification, licensure, and training, but also what they would want to have done in a situation involving their loved ones."

The deadline to apply for the Fellowship on Death and Dying: Elephant in the Room is January 5, 2015. To apply, please complete the online application (including submission of a personal statement, resume, and letter of reference) at <http://www.qitcenter.org/2015-fellowship-on-death-and-dying.html>

Karen Feinstein, JHF Honored for Decade-Plus Commitment to EMS Safety, Quality

When Dr. Paul Paris, regional medical director of the Emergency Management Services Institute (EMSI) met with Karen Feinstein in 2003, he pointed out a healthcare paradox. While emerging research revealed that preventable medical errors kill hundreds of thousands of Americans per year, and EMS providers face workplace fatality rates akin to those of police officers and fire fighters, prehospital care had not focused comprehensively on quality improvement and outcomes.

"EMS conditions almost conspire to create errors – you have time pressures, limited knowledge of the patient or the situation, and an environment you can't control," says Dr. Paris, a Foundation board member who also serves as senior director of UPMC Prehospital Care. "I approached JHF knowing their longstanding commitment to patient safety and skill in taking a regional approach to quality improvement."



(L-R): Emergency Medical Services Institute (EMSI) Executive Director and General Counsel Thomas McElree, Esq., MBA, NREMT-P; EMSI Regional Medical Director Paul Paris, MD; John Englert, BS, EMT-P, EMS program manager for the Pennsylvania Department of Health; and Robert McCaughan, president, EMSI Board of Directors at the 40th annual EMSI Meeting and Dinner. Dr. Paris accepted on Karen Feinstein's behalf a plaque recognizing JHF's longstanding commitment to EMS safety and quality.

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In honor of the Foundation's decade-plus drive to enhance EMS quality and safety, Dr. Feinstein received a Recognition Award during EMSI's 40th Annual Meeting, held on November 6 at the Hilton Garden Inn Pittsburgh. EMSI is a nonprofit that coordinates emergency services in southwestern Pennsylvania through training and accreditation of responders, public education, data collection, and quality assurance.



JHF provided quality improvement training and coaching to EMS paramedics, chiefs, and executive directors during the EMS Champions Fellowship.

"We don't recognize a flash in the pan or one-time projects," says Thomas McElree, MBA, NREMT-P, executive director and general counsel of EMSI. "We recognize longevity – supporters who keep coming back. JHF is dedicated to educating, motivating, and mentoring our EMS community."

JHF's commitment to prehospital care began in 2004, when the Foundation funded a study on EMS quality in partnership with the University of Pittsburgh School of Medicine and the Center for Emergency Medicine of Western Pennsylvania. As part of the study, a videographer filmed numerous EMS calls to document everything from providers' initial response to a call to a patient's arrival at the hospital. A team of EMS experts – providers, educators, and managers – reviewed the footage to uncover process improvement opportunities.

The study identified ways to improve pre-dispatch readiness, streamline communication between responders, create quality benchmarks, and explore new realms of patient safety research.

In 2011, the Foundation established a platform for local frontline paramedics, EMS chiefs, and executive directors to make those improvement opportunities a reality, creating the [EMS Safety/Quality Champions Fellowship](#). During the yearlong Fellowship, 18 EMS Champions were immersed in JHF's [Perfecting Patient Care](#)SM quality improvement methodology and received coaching and training from Foundation staff. Each Champion applied their new skills by carrying out a project to improve the safety, quality, or efficiency of EMS operations.

"Most people practicing EMS are heroes, but they're vastly underappreciated," says Dr. Paris, who served as the volunteer medical director for the Fellowship. "JHF invested in this often overlooked segment of the healthcare realm, providing a systems approach to make EMS care safer for patients and responders alike."

Among the EMS Champions Fellowship projects was a mass casualty incident (MCI) kit developed by Champion Chris Dell,



The Mass Casualty Incident Kit that Chris Dell, chairman of the Allegheny County EMS Council, developed as an EMS Champions fellow saved critical time for first responders at Franklin Regional High School during a mass stabbing incident in April.

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chairman of the Allegheny County EMS Council. The MCI kit, distributed in a portion of southwestern Pennsylvania covering 3 million people, provides uniform equipment and procedures so that any first responder can take command of a mass casualty incident. First responders at Franklin Regional High School credit the MCI kit with helping them quickly remove injured students following a mass stabbing incident in April of 2014.

“Being involved in the EMS Champions program made me think about safety at a deeper level,” Dell says. “Everything – how we dress, how we position vehicles, a patient’s medications – has to be a part of your safety analysis. My experience in the Fellowship motivated me to attend more safety trainings, and helps me educate current and future EMS leaders.”

JHF remains devoted to local EMS, sponsoring a daylong Summit on Safety and Quality in Prehospital Care for practitioners at the QI²T Center in the fall of 2012, and providing expert speakers and education materials for EMSI quality assurance workshops.

“In the EMS community, we don’t have many support systems to encourage and develop young workers,” McElree says. “Our relationship with JHF allows our members to gain the knowledge and experiences necessary to become leaders and drive the EMS system for years to come.”

PCRC Team Showcases Power of Motivational Interviewing at CMS Headquarters

Healthcare professionals can tap the goal-directed, collaborative conversation style of [motivational interviewing](#) to guide patients toward positive behavior changes -- say, eating a heart-healthy diet or conquering a nicotine habit. In late October, PRHI’s [Primary Care Resource Center](#) (PCRC) team was invited to the Centers for Medicare and Medicaid Services (CMS) headquarters in Baltimore, MD, to show how hands-on motivational interviewing training helps nurses and pharmacists deliver person-centered care to patients at high risk of being re-hospitalized.

PRHI Chief Medical Officer Keith Kanel, MD, MHCM, FACP; PCRC Project Manager Kathy Brown, RN, MSN; and Health Research and Data Analyst Serah Iheasirim, MPH, presented a PCRC study of motivational interviewing during a meeting that gathered all 107 teams from across the U.S. who are experimenting with new models of care with funding from CMS’ Health Care Innovation Awards.

“PRHI’s project is the only one we saw that is applying motivational interviewing directly to clinical care,” Dr. Kanel says. “There are often simple barriers to improving care that can be eliminated if you take the time to listen to patients’ concerns and ambitions.”

Motivational interviewing is a core competency of PCRC nurses and pharmacists who help coordinate care for



(L-R): PCRC Project Manager Kathy Brown, RN, MSN; Health Research and Data Analyst Serah Iheasirim, MPH, and PRHI Chief Medical Officer Keith Kanel, MD, MHCM, FACP show how motivational interviewing techniques are helping patients make positive behavior changes during a meeting at CMS headquarters.

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patients suffering from heart failure, COPD, and/or acute myocardial infarctions. PCRC nurses and pharmacists received a full day of motivational interviewing training at JHF's offices in November of 2013, reviewing key concepts and then practicing their new skills with simulated patients. During the spring and summer of 2014, PRHI Director of Education and Coaching Mark Valenti provided customized instruction based on his observations of PCRC staff engaging patients during hospital stays, home visits, and telephone calls.

"Motivational interviewing is a very human type of service," Dr. Kanel says. "The only way you can become skilled at it is to practice, and the only way to practice is in real-life settings. That's why Mark hit the road to offer personalized coaching. You can't just give people a lecture – you really have to reinforce it."

PRHI's customized motivational interviewing training empowers PCRC staff to promote positive behavior change and enroll more patients in the program, which offers services including disease education, medication reviews, self-management tips, and a post-discharge action plan. PRHI measured nurses' and pharmacists' motivational interviewing skills before and after they received personalized coaching using a modified Motivational Interviewing Treatment Integrity Score (MITI), which evaluates healthcare workers based on their engagement, empathy, focus, and evocation, as well as the patient's level of autonomy. MITI scores range from 1-5, with five representing the highest level of motivational interviewing prowess.

After receiving customized coaching from PRHI, nurses and pharmacists at PCRC sites boosted their average MITI score from 3.5 to 4.0 (a 14.3 percent increase). The PCRC sites also enjoyed a 34 percent decrease in the number of patients refusing to enroll in the program after an attempted engagement.

The PCRC team will soon study the impact of motivational interviewing on other aspects of care, such as increasing adherence rates for patients on chronic medications (currently below fifty percent) or working with the 23 percent of enrollees with a chronic disease who still smoke.

"We think that PCRC staff, if armed with motivational interviewing skills, can make major progress in addressing these roadblocks to better health," Dr. Kanel says.

LEARN MORE ABOUT MI

Motivational interviewing training is incorporated into all JHF and PRHI projects where models of care require patients to change behavior(s). Helping patients to examine their ambivalence about a change, and uncover their own interest/motivation for making a change is key to increasing and sustaining positive treatment outcomes. For more information on our approach to motivational interviewing, contact [Mark Valenti](mailto:mvalenti@prhi.org) at mvalenti@prhi.org.

Karen Feinstein Honored by Israel Bonds

On November 3, the Health Professions Division of Israel Bonds presented a tribute to Karen Wolk Feinstein at the WQED Studios on Fifth Avenue. The tribute featured remarks from Honorary Event Co-Chairs Alan Guttman, Nancy Rackoff, and Pat Siger, as well as a guest presentation about the activated patient from journalist and author Seth Mnookin. Earlier that day, Mr. Mnookin discussed the role of advocacy in solving healthcare problems with JHF's Salk fellows.

Organizers are happy to report that \$2,728,000 in bond purchases were made in honor of Karen. Proceeds from the sale of Israel Bonds have played a decisive role in Israel's rapid evolution into a groundbreaking, emulated

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leader in high-tech, greentech, and biotech.



(L-R): Nancy Rackoff, vice chair of JHF's Board of Trustees; JHF Board Trustee Patricia L. Siger and Board Chair Alan R. Guttman; Karen Feinstein; Harold Marcus, executive director of Israel Bonds' Pennsylvania Region; and Marian Unger Davis, Israel Bonds campaign chair.



Karen Feinstein received a medal and plaque in honor of her and the Foundation's work on behalf of Israel. In addition to granting more than \$3 million annually to the Jewish community, JHF has forged ongoing relationships with Israeli medical facilities to exchange best practices and has provided funding to ensure the health and well-being of Israeli citizens.



Nancy Rackoff (right), served as an honorary co-chair of the Israeli Bonds event honoring Karen Feinstein. "The partnerships that Karen forged with our Israeli partners are improving, and will continue to improve, health care on both sides of the ocean," Ms. Rackoff said during the event at WQED in Oakland.

Karen Feinstein Receives Junior Achievement's *Fred Rogers Good Neighbor Award*

Daruka Nyuon is a senior at Baldwin High School. She was born in South Sudan during the time of the Sudanese Civil War. Her father came to the U.S. as one of the Lost Boys of the Sudan in 2001, with Daruka, her sister, and mother following a few years later.

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Daruka is one of the exceptional students who has benefited from the programs of Junior Achievement, whose mission is to give young people the knowledge and skills they need to “own their economic success, plan for their future, and make smart academic and economic choices.”

She introduced Dr. Feinstein at the 75th Anniversary Junior Achievement Spirit of Enterprise Dinner and Awards Ceremony on November 19. The annual event recognizes and honors individuals and organizations in Western Pennsylvania who have made “outstanding contributions to the business, social, and cultural assets” of our region. Daruka had previously visited Dr. Feinstein at the Foundation to gather the information that she would use in her remarks.

Dr. John Swanson, founder of ANSYS, Rob Cochran, president and CEO of #1 Cochran Automotive, and Noble Energy were also honored.

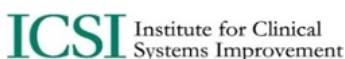


Karen Feinstein and Junior Achievement participant Daruka Nyuon pose for photos after Dr. Feinstein receives the 2014 Fred Rogers Good Neighbor Award. Ms. Nyuon introduced Dr. Feinstein during the 75th Anniversary Junior Achievement Spirit of Enterprise Dinner and Awards Ceremony.

CMO Keith Kanel Talks Taking Research to Front Lines during AHRQ Webinar

Without a dissemination plan, it can take nearly two decades for innovative clinical research to reach mainstream health care. The PRHI-led [Partners in Integrated Care](#) (PIC) project accelerated that time frame, spreading a proven model for treating depression and unhealthy alcohol/substance use in primary care settings across four states through an Agency for Healthcare Research and Quality (AHRQ) grant.

During a webinar on November 17, PRHI Chief Medical Officer and PIC Principal Investigator Keith Kanel, MD, MHCM, FACP, discussed strategies to rapidly translate research into improved patient care. Five other leaders of AHRQ-funded dissemination projects also participated in the webinar. Dr. Kanel and other principal investigators working on initiatives ranging from mental health screening to infection control to asthma care described key components of their interventions, tools developed to spread their work, and ways to sustain the projects past the grant period.



The Partners in Integrated Care project spread a collaborative care model for treating depression and unhealthy alcohol/substance use in primary care across four states.

“This is only the second time that we have gathered all of the principal investigators for these AHRQ-funded projects,” Dr. Kanel says. “We want to create venues for collaborative learning so we can bring this work to as many communities as possible, as fast as possible.”

The three-year PIC project, which wrapped up in May of 2014, brought integrated behavioral and physical health care to practices in Pennsylvania, Massachusetts, Minnesota, and Wisconsin. PIC Program Manager Robert Ferguson and Mark Valenti, PRHI’s director of education and coaching, led in-person quality improvement sessions complemented by [Tomorrow’s HealthCare](#)[™], PRHI’s online knowledge network.

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“During PIC, we had a terrific teaching group – a core team of gifted educators who provided standardized training across all of the sites,” Dr. Kanel says. “We also integrated Tomorrow’s HealthCare™ as a platform that all four states used to access education materials, data tracking tools, clinical protocols, and instructional videos.”

The PIC project demonstrated the importance of an expanded primary care team – with care managers helping patients make positive behavior changes and forge community connections, and consulting psychiatrists conducting weekly case reviews. As a result, care teams are an integral part of the current, and larger, [Care of Mental, Physical, and Substance Use Syndromes](#) (COMPASS) project, a Center for Medicare and Medicaid Innovation-funded effort to address primary care patients with depression plus diabetes and/or cardiovascular disease. PRHI is part of the ten-organization COMPASS consortium, which is led by the Institute for Clinical Systems Improvement in Bloomington, Minnesota.

Beyond serving as a template for COMPASS, there’s evidence that the PIC model is being sustained in other states, Dr. Kanel notes. He recently received a request from the Wisconsin Collaborative for Healthcare Quality (WCHQ), a PIC partner, to use [a project toolkit](#) that includes marketing and communications materials, primary care and train-the-trainer modules, and information technology and measurement support. The PIC toolkit will be used as part of a statewide integrated primary care initiative led by WCHQ.

“The PIC model is adapting to local cultures,” Dr. Kanel says. “By engaging with other AHRQ grantees, we can hone in on ways to keep this momentum going.”

MAI Training Focuses on Sustaining Programs Linking HIV-Positive Individuals to Care

In early November, JHF hosted more than 25 participants in the Minority AIDS Initiative (MAI) for three days of workshops. Building on the lessons and successes of the program’s past two years, the sessions focused on sustaining the innovative HIV linkage programs that grantee organizations have developed.

The Minority AIDS Initiative, funded through the Pennsylvania Department of Health’s Special Pharmaceutical Benefits Program, has supported more than 20 AIDS Service Organizations (ASOs) throughout the state with funding, as well as quality improvement and motivational interviewing training. The goal of the

JHF’S ROBERT FERGUSON TALKS DEPRESSION TREATMENT ON HEALTH AFFAIRS BLOG

[“Shifting From Depression Screening Alone to Evidence-Based Depression Treatment in ACOs”](#)



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Initiative is to identify and locate HIV-positive individuals who are not engaged in treatment, and to re-engage them with HIV medical care. Antiretroviral therapy offers many HIV-positive individuals a normal life expectancy, has been shown to significantly reduce the risk of transmission of HIV, and leads to reduced healthcare costs for people living with HIV.

Collectively, ASOs participating in the project have re-engaged in medical care more than 75 percent of the HIV-positive clients that they have contacted.

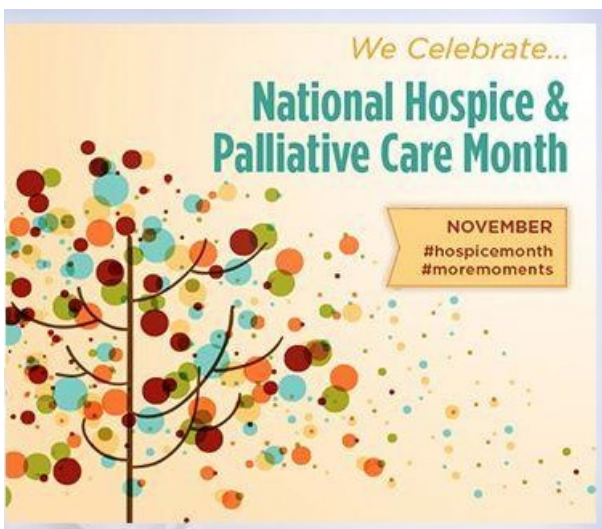
Funders Against Campus Rape Works to Make Local Colleges Safe, Accountable

On November 21, members of *Funders Against Campus Rape* met to discuss how they can collectively change the way local universities respond to campus sexual violence. The foundations, along with regional rape crisis centers, discussed proposed recommendations to assist colleges and universities with improving their sexual assault and prevention policies.

The recommendations included identifying the problems through campus climate surveys, engaging men as active participants in prevention, effectively responding to victims, increasing transparency of policies and statistics, and improving enforcement of perpetrators. The group plans to explore current best practices and ways to change the culture of sexual assault through multiple avenues: community, middle and high schools, universities, administration, and law enforcement.

JHF has awarded a grant to JFilm to provide screenings of the film “Brave Miss World”, a documentary that tells the story of Israeli beauty queen Linor Abargil, who was abducted and raped and is now a victim advocate. The screenings are scheduled at multiple high schools and universities and will be followed with a discussion led by local rape crisis centers.

IOM Webinar Unveils Next Steps for Improving End-of-Life Care



As part of National Hospice and Palliative Care Month, four JHF staff participated in an Institute of Medicine (IOM) webinar to create recommendations for promoting end-of-life conversations and honoring patients’ and families’ care goals. Nancy Zions, JHF Consultant Tamara Sacks, MD, and Quality Improvement Specialists Anneliese Perry and Terri Devereaux, MPM, FNP-BC, represented JHF during the November 10 webinar, which followed up on the IOM’s “Dying in America: Improving Quality and Honoring Individual Preferences Near the End of Life” report published in September of 2014.

In the report, the 21-member IOM committee found that the current healthcare system suffers from a shortage of doctors trained in palliative care, limited communication between families and providers about care preferences, and a fee-for-

service payment system that incentivizes treatment in acute-care settings. Many of the recommendations from the IOM webinar align with the Foundation’s longstanding efforts to enhance end-of-life care, including:

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- Engaging a broad spectrum of the community in end-of-life conversations and education
- Establishing medical training, certification, and licensure requirements that strengthen palliative care knowledge and skills of clinicians who care for terminally ill patients
- Creating measurable, evidence-based quality standards for clinician-patient communication that payers and healthcare delivery organizations embrace
- Public reporting on quality measures, outcomes, and payment for end-of-life care

JHF's Long-Term Care Team, 2013 Fine Awards Finalists Discuss Patients' End-of-Life Goals during MASH Event

The JHF long-term care team participated in the MASH (Marketing Admissions Supporting Healthcare) networking meeting on November 20, held at John J. Kane Regional Center – Scott. MASH is comprised of local healthcare professionals from across the continuum of care whose mission is to provide resources for seniors, families, and professionals through education, special events, and networking.

Karen Zagrocki, DNP, CRNP, a JHF-funded Alvin Rogal Research Fellow in Safety and Quality from Robert Morris University, presented results from her research examining the effects of advanced care discussions in patient care conferences at long-term care facilities. Zagrocki collaborated with Dr. Mario Fatigati, chief medical officer of the four Kane Regional Centers on the project, which earned them the distinction of being a finalist for the 2013 Fine Awards for Teamwork Excellence in Health Care.



Zagrocki set out to understand why residents were transferred to hospitals when their goals of care were Do Not Resuscitate (DNR) or Comfort Measures Only (CMO). As a part of the project, Kane Scott staff received training to enhance their skills related to advanced care planning discussions, which resulted in improved documentation on POLST (Physician Orders for Life-Sustaining Treatment), increased modifications/changes on the POLST form, decreased emergency department and hospital visits, and increased hospice consults and CMO orders. JHF's long-term care team has been invited to present at the MASH meeting in February 2015.

PRHI Earns Partner in Quality Honor from the NCQA

The National Committee for Quality Assurance (NCQA) recently recognized PRHI as a Partner in Quality. This distinction means that PRHI supports practices in pursuit of Patient-Centered Medical Home (PCMH) status based on measurable, clinical standards proven to enhance care.

PRHI's practice transformation team is guiding more than 80 primary care offices through their PCMH journeys, helping them track and coordinate care, improve patients' self-management skills, and establish strong links between the practice and other community resources. All practices receive support with workflow assessment and redesign, policy review, and the PCMH application process. But PRHI's team uses a motivational interviewing-based approach to practice transformation, eliciting each office's own reasons for attaining PCMH status.

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“The first thing we do at a practice visit is ask, ‘what does PCMH mean to you?’” says Mark Valenti, PRHI’s director of education and coaching. “We don’t use a traditional lecture format. Instead, we’re stepping back and getting their perspectives on how PCMH fits into their goals. “We’re promoting internal champions and culture change, activating practices so that the changes they make are sustainable and not just a checklist.”

Debbie Keller, a practice manager at Tylerdale Family Medicine in Washington, PA, initially felt overwhelmed by the PCMH process. She wanted to address the first PCMH standard – enhancing care access and continuity – but she wasn’t sure how to do it. By talking with PRHI’s coaches, she realized that the key to reaching that PCMH standard was working on two of her existing goals: improving staff engagement and elevating the role of Tylerdale’s medical assistants (MAs).



PRHI’s practice transformation team (L-R): Eletta Cameron, MSW, LSW; Bruce Block, MD; and Mark Valenti.

“I found out that I can’t do this alone,” Keller says. “I appointed our MA, who normally helps address care gaps, as a patient care coordinator. Her responsibilities have been expanded to include training staff on communication skills and patient population management. We have also decided to include the whole staff in our performance reports, so they can see how well our initiatives are working. With PRHI’s help, I feel like we can get this done.”

Karen Feinstein attends RWJF Summit Celebrating Regional Healthcare Partnerships

On November 13, Karen Feinstein attended the Robert Wood Johnson Foundation’s (RWJF) “Align: A Summit on Increasing Value in Health Care” in Washington, D.C. The invitation-only event gathered healthcare thought leaders to review the achievements of RWJF’s Aligning Forces for Quality (AF4Q) initiative, a nationwide effort to deliver affordable, high-quality care by linking payers, providers, and patients.

“The Align Summit was a celebration of RWJF’s extraordinary investment in fostering regional health improvement collaboratives,” Dr. Feinstein says. “Through multi-state partnerships, we can reach consensus on goals for safer, more efficient healthcare systems.”

Karen Feinstein attends Unboxed: Edges of Learning Event

On November 14-15, Karen Feinstein met with other regional change-makers in philanthropy, business, academia, and arts during the inaugural “Unboxed: Edges of Learning” event held at Nemacolin Woodlands Resort. The invitation-only gathering featured TED Talk-like presentations from multidisciplinary leaders, all centered on the theme of education and life-long learning. Leadership Pittsburgh, a nonprofit dedicated to cultivating innovators in

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southwestern Pennsylvania, sponsored the Unboxed event.

The Foundation was well-represented at Unboxed. JHF Board member Ellen Frank, PhD, a Distinguished Professor of Psychiatry and Psychology at the University of Pittsburgh School of Medicine, explored the role of sleep rhythms in cognitive performance. Jim Denova (vice president of the Claude Worthington Benedum Foundation and a former senior program officer for JHF) gave a presentation on closing educational gaps by exposing students to high-tech engineering and manufacturing curriculum. Author Lee Gutkind, JHF's creative non-fiction partner, and Dr. Todd Wolynn (a pediatrician at Kids Plus Pediatrics who sits on JHF's HPV advisory committee and has participated in [Center for Health Information Activation](#) events) also presented.



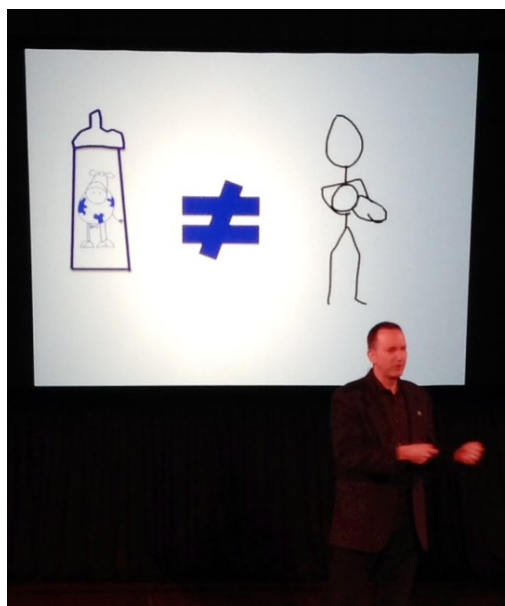
Jim Denova, vice president of the Claude Worthington Benedum Foundation and a former senior program officer for JHF.



JHF Board member Ellen Frank, PhD, a Distinguished Professor of Psychiatry and Psychology at the University of Pittsburgh School of Medicine.



Author Lee Gutkind, JHF's creative non-fiction partner.



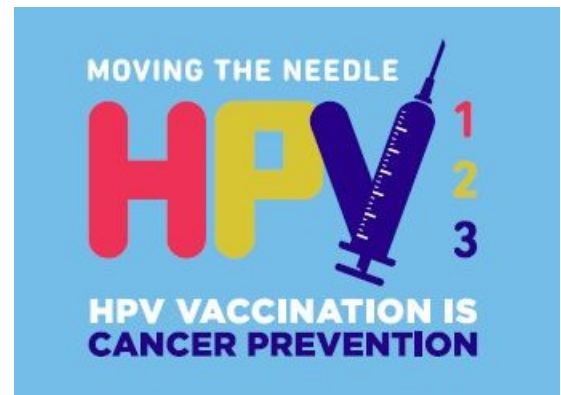
Dr. Todd Wolynn, a pediatrician at Kids Plus Pediatrics who sits on JHF's HPV advisory committee.

Alan Weil Asks: What's the Future of Community Health Workers?

[On his blog](#), Health Affairs Editor-in-Chief Alan Weil discusses the October 20 Network for Excellence in Health Innovation summit entitled “Community Health Workers: Getting the Job Done in Health Care Delivery.” The summit, sponsored by JHF, the Rose Community Foundation, and the Association of American Medical Colleges, explored the potential of U.S. community health workers to bring diagnoses, treatment, and social service connections directly to their neighbors.

Dr. Alan Finkelstein: Strong Provider Recommendation Key to Preventing HPV-Related Cancers

In the November edition of the [Allegheny County Medical Society Bulletin](#), Dr. Alan Finkelstein provides a call to action for physicians to recommend the cancer-preventing HPV vaccine. Current research shows that while parent education is key in changing intent, a strong provider recommendation is the strongest predictor of whether a child will ultimately receive the HPV vaccine. Dr. Finkelstein serves as co-chair of the Foundation’s HPV parent-provider subcommittee.



JHF, PRHI Welcome New Staff

We are pleased to announce that two new staff members have recently joined JHF and PRHI:

Charles Morrison, JD, CPA, joins JHF as its chief financial officer. Charles possesses extensive healthcare experience and a strong background in financial management and organization, administration, and risk management. He brings a law degree and bar membership to his role at the Foundation and most recently served as corporate director of finance and operations for The Axios Foundation, Inc., where he managed health programs that focused on increasing care access in developing countries through government and private support. He excels in new program planning and development; strategic and financial assessment of existing programs; and developing and implementing sound internal control policies for non-profits. Charles earned his JD from the University of Pittsburgh School of Law and a BA in accounting from Grove City College.

Roger Rollin, MBA, joins PRHI as chief of operations and director for [Tomorrow's HealthCare™](#) (THC), leading efforts to further develop THC into a knowledge network that addresses quality imperatives in a range of settings including acute, long-term, and primary care. Roger will ensure that THC meets the needs of staff and partners in existing PRHI and JHF initiatives, and explore new opportunities for expanding use of the knowledge network. He is an information technology leader and an expert in enterprise-level information strategy, with a longtime commitment to supporting the clinical and administrative needs of healthcare providers and the customers they serve. For the past 16 years, Roger served as the senior director/director of UPMC's Information Services Division, having previously served in a range of information systems and technology roles at UPMC, Shadyside, and Mercy hospitals. He earned his MBA from Duquesne University and a BS in medical technology from Point Park University. Roger is also certified as a medical technologist by the American Society of Clinical Pathologists.