

THE WINDOW

APRIL 2018



JHF news, events, milestones, publications, and more

Health Activist Network Event Centers on Reinvesting in Health, Choosing Wisely

Nationally, an estimated \$750 billion—or one-third of total healthcare spending—is wasted on things that either don't improve patient outcomes or potentially cause harm. More than a quarter of that \$750 billion is spent on unnecessary care. Through a national campaign of the American Board of Internal Medicine (ABIM) Foundation, [Choosing Wisely](#), more than 80 specialty societies have published lists of more than 500 overused tests and treatments that providers and patients should question and discuss.

On April 12, the Pittsburgh Regional Health Initiative's (PRHI) [Health Activist Network](#) hosted an event that focused on the roles of health systems, providers, health plans, employers, consumers, and policymakers in reducing low-value, unproven, and potentially dangerous practices and unlocking new resources for high-value care. The event showcased local and national efforts to reinvest in the areas of our healthcare system that drive the greatest possible health improvements.

Daniel Wolfson, executive VP and COO of the ABIM Foundation, showcased efforts to spread and sustain the *Choosing Wisely* campaign, which launched in 2012. He noted that *Choosing Wisely* came at the right time—shortly after the passage of the Affordable Care Act—and it has since grown into an open platform that is used in more than 20 countries. The campaign is guided by three principles: it's physician and patient-led, it's evidence-based, and it's built upon

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trust developed among multiple stakeholders.

Wolfson explained that embracing *Choosing Wisely* requires a change in mindset from ‘why did you do that test?’ to ‘what was the need for that test?’ When thinking focuses on what delivers value in health care, the process changes. But the burden isn’t solely placed on physicians, as *Choosing Wisely* has also developed educational materials to help patients change the conversation with providers. *Choosing Wisely* flourishes, Wolfson said, in systems that demonstrate a commitment to value over volume, possess quality improvement and safety infrastructure, and forge community partnerships.



(L-R): PRHI President and CEO Karen Wolk Feinstein, PhD, introduces Health Activist Network event speakers Vivian S. Lee, MD, PhD, MBA, senior fellow at the Institute for Healthcare Improvement, professor of Radiology and former Dean, SVP and CEO of the University of Utah Health; Daniel Wolfson, executive VP and COO of the ABIM Foundation; Premier Medical Associates CEO and PRHI Board Co-Chair Mark DeRubeis, MBA and Premier Medical Associates Chief Quality Officer Frank Colangelo, MD, MS-HQS.

“*Choosing Wisely* is an empowerment and engagement strategy,” Wolfson said to the nearly 100 attendees of the April 12 event at the QI²T Center. “We’re poised to partner with organizations who can take this to the ground.”

In Pittsburgh, Premier Medical Associates has emerged as a *Choosing Wisely* champion. CEO Mark DeRubeis, MBA and Chief Quality Officer Frank Colangelo, MD, MS-HQS, shared how they’re engaging patients and reducing unnecessary care at their multi-specialty physician practice. DeRubeis is also co-chair of the PRHI Board.



Tony Farah (center), MD, chief medical and clinical transformation officer at Highmark Health, announces that Allegheny Health Network is launching a comprehensive initiative to improve health outcomes and reduce unnecessary care. The *Choosing Wisely* guidelines will be an important component of the initiative, which includes provider and patient education and engagement.

During Premier Medical Associates’ formative years, the organization embraced a path of quality and completely changed its infrastructure to match. Staff received training in PRHI’s signature QI methodology, [Perfecting Patient Care](#)SM, and Premier partnered with PRHI on a variety of initiatives, including the COMPASS program to deliver integrated physical and behavioral health services in primary care. Last year, Premier implemented *Choosing Wisely* guidelines to help its more than 120 physicians deliver value-based care at its ten offices.

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“*Choosing Wisely* brought the most immediate gratification that you could ever ask for,” DeRubeis said. “But this is not plug and play. You have to have a culture around quality improvement.”

For example, Premier adopted the *Choosing Wisely* guideline of stopping pre-surgical physicals for patients scheduled to undergo cataract surgery. The physicals don’t lower the already low risk of surgical complications, and they can lead to “false positives” that may result in a series of costly and potentially harmful follow-up tests.

“We saved \$225,000 by eliminating those physicals,” DeRubeis said. “Someone asked if that was bad for our business model, and I said no. We don’t have doctors sitting around with an open slot because we stopped doing pre-cataract physicals. There’s actually a higher-need patient in that slot who is being seen for a chronic illness, and we’ll save the system money because we may prevent an ED visit or a hospital admission.”

Out West, Vivian S. Lee, MD, PhD, MBA, is a pioneer for high-value care. Dr. Lee is a senior fellow at the Institute for Healthcare Improvement, as well as a professor of Radiology and former Dean, SVP and CEO of the University of Utah Health. During the April 12 event, she explained how she helped to guide a value-based transformation at the University of Utah Health.

The system developed a value-driven outcomes tool that enhanced the standard CMS process measures. Teams of doctors helped define evidence-based quality measures, which were combined with patient satisfaction and reported outcomes to create a robust tool for measuring value.

“I have three take-home messages,” Dr. Lee said. “You can’t manage what you can’t measure. You can drive down costs by improving quality. And this process helped us address physician burnout, which is a crisis in the field.”

REINVESTING IN HEALTH, CHOOSING WISELY MAKING HEADLINES

[“AHN to push doctors to follow guidelines for reducing unneeded medical tests”](#) (Pittsburgh Post-Gazette)

[“JHF, Premier Medical Associates work to cut health care costs”](#) (Pittsburgh Business Times)

healthy and move resources to things that would improve our dismal population health. We’re happy to work with anyone to advance this critical mission.”



Jessica Brooks, MPM, CEO and executive director of the Pittsburgh Business Group on Health and a PRHI Board member, discusses how employers can demand value from the healthcare system.

PRHI President and CEO Karen Wolk Feinstein, PhD, explained that PRHI is committed to reinvesting in health by testing new bundled payment models, promoting *Choosing Wisely* guidelines, and engaging employers and payers so that they demand value.

“PRHI has been on this journey for 20 years,” Dr. Feinstein said. “We must stop spending money on things that don’t make people

JHF Receives New, Expanded HIV/AIDS Fiscal Agency Contract

JHF has been the HIV/AIDS fiscal agent for southwestern Pennsylvania since 1992. During this time, the Foundation has reached beyond the traditional fiscal agent role to provide quality improvement training, learning networks, community support and convening, and stewardship to HIV/AIDS service providers and other stakeholders throughout 11 counties. And now, through a new contract provided by the Pennsylvania Department of Health, JHF will be able to provide greater administrative support to its 23 sub-grantees and expand health and social services for the region's HIV-positive population.

JHF has received a one-year, \$5 million HIV/AIDS fiscal agency contract from the Pennsylvania Department of Health. The new contract represents a more than \$1 million increase in funding compared to the Foundation's previous agreement. The new agreement allows the state to renew its contract with JHF in each of the subsequent three years (fiscal years 2019-2021).

Through the new agreement, JHF will be able to conduct expanded, quarterly monitoring visits with sub-grantees and provide other administrative support to ensure HIV-positive individuals receive high-quality services. The contract also provides salary increases for case managers that make their wages more competitive for masters-level workers, potentially reducing staff turnover and burnout. HIV-positive individuals in the region will also have expanded access to housing, dental services, fresh and nutritious foods offered at local food banks, and transportation.

In addition to its fiscal agent role, JHF provides quality improvement coaching and training to AIDS service organizations through the Minority AIDS Initiative, which links HIV-positive individuals to medical and social services. JHF is also the manager of AIDS Free Pittsburgh, a community-wide initiative to eliminate new AIDS diagnoses in Allegheny County and reduce new HIV infections by 75% by 2020. Overall, JHF receives around \$6.3 million annually to support its HIV/AIDS work.



Richard Smith, MSW, the Foundation's HIV/AIDS project director, presents at the 2016 National Ryan White Conference on HIV Care and Treatment in Washington, DC.

Join the Adolescent Behavioral Health Action Group Call on 5/8

Too often, teens and families who are coping with a mental health or substance use crisis can't get timely, effective, and coordinated services. Do you want to change that? Join us on May 8 from 9:30-10:30 AM for a call on statewide adolescent behavioral health advocacy initiatives. To register for the call, [click here](#) or visit the "Upcoming Events" section of the Health Activist Network website.

During the call, we will discuss goals and strategies to strengthen the safety net for teens

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experiencing a behavioral health crisis, hear from advocates about their recent work, and provide an update on [policy developments and opportunities](#).

Save the Date: Join Us for PRHI the Musical on June 19

They brought Lean to health care!

5 Stars—that's our quality rating after Perfecting Patient CareSM training!

PRHI is like 1776—a gripping tale about founders and revolutionaries!

The reviews are in, and it's clear: the Pittsburgh Regional Health Initiative has been on one epic journey these past 20 years. Join us on June 19 from 4:30-6:00 PM for our latest smash hit: PRHI the Musical! Take a lyrical romp through our history of combatting the enemies of safe, efficient, and compassionate health care. We'll celebrate our triumphs, laugh at our stumbles, and express gratitude to those who helped PRHI grow from a scrappy regional health collaborative into a nationally and internationally-known organization. Don't miss this one-night-only event!

PRHI the Musical will take place at the the QI²T Center (Centre City Tower, Suite 2600, 650 Smithfield Street Pittsburgh, PA 15222). There will be a reception at 4:30 PM, followed by a program. To RSVP, contact Ben Johnston (bjohnston@prhi.org, 412-586-6714).

PRHI Co-Founder Paul O'Neill Receives 2018 Johnson Institute Exemplary Leadership Award



On April 6, PRHI co-founder Paul O'Neill delivers remarks after receiving the University of Pittsburgh's Johnson Institute Exemplary Leadership Award. O'Neill was honored during a ceremony at Alumni Hall.

Demonstrating a steadfast commitment to habitual excellence. Creating a culture in which all workers are safe, respected, and own organizational goals. Championing transparency to solve problems and constantly improve. Paul O'Neill has always embodied these leadership qualities, which drove him to make Alcoa the safest corporation in the world and combat health care's errors and inefficiencies by co-founding PRHI along with Karen Feinstein 20 years ago.

On April 6, O'Neill was recognized as the 2018 honoree of the University of Pittsburgh's Johnson Institute Exemplary Leadership

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Award. The award honors an individual who demonstrates leadership, integrity, and accountability in values and actions. On April 6, O'Neill spent the afternoon with Pitt students who participate in the Johnson Institute's Leadership Portfolio Program (LPP). The LPP provides a select group of Graduate School of Public and International Affairs students with classroom and community-based opportunities to enhance their leadership skills. Later that night, O'Neill was honored during a reception at the University of Pittsburgh's Alumni Hall.

PRHI's PCMH Learning Network Caps First Year with Session on Strengthening Ties with Mental Health, Substance Use Providers

Over the past decade, PRHI has successfully led efforts to help practices integrate behavioral health services into primary care, implement and meaningfully use electronic health records, coordinate care with other medical and social service providers, learn from peers, and attain patient-centered medical home (PCMH) status.

Building off this work, PRHI in 2017 launched the PCMH Learning Network—a statewide collaborative that supports high-volume Medicaid providers and managed care organizations (MCOs) in achieving the goals of the Medicaid PCMH program. This PCMH program is part of the Medicaid value-based purchasing strategy. The PCMH Learning

Network is designed to support providers and MCOs in identifying and implementing improvement strategies around common goals, such as deploying community-based care management teams, seeing patients with chronic diseases within seven days of discharge from the hospital, and including patient advocates or family members as part of the health care team. PRHI manages the network, which includes more than 100 practices, for the physical health MCOs.

During year one, PRHI facilitated quarterly, regional learning collaborative sessions (both in-person and virtual) in the Southwest/Northwest and Northeast PA regions, while also organizing a pair of statewide virtual office hours. PRHI partners with the Health Federation of Philadelphia (HFP) to facilitate the Learning Network in the Lehigh/Capital and Southeast regions of Pennsylvania. In-



During a breakout session on April 26, a group of Patient-Centered Medical Home Learning Network members discuss strategies to coordinate care with mental health and substance use providers.

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between sessions, participants utilize PRHI's online knowledge management platform, [Tomorrow's HealthCare™](#), to share resources and spread best practices.

In April, PRHI and HFP hosted regions sessions that focused on strengthening collaboration among PCMHs, behavioral health programs, and providers. Through presentations and breakout sessions, PCMH Learning Network members discussed workflows and communication pathways to refer and engage patients with a serious mental illness or substance use disorders in appropriate treatments.

The more than 70 attendees included representatives from PCMHs, physical and behavioral health MCOs, Centers of Excellence (COE) for opioid use disorders, the Pennsylvania Medication-Assisted Treatment (PacMAT) program, the PA MAT Prescription Drug and Opioid Addiction Program, the Telephonic Psychiatric Consultation Services (TiPS) program, certified community behavioral health clinics, and the MCOs' Integrated Care Plan program teams.

Previous sessions focused on community-based care management teams, community health workers, post-hospital follow-up care, health information exchanges, patient and family advisory councils, behavioral and physical health integration, and screening, brief, intervention, and referral to treatment (SBIRT).

PRHI Partners with PERU to Launch Center of Excellence Technical Assistance Project

The Center of Excellence (COE) Technical Assistance Project is funded by the Pennsylvania Department of Human Services to support the Commonwealth's 45 COEs. The University of Pittsburgh School of Pharmacy Program Evaluation and Research Unit (PERU)—along with Community Care Behavioral Health Organization, PRHI, and Poonam Alaigh, MD—will provide technical assistance, learning networks, and curriculum that is tailored to the needs of each COE.

The mission of the COEs is to increase access to addiction treatment and help ensure that people with and opioid-related substance use disorder stay in treatment to receive follow-up care and are supported within their communities. The centers coordinate care for individuals on Medicaid, emphasizing team-based and whole-person-focused treatment.

The Technical Assistance Project partners, including PRHI, will:

- Identify and report the COEs' individual and collective needs to achieve effective implementation and evaluation through a formal needs assessment report.
- Support the COEs through technical assistance and a learning network in their efforts to integrate

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physical and behavioral health care through a hub-and-spoke model, expand access to medication-assisted treatment, and engage individuals along the continuum of care through the use of community-based care management teams.

- Ensure optimal COE structure within the Commonwealth by examining best practices related to physical and behavioral health integration, and recommending evidence-based policy changes to provide access to a high-quality continuum of care for all patients in the Commonwealth.

WHAMglobal Regional Advisory Advancing Maternal Care Policy, Practice

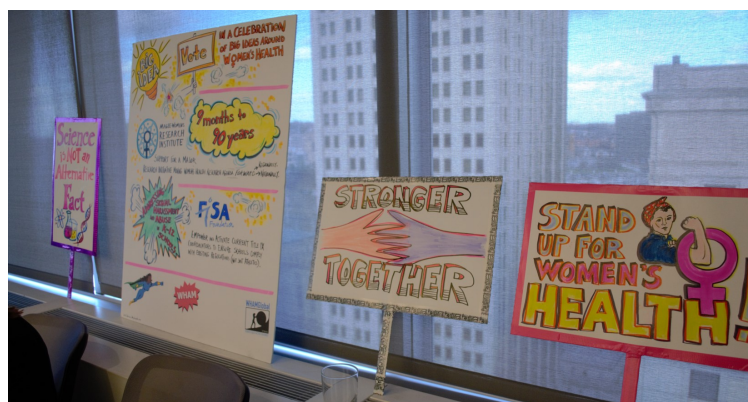
On April 5, the [Women's Health Activist Movement Global](#) (WHAMglobal) hosted the first-ever meeting of its Regional Advisory Committee—a collection of leading experts and advocates in women's health who will help shape strategies and focus policy initiatives for JHF's newest supporting organization.

WHAMglobal, launched in 2017, is committed to identifying the root causes of maternal mortality and supporting mothers and families through the entirety of their care. WHAMglobal is focused on learning best practices from the Pittsburgh region and other states, and on studying global models of maternity care. Debra L. Caplan, MPA, is chair of WHAMglobal.

The WHAMglobal Regional Advisory Committee features leaders with backgrounds in maternal care, research, policy, workforce development, communications, public health, and community activism. The committee will collaborate with WHAMglobal and WHAMglobal partners to advance a statewide



The WHAMglobal Regional Advisory Committee features leaders with backgrounds in maternal care, research, policy, workforce development, communications, public health, and community activism.



The first WHAMglobal Regional Advisory Committee meeting featured a collage of women's health advocacy posters and signs, which were previously deployed at WHAMglobal events, women's marches, and other community rallies.

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policy agenda, which includes establishing a maternal mortality review committee and increasing career opportunities for doulas and midwives. The committee will also help to develop a maternity care bundled payment model, and provide input on a doula/midwife Champions program. JHF has previously held Champions programs to advance the education, training, and career development of community health workers, medical assistants, nurses, pharmacists, EMS professionals, and physicians.

JHF Sponsors 5/17 Arts & Lectures Event Featuring Elizabeth Rosner



On May 17, JHF will proudly sponsor a Pittsburgh Arts & Lectures event with internationally-acclaimed novelist, poet, essayist, and author Elizabeth Rosner. In her latest book, *Survivor Café: The Legacy of Trauma and the Labyrinth of Memory*, Rosner explores the intergenerational impact of genocide and war through accounts of her parent's experiences during the Holocaust, historical examples from across the globe, and a look at the latest brain research.

The event will take place at 7:00 PM at the Carnegie Library Lecture Hall (4400 Forbes Avenue, Pittsburgh, PA, 15213). To learn more and purchase tickets, visit the [Pittsburgh Arts & Lectures website](#).

JHF Leading Webinar on Role of Advanced Care Planning, POLST in Reducing Readmissions on 5/17

On May 17, JHF COO/CPO Nancy Zionts, MBA and Consultant Judith Black, MD, MHA will lead an online learning event to discuss the role of advanced care planning and POLST (Physician Orders for Life-Sustaining Treatment) in honoring patients' and families' end-of-life care preferences and reducing readmissions.

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During the event, Zionts and Dr. Black will describe the differences between advance directives and POLST, discuss the impact of POLST on readmission rates, and identify practice-based strategies to facilitate end-of-life conversations.

The learning event supports the more than 200 practice facilitators and program managers who participate in the Network for Regional Healthcare Improvement's (NRHI) High-Value Care Support and Alignment Network (SAN). NRHI is among ten organizations selected by the Center for Medicare and Medicaid Innovation (CMMI) to lead CMMI's Transforming Clinical Practice Initiative (TCPI). TCPI aims to prepare clinicians for valued-based payment initiatives, greater information sharing with patients and other providers, and ongoing practice improvement activities.

Previously, PRHI has led learning modules on using motivational interviewing and shared decision-making to promote healthy lifestyle changes among patients, creating innovative care models to smooth care transitions, and building practices' internal capacity for ongoing quality improvement.

To register for the May 17 event, [visit the NRHI website](#).

JHF Co-Sponsors National Women in Health IT Event



(L-R): Jennifer Dennard, founder of #HealthITchicks; Lucia Savage, chief privacy and regulatory officer at Omada Health; Deven McGraw, chief regulatory officer at Ciitizen; Tressa Springmann, VP and CIO of LifeBridge Health; Mona Siddiqui, MD, MPH, chief data officer at the U.S. Department of Health and Human Services; and Kelsey Mellard, MPA, CEO and co-founder of Sitka.

On April 25, JHF and Dartmouth-Hitchcock Health System co-sponsored an event in Washington D.C. that brought together some of the nation's leading female voices in health information technology. The event, one of several sessions that preceded AcademyHealth's 2018 Health Datapalooza conference, focused on career development challenges and opportunities for women in health IT.

The pre-conference event featured Jennifer Dennard, founder of the grassroots networking group #HealthITchicks; Deven McGraw, chief regulatory officer at technology startup Ciitizen, which helps patients access their health information; Kelsey Mellard, MPA, CEO and co-founder of Sitka, a digital triage startup; Lucia Savage, chief privacy and regulatory officer at Omada Health, which digitally assists patients in making positive behavior changes; Mona Siddiqui, MD, MPH, chief

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data officer at the U.S. Department of Health and Human Services; and Tressa Springmann, VP and CIO of Maryland-based health system LifeBridge Health.

AcademyHealth is a national, membership-based organization that advances health services research to positively change policy and practice. Its annual Health Datapalooza conference gathers researchers, policy-makers, health system and insurance decision-makers, patients, and clinicians for panel discussions and presentations on using data to drive health improvement. JHF Program Associate Megan Steinmetz, MS, represented JHF at the conference to learn more about the next wave of digital health breakthroughs and understand the barriers that may prevent these innovations from realizing their full potential within the U.S. healthcare system.

Many of the speakers and sessions at Health Datapalooza focused on de-mystifying the trending buzzwords in digital health, including blockchain, artificial intelligence, and machine learning. Many speakers noted that these innovations alone are not solutions. Instead, they should be viewed tools that can be used to improve patient care if all of the necessary factors align, including payment incentives, the regulatory environment, and human factors.

JHF Leading Consumer, Provider Listening Sessions to Strengthen Community HealthChoices

Since 2015, JHF has convened community partners and stakeholders for education and training meetings focused on Community HealthChoices—a program to deliver long-term services and supports to seniors, individuals with disabilities, and people who are Medicaid-eligible or dually eligible for Medicare and Medicaid. The goal of the program is to improve service coordination and strengthen eligible consumers' options for receiving community-based care.

Community HealthChoices officially rolled out in southwestern Pennsylvania at the beginning of 2018, and will be implemented in other regions of the Commonwealth through 2019. To track and improve the Community HealthChoices experience in our region and inform the rollout of the program elsewhere, JHF is coordinating a series of listening



A Community HealthChoices consumer listening session at CLASS (Community Living and Support Services) in Braddock.

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sessions for both consumers and contracted providers through June of 2018.

The listening sessions, which JHF is organizing as a subcontractor of the Medicaid Research Center at the University of Pittsburgh, take place in local community and health facility settings. JHF is also leading several listening sessions via webinar. Themes from the listening sessions will be shared with the Pennsylvania Departments of Human Services and Aging, the University of Pittsburgh, and the managed care organizations that are coordinating physical health care and long-term services and supports through Community HealthChoices.

Upcoming consumer listening sessions include 9:00 AM on May 9 at JHF's headquarters (Centre City Tower, Suite 2600, 650 Smithfield Street, Pittsburgh, PA 15222), 9:30 AM on May 15 at Hill House Association (1835 Centre Avenue, Pittsburgh, PA 15219), and 2:00 PM on May 21 at Westmoreland Manor 2480 S. Grande Boulevard, Greensburg, PA 15601). JHF will host a provider listening session on May 10 at 2:00 PM.

In addition to organizing the listening sessions, JHF participates with the Commonwealth on weekly advocacy calls to track the implementation of Community HealthChoices, along with partners that include the Consumer Health Coalition, Pennsylvania Health Access Network (PHAN), and the Pennsylvania Health Law Project. JHF and PHAN also developed a series materials for consumers and providers to help them navigate through the new Community HealthChoices program, and the Foundation developed a tracking mechanism for consumer and provider calls.

JHF's Community HealthChoices initiatives are supported by co-funders The Pittsburgh Foundation, McCauley Ministries, and FISA Foundation.

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