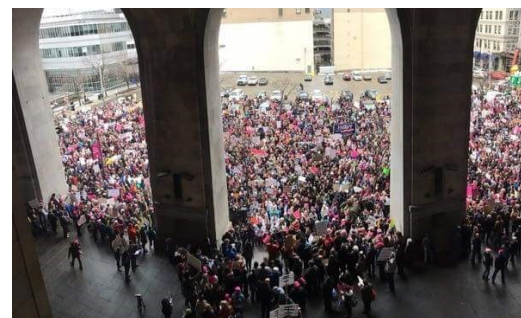


THE WINDOW

JANUARY 2018



JHF news, events, milestones, publications, and more

Evaluating the Evaluators: JHF, AcademyHealth Host Summit to Get Complex Health Interventions Right

Large-scale healthcare improvement projects are a high-stakes enterprise. When conceived, implemented, and evaluated well, these projects have the potential to fundamentally alter health policy, behavior, and practice for the better. The insights and innovations uncovered can improve health outcomes and make us better stewards of finite healthcare resources.

On December 7, the [Jewish Healthcare Foundation](#) (JHF) and AcademyHealth convened some of the nation's leading health improvement project funders, implementers, evaluators, and policymakers for a summit in Washington D.C., to evaluate themselves. The goals of the summit, held at AcademyHealth's headquarters, were to examine the nascent field of health improvement science and collectively build an implementation and evaluation framework to extract maximum actionable knowledge from improvement projects. Before the summit, JHF leadership attended the 10th Annual Conference on the Science of Dissemination and Implementation in Health in Arlington, VA, which was co-hosted by AcademyHealth and the National Institutes of Health.

The summit featured representatives from a host of university research centers, health plans, and key public funders,

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including the U.S. Department of Health and Human Services, Centers for Medicare and Medicaid Services, Agency for Healthcare Research and Quality, Centers for Disease Control and Prevention, the U.S. Department of Veterans Affairs, and the United States Agency for International Development. JHF Research Consultant Susan Elster, PhD; President and CEO Karen Wolk Feinstein, PhD; Director of Government Grants and Policy Robert Ferguson, MPH; and COO/CPO Nancy Zionts, MBA, represented the Foundation at the summit. Dr. Elster played a key role in organizing the event.

Through presentations and breakout sessions, participants put a spotlight on the efficacy of the current improvement project system and strategized on ways to refine it to ultimately achieve better outcomes, lower cost, greater efficiency, and a better patient experience.

Dr. Feinstein set the stage by explaining the origins of the December 7 summit. In July of 2016, Dr. Feinstein and Zionts participated in a global seminar in Salzburg, Austria that gathered 60 of the world's leading healthcare researchers, practitioners, and quality improvement specialists to study the DNA of successful improvement projects. AcademyHealth President and CEO Lisa Simpson, MB, BCh, MPH, FAAP, invited JHF leadership to the global seminar.



Through presentations and breakout sessions, participants in the December 7 JHF-AcademyHealth summit examined the health improvement science field and collectively built a framework to extract maximum actionable knowledge from improvement projects.

During the Salzburg seminar, Dr. Feinstein discovered many others shared her concerns about health improvement project design, implementation, and evaluation. Dr. Feinstein explained the importance of context in the process, noting that the efficacy of a health intervention can be clouded by unrelated variables such as a change in policy, leadership, or environment. A health intervention can be successful in a particular context, yet not replicable because those conditions don't exist elsewhere. Artificial evaluation timelines can produce both "false positives" (projects that appear successful but might lack sustainability) and "false negatives" (projects that seem unsuccessful but could be effective if studied over a longer time frame, or projects that could be considered a great success if measured by different variables). Key stakeholders may have misaligned objectives,

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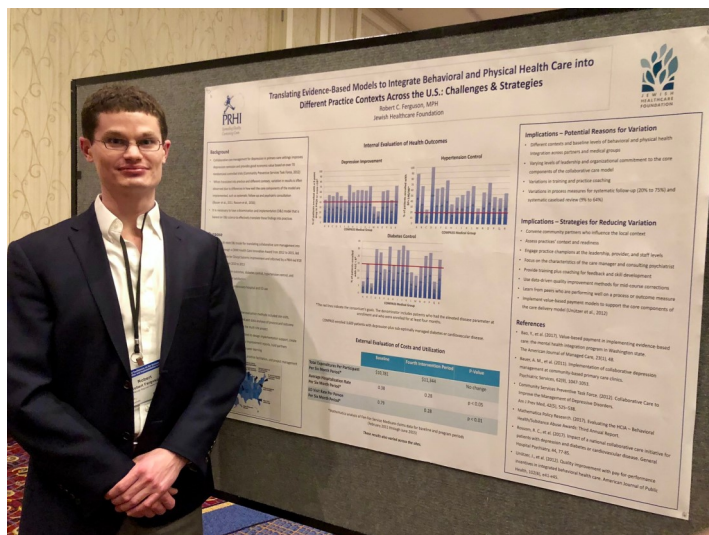
incentives, and power to intervene if a project requires a mid-course correction.

The end result of all of these challenges, Dr. Feinstein said, is missed opportunities for learning that could lead to widespread health improvements. She charged leaders who gathered in D.C. on December 7 to pick up the unfinished business from Salzburg and begin addressing improvement project challenges in the U.S.

During breakout sessions, participants took a deep dive into four major, national improvement projects. They explored the impact of stakeholder alignment on developing a change model, selecting implementation sites, and designing evaluations by taking on the perspective of a stakeholder group (funder, implementer, evaluator, policy maker).

Following the breakouts, participants engaged in a conversation on the progress of and challenges posed by new evaluation models, with two leaders in health improvement science: Niall Brennan, MPP, president and executive director of the Health Care Cost Institute, and William Shrank, MD, MSHS, chief medical officer of UPMC Insurance Services Division. After that, there was another breakout session that centered on creating new rules for aligning project improvement stakeholders—alignment that would boost the odds of a project achieving policy, practice, and behavior change. Mathematica Policy Research Senior Fellow Brian Gill, PhD, JD, then offered a case study of a retrospective project evaluation by a funder that led to a transformation in the funders' programming.

"This was an extraordinary gathering, with the foremost experts in health improvement science coming together with open minds to improve the field," Dr. Feinstein says. "Their contributions will inform future partnerships, program designs and evaluations, and policy."



JHF Director of Government Grants and Policy Robert Ferguson, MPH, gave a poster presentation on integrating physical and behavioral health services in primary care settings during the 10th Annual Conference on the Science of Dissemination and Implementation in Health in Arlington, VA. JHF leadership attended the conference—co-hosted by AcademyHealth and the National Institutes of Health—prior to the December 7 summit in Washington, DC.



Rohit Ramaswamy, PhD, PhD, a clinical associate professor at the University of North Carolina at Chapel Hill, and Rashad Massoud, MD, MPH, FACP, a global healthcare improvement leader with USAID and University Research Co, LLC. Dr. Ramaswamy and Dr. Massoud were both participants in the 2016 Salzburg Global Seminar, which served as inspiration for the December 7 JHF-AcademyHealth summit. Dr. Massoud chaired the Salzburg event.

JHF Approves \$830,000 in New Grants to Create Higher-Quality Healthcare Delivery and Payment Models, Reduce Maternal Mortality

Building a Waste-Free Health System from the Bottom Up

JHF approved a three-year, \$600,000 grant to identify healthcare cost drivers in partnership with providers, insurers, and employers, and then develop local provider-payer demonstration projects for targeted health conditions to address those cost drivers. The goals of the demonstration projects are to uncover innovative strategies to improve care, eliminate healthcare spending that does not improve patient outcomes, and create sustainable payment models that support higher-quality patient care.

“Rising healthcare costs are straining the U.S. economy, while we’re also getting a poor return on our big investments,” says Karen Feinstein. “Healthcare spending consumes nearly a fifth of our country’s GDP, yet we have the worst population health among industrialized nations. A major reason is that an estimated 30% to 40% of all U.S. health spending covers overtreatment, poor care delivery and care coordination, and medical errors. With these demonstration projects, we want to eliminate wasteful spending and free up additional resources for services that actually improve health outcomes.”

JHF’S NEW GRANTS MAKING HEADLINES

[“JHF’s grants to unlock what’s working, what’s not in health care”](#) (Pittsburgh Business Times)

[“JHF Awards Grants to Improve Patient Care”](#) (Grantmakers of Western PA)

[“JHF Approves \\$830,000 in New Grants to Create Higher-Quality Healthcare Delivery and Payment Models, Reduce Maternal Mortality”](#) (Network for Regional Healthcare Improvement)

The [Pittsburgh Regional Health Initiative](#) (PRHI), a supporting organization of JHF, was founded in 1997 as one of the country’s first regional collaboratives of medical, business, and civic leaders organized to eliminate waste and elevate quality and safety within the healthcare system. Recently, PRHI has played an important role in three successful Center for Medicare and Medicaid Innovation (CMMI)-funded demonstration projects related to integrating physical and behavioral health care in primary care settings (COMPASS), reducing preventable hospital readmissions among long-stay nursing home residents (RAVEN), and reducing preventable readmissions among patients with chronic health conditions while smoothing the transition between hospital and community settings (Primary Care Resource Center).

“The CMS Innovation Center has shown interest in supporting projects that champion local innovation, reduce the administrative burden on physicians, and increase opportunities to participate in alternative payment models,” says JHF and PRHI Director of Government Grants and Policy Robert Ferguson, MPH. “Our demonstration projects align with those goals by creating a bottom-up approach to payment reform that offers providers greater autonomy in designing and delivering high-value care.”

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Empowering Community Health Workers to Improve Maternal Health

Since its establishment in 1990, JHF has played an advocacy and community convening role to advance women's health on many fronts, including by leading campaigns to detect and prevent breast cancer (The Breast Test), improve women's heart health (Working Hearts®), and prevent cancer through HPV vaccination.

Building on this legacy, JHF launched the [Women's Health Activist Movement Global](#) (WHAMglobal) in late 2016. WHAMglobal forms networks of advocates and experts in women's health and wellness to improve healthcare delivery and outcomes, equity, and leadership. WHAMglobal aims to inspire regional, national, and international advocacy and action to advance women's health, healthcare quality and safety, health professions workforce development, and pay equity. WHAMglobal is supported by JHF and the Heinz Family Foundation, and was founded by Karen Feinstein.

WHAMglobal is committed to uncovering and advancing creative ideas that tackle urgent women's health issues and hold the promise of being expanded to other communities. During its first year, WHAMglobal identified an initial focus on addressing maternal mortality in the U.S. The maternal mortality rate in the U.S. is nearly three times higher than in any other developed nation (around 26 deaths per 100,000 live births, according to a 2015 study in *The Lancet*), and that rate is climbing while other countries are reducing maternal mortality. CHWs will play an integral role in WHAMglobal's efforts to address maternal mortality, by educating and empowering mothers and helping them to navigate complex medical and social service systems.

To support this work, JHF approved a two-year, \$230,000 grant to improve maternal health among Pittsburgh's Latino, Bhutanese, and Somali communities by implementing a doula CHW demonstration program. Through the program, Allegheny Health Network's Center for Inclusion Health (CIH) and WHAMglobal plan to demonstrate the important role of doula CHWs in improving maternal health and provide the opportunity for credentialing and ongoing training using a new curriculum for CHWs.

"This new initiative furthers JHF's longstanding mission to advance CHW policy, training, and career

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During a "Big Idea Challenge" in June of 2017, the Pittsburgh community pitched its plans for improving women's health and helped to identify WHAMglobal's initial area of focus: Addressing maternal mortality.

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paths, and to support our region's most vulnerable populations" says Debra L. Caplan, MPA, chair of JHF's Distribution Committee, a WHAMglobal leader, and interim CEO of workforce development organization Partner4Work. "We want to strengthen medical and social supports for mothers in Pittsburgh's growing immigrant and refugee communities."

In August of 2017, JHF provided a three-year, \$500,000 grant to WHAMglobal to hire a project director/women's health specialist; develop interagency CHW curriculum, training programs, and career tracks; and hold speakers' series and networking events with women's health leaders. WHAMglobal is forming advisory committees with clinical, cultural, and policy skills related to women's health and CHW development. The organization is partnering with women's health leaders from around the U.S. and globe, including the Women of Impact and the International Women's Forum, to address the issue of maternal mortality.

WHAMglobal Event Puts Spotlight on Causes, Solutions to Maternal Mortality Crisis

The maternal mortality rate in the U.S. is nearly three times higher than in any other peer nation. And, while other countries around the world are reducing maternal mortality, more mothers in the U.S. are dying during pregnancy or shortly thereafter. What's going on, and what can we do collectively to address this public health crisis?

On December 13, JHF's WHAMglobal network hosted an event at Contemporary Craft designed to explore the root causes of maternal mortality in the U.S., as well as the innovative programs and research under way locally to reduce maternal mortality. The event—featuring leading experts in maternal health from Magee-Womens Research Institute (MWRI)—put a spotlight on national trends in maternal mortality, the implications of maternal health policy and data collection, and the mothers and communities affected by the crisis in western Pennsylvania.



WHAMglobal's December 13 event, which focused on maternal mortality, featured a panel discussion with (L-R): Francesca L. Facco, MD; Stacy Beck, MD; Richard Beigi, MD, MSc; and moderator Karen Feinstein.

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“Maternal mortality is a U.S. tragedy, and it’s starting to be recognized as such,” Dr. Feinstein said while welcoming more than 75 maternal health experts and advocates braved a winter snowstorm to attend the December 13 event. “The status quo is simply unacceptable. We’re a fortunate community, as a center for innovation for women’s health. Our goal tonight is to start a conversation, and to explore the research and data that helps us to be informed activists.”

WHAMglobal is committed to uncovering and advancing creative, scalable ideas that tackle urgent women’s health issues. WHAMglobal is working to reduce maternal mortality through a multi-pronged approach that includes unlocking the potential of community health workers to help mothers navigate complex medical and social services; and forming a network of experts in maternal health care, research, policy, and advocacy. The focus on maternal mortality is the result of WHAMglobal’s “Big Idea Challenge” in the summer of 2017, which crowdsourced the Pittsburgh community for women’s health priorities and action plans.

Karen Feinstein moderated a panel discussion on maternal mortality causes and potential solutions featuring Stacy Beck, MD, Assistant Professor, Department of Obstetrics, Gynecology, and Reproductive Sciences, Division of Maternal Fetal Medicine, Magee-Womens Hospital of UPMC; Richard Beigi, MD, MSc, VP of Medical Affairs and Chief Medical Officer, Magee-Womens Hospital of UPMC, Primary Investigator, MWRI; and Francesca L. Facco, MD, Assistant Professor, Department of Obstetrics, Gynecology & Reproductive Science Division of Maternal Fetal Medicine, Magee-Womens Hospital of UPMC, Primary Investigator, MWRI.

Nearly 60% of maternal deaths in the U.S. could be prevented through “reasonable changes to patient, community, provider, facility, and/or systems factors,” according to the CDC Foundation. The



During WHAMglobal’s event, attendees look for one-of-a-kind holiday gifts at Contemporary Craft’s shop.



A lively Q&A session during WHAMglobal’s event covered topics ranging from new payment and delivery models for maternal care, to the role that community health workers can play in reducing maternal mortality.

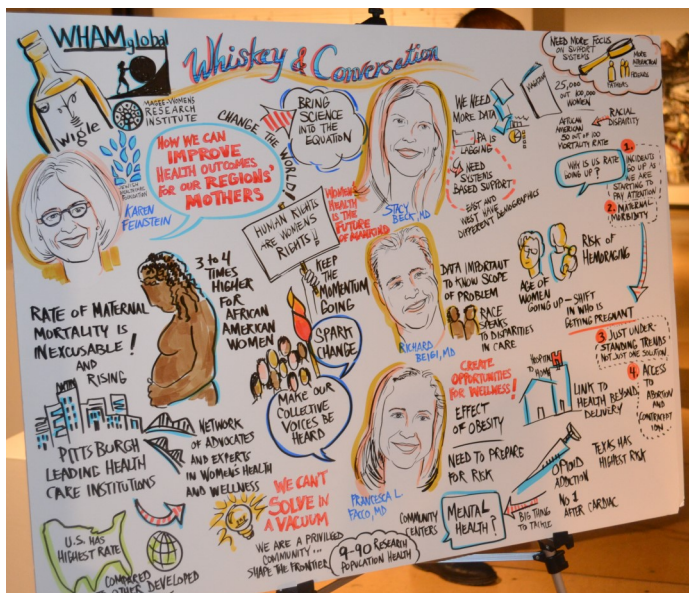
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panelists highlighted some of the critical research topics as well as policy and delivery changes that could lead to healthier mothers in western PA and beyond.

Dr. Beck said that about half of the states in the U.S., including Pennsylvania, have not developed maternal mortality review committees. Such state-level, multidisciplinary groups review all maternal deaths, identify trends and disparities, and develop recommendations and processes that can prevent avoidable maternal deaths in the future.

“Pennsylvania is lagging behind. We need to have a more systematic approach,” said Dr. Beck, who noted that there is pending legislation in Pennsylvania to establish a maternal mortality review committee.

Dr. Beigi said that in order to understand the scope of the maternal mortality problem, there must be a more robust system for collecting, analyzing and acting upon data. He provided a high-level overview of maternal mortality trends, observing that the crisis disproportionately affects African-American women. Dr. Beigi also noted that the average age of pregnancy in the U.S. has climbed, and that more women are entering pregnancy with co-morbid health conditions. While the complexity of pregnancy may be increasing, insurance coverage hasn't kept pace and women may lack access to critical, ongoing health services. He's hopeful that will change, however.



Graphic illustrator Leah Silverman transformed WHAMglobal's maternal-focused conversation into a colorful poster filled with challenges, potential partnerships, and action steps.

"State committee would study rising maternal mortality rate in Pennsylvania" (Pittsburgh Post-Gazette)

“WHAMglobal's event tackles maternal mortality” (Pittsburgh Post-Gazette)

“The payment and delivery systems [for maternal care] are going to change—it’s just a question of when and how,” Dr. Beigi said. “The current system is not delivering the outcomes that we want.”

Dr. Facco advocated for an expanded concept of pregnancy that better supports at-risk women and links them with quality postpartum care. She said that young doctors, many of whom have an activist mindset, will lead the way.

“We need to empower doctors and nurses, to ensure they have a voice,” Dr. Facco said. “You can be an activist for one patient. Activism can happen in those little moments—ones that organizations like WHAM can turn into big moments.”

WHAMglobal Now a Supporting Organization of JHF

The Women's Health Activist Movement Global (WHAMglobal) was founded in front of a national and international audience by Karen Feinstein during a fall 2016 TEDx talk. The movement gained momentum throughout 2017, with Pittsburgh non-profits pitching their ideas for improving women's health and equity during the "Big Idea Challenge" in the summer and the community then coalescing around the shared mission of reducing maternal mortality.

Now, WHAMglobal has reached another milestone: It is officially a Pennsylvania non-profit corporation. WHAMglobal is the first supporting organization that JHF has created since Health Careers Futures in 2002. WHAMglobal furthers the Foundation's longstanding agenda to improve women's health, which includes public health initiatives to detect and prevent breast cancer (The Breast Test), improve women's heart health (Working Hearts®), and prevent cancer through HPV vaccination.



WHAMglobal, launched by Karen Feinstein during a fall 2016 TEDx talk, is now a fully-fledged supporting organization of JHF with an agenda to drastically reduce maternal mortality.

Foundation Welcomes New Board Members

In January, the Foundation welcomed a cavalcade of local leaders in health delivery, education, policy, and technology who are joining the JHF, PRHI, and Health Careers Futures (HCF) boards in 2018. During orientation meetings, new board members took a deeper dive into the history, mission, and values of JHF and its supporting organizations, and learned about the initiatives that they will help advance in 2018 and beyond.

New members of the JHF board include Meryl Ainsman; Craig Esterly, MBA; Jessica Hammer, PhD; Emily Jaffe, MD, MBA; Douglas Kress, MD; Marsha Marcus, PhD; Wendy Mars, PhD; James Rogal; Terry Starz, MD; and Dan Swayze, DrPH, MBA. JHF's areas of focus include HIV/AIDS, Jewish community initiatives, long-term care, practice transformation, and Senior Connections.

Joining the PRHI board are Rick Cancelliere; Jeremy Guttman, MA; Rema Padman, PhD; and Eric Rodriguez, MD, MPH. Esterly, Dr. Hammer, and Dr. Starz represent the JHF board. The PRHI board will concentrate on digital health initiatives, healthcare affordability, and effective board governance.

HCF welcomes new board members Dara Ware Allen, PhD; Alan Axelson, MD; Sonya Borrero, MD, MS; David Brent, MD; Brenda Cassidy, DNP, RN, MSN, CPNP-PC; Lynn George, PhD, RN, CNE; Karen Hacker, MD, MPH; Mindy Hutchinson, MD; Tammy Marisco, RN, MSN; Laurie Mulvey, MSW;

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Tammy Murdock, MD; Brandi Mauck Phillips, MS; Ana Radovic, MD, MSc. Dr. Jaffe, Dr. Marcus, Dr. Mars, Patricia Siger, and Swayze are JHF representatives. HCF is focused on advancing the Adolescent Behavioral Health Initiative and improving maternal health outcomes through WHAMglobal.



During new board member orientation sessions in January, Karen Feinstein explained history, mission, and values of JHF and its supporting organizations.

MA/LPN Champions Standout Takes Practice Leadership Role

During her seven-year tenure at Penn Hills Family Medicine, Erica Moore has ascended from a medical assistant (MA), to lead MA, to a supervisor-in-training who will soon be responsible for many aspects of the practice's operations. Moore—who participated in PRHI's MA/LPN Champions program in 2014—is an integral member of a Penn Hills team that has partnered with PRHI to strengthen the practice's capacity for continuous quality improvement, patient engagement, and chronic disease management.

"I think working with PRHI has helped everyone understand why it's imperative to build the patient care team," Moore says. "Everyone understands how important their job is, and how much they're helping patients in the process."

Penn Hills Family Medicine, affiliated with Premier Medical Associates, is among 25 primary care practices across five health systems that are working with PRHI's coaches and trainers as part of an Agency for Healthcare Research and Quality (AHRQ)-funded initiative. The AHRQ project, which began in 2014 and runs through 2019, is in partnership with the Department of Family and Community at the Penn State College of Medicine.

PRHI's team for the initiative includes Chief Learning and Medical Informatics Officer Bruce Block, MD, co-principal investigator of the AHRQ grant; Manager of Lean Healthcare Strategy and Implementation Jen Condel, SCT(ASCP)MT; Practice Transformation Specialist Carol Frazer, LPC; and Program Specialist Pauline Taylor.

At each practice, PRHI offers customized quality improvement coaching and training to help care teams achieve effective disease prevention and management, and a deeper level of communication with patients. At Penn Hills, the team has developed new clinical pathways, measurements, and educational approaches for a variety of topics. The practice has placed a particular focus on patients who have diabetes—a growing population that has a wider age demographic than in years past.

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“In addition to older patients, we’re seeing more 30 and 40-year-olds with diabetes who aren’t caring for themselves,” says Julie Lukitsch, operations supervisor at Penn Hills Family Medicine. “They don’t necessarily understand that if they’re not taking care of the disease today, it will be much worse in 20 years. We’re tracking the whole population of this disease.”



(L-R): Penn Hills Family Medicine Practice Assistant Janine Persichetti, Operations Supervisor Julie Lukitsch, and Supervisor-in-Training Erica Moore.

Penn Hills is working with PRHI to increase the percentage of diabetic patients who complete a diabetic eye exam, among other quality measures. Diabetic eye exams are more comprehensive than standard exams, and help detect abnormalities with a patient’s retina that are more prevalent with a disease than can cause serious eye damage.

At the beginning of their journey with PRHI in May of 2016, about 55% of Penn Hills Family Medicine patients with diabetes had completed a diabetic eye exam within the past year. By December of 2017, about 67% of patients had completed a diabetic eye exam.

To achieve that, Penn Hills has worked to involve all members of the practice team and to maximize the value of every point of contact with patients.

At check-in, practice assistants ensure that phone numbers for patients’ ophthalmologists are logged, and that records of diabetic eye exams are known by Penn Hills Family Medicine. If the patient has an overdue order for a diabetic eye exam, MAs and physicians are alerted so they can discuss the importance of the exam and overall diabetes management with the patient. Diabetes-focused publications, once put on the waiting room magazine rack, were instead put in exam rooms and at checkout to encourage patients to take them home.

“Patient education was huge for us,” Moore says. “Patients didn’t always understand the difference between a regular eye exam and a diabetic eye exam. They didn’t always understand the severity of the disease, either. They like visuals, so we developed handouts that showed how retinopathy develops and how it can worsen vision over time. Patients are taking the disease more seriously.”

Premier Medical Associates also has a nutritionist and a diabetic educator who are available to meet with patients individually or in group settings, as well as a social worker who can assist with medication or transportation needs.

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“Today, it’s about convincing patients that it’s important to take care of themselves between visits and finding ways to do it,” Lukitsch says. “Everyone in the office is involved in the care.”

Janine Persichetti, a practice assistant at Penn Hills, sees how she helps patients reach their health goals.

“I feel like part of the team—not just clerical,” Persichetti says. “I learn more about health conditions during our monthly meetings. Every time I get an educational handout, I read it. That way, if a patients asks a question, I have something at my fingertips.”



Premier Medical Associates' Penn Hills campus.

Moore notes that observing workflows at the practice and conducting PDSA (Plan-Do-Study-Act) exercises helped her to identify improvement opportunities.

“Sometimes, we have blinders on,” Moore says. “We only see the task in front of us—this is what we need to do, this is what we’re supposed to give the patient at checkout. We don’t see that there’s an 80-year-old who’s not quite understanding what we’re saying, or a 30-year-old who doesn’t know what diabetic retinopathy is because it wasn’t explained. Now, I can see what we tried, and what we can revamp to improve. It’s a structured approach that we can apply in many situations.”

During MA/LPN Champions, Moore participated in a year-long program led by PRHI coaches and trainers that was designed to help her engage patients in their care, collaborate with other care team members, and use data to drive practice improvement. She launched a QI project to improve care management for diabetic patients, creating a form that doctors still use today.

“MA/LPN Champions was a huge learning experience,” Moore says. “It helped me become more comfortable with data, and taking on more responsibility with the clinical staff. I took on more of a leadership role.”

At Penn Hills, Moore’s role continues to grow.

“I like a challenge,” Moore says. “I want to further my career—I don’t want to stop.”

Fellowship on Death and Dying Sparks Crucial End-of-Life Conversations

In the U.S., there is often a chasm between the kind of end-of-life care that patients and their loved ones desire, and what they actually receive. A key reason for that divide is a lack of communication. Eighty percent of those in the U.S. think it's important to discuss end-of-life matters with their doctor, but less than 10% actually do, according to a survey conducted by the California Healthcare Foundation. Ninety percent want to plan for a life-limiting illness with family, yet only 30% have actually had those conversations.

JHF and Health Careers Futures' Fellowship on Death and Dying is designed to bridge this communication divide. The 2018 Fellowship commenced in January, with 33 multidisciplinary students and health professionals beginning a journey that will help them engage in end-of-life conversations with patients, families, and colleagues. The Fellows, coming from eight local universities and a handful of local health and social service organizations, are joining the Foundation for a three-month experience that will explore the legal, medical, social, cultural, familial, and spiritual components of death and dying in partnership with experts in the field. The Fellows have backgrounds in medicine, public health, social work, healthcare ethics, theology, pharmacy, nursing, occupational therapy, epidemiology, and health policy and management, among other disciplines.

The Fellowship started on January 22 at the QI²T Center with Karen Feinstein explaining JHF's mission, activities, and more than 25-year commitment to improve end-of-life care. That commitment includes [Closure](#), the Foundation's outreach, education, and advocacy initiative that forms the bedrock of the Fellowship. Nancy Zionts reviewed JHF's aging agenda, and JHF Consultant Judith



During a session on January 29, Fellows tour the intensive care unit at UPMC Shadyside Hospital.



JHF Consultant Judith Black, MD, MHA, facilitates a discussion with Fellows on the advantages of advance care planning on January 29.

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Black, MD, MHA, then provided an overview of the current state of end-of-life care in the U.S. On January 29, the Fellows toured the intensive care unit at UPMC Shadyside Hospital and discussed advanced care planning with Dr. Black and Marian Kemp, RN, coordinator of PA POLST (Physician Orders for Life-Sustaining Treatment).

“In medical school, it always seemed like they were trying to avoid these conversations,” says one of the Fellowship participants. “I want to be able to have better conversations with my patients so that they can have a say in their care.”



2018 participants in the Fellowship on Death and Dying.

During future sessions, the Fellows will discuss issues related to frail seniors who are living in the community at Community LIFE’s East End facility; the ethical and spiritual aspects of death and dying at Children’s Hospital of Pittsburgh of UPMC; long-term care, dementia, and hospice at West Penn Hospital; community resources and options at end-of-life at the Jewish Association on Aging; and the experience of family caregivers at the Jewish Community Center. During a wrap-up session at the QI²T Center in late March, the Fellows will practice their end-of-life conversation skills through role-playing scenarios and develop action plans to improve care in their own work settings.

The team for the Fellowship on Death and Dying, now in its fourth year, includes Dr. Black; Quality Improvement Specialist Nicole Greer, RN, MPH/MPA; and Nancy Zionts.

Pittsburgh Chapter of International Women’s Forum Sparks Conversation on Sexual Harassment in the Media

From Harvey Weinstein to Charlie Rose to Matt Lauer, a growing list of prominent figures has recently

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been accused of sexual harassment—putting a spotlight on a systemic problem that affects far too many women across the country and globe. And, from the #MeToo and TIME'S UP movements to Oprah's call to arms at the Golden Globes, women are rising up to declare that they will accept nothing less than respect and equality in the workplace, at home, and in society at large.

On January 17, the Pittsburgh chapter of the International Women's Forum (IWF) held an event at the QI²T Center designed to spark an important conversation on sexual harassment in the media, featuring some of Pittsburgh's leading female media personalities and rights advocates. Around 50 members of IWF Pittsburgh—an invitation-only group comprised of leaders from business, non-profits, and the community—explored why the issue of sexual harassment has surfaced so publicly, and its impact on the careers and personal lives of women in the community.

The event featured a panel discussion with media personalities Tonia Caruso, Elaine Effort, Sally Wiggin, and Darryl Ford Williams; and Kristy Trautmann, executive director of the FISA Foundation. Karen Feinstein, a founding member of IWF Pittsburgh who served as the chapter president from 1997-1999, moderated the panel. Attendees also learned of ways that they can partner with JHF's Women's Health Activist Movement Global network to improve women's health outcomes and leadership opportunities.



During an International Women's Forum event on January 17, Karen Feinstein moderates a panel discussion on sexual harassment featuring media personalities (L-R): Elaine Effort, Sally Wiggin, Darryl Ford Williams, and Tonia Caruso; and Kristy Trautmann, executive director of the FISA Foundation.

JHF Sponsors Events to Change Culture, Conversation around Sexual Harassment

JHF is a sponsor for three upcoming events that are designed to further efforts to create a culture of respect and safety for all people. On February 6, PublicSource will host [an evening with #MeToo founder Tarana Burke](#). In early March, the Southwest PA Says No More coalition will organize [two training sessions with Jackson Katz, PhD](#), a pioneer of the bystander approach to ending sexual harassment and violence.

JHF Board Meeting Explores Healthcare Megatrends, Celebrates Nancy Rackoff's Leadership

On December 4, JHF hosted a special board meeting that offered a glimpse into the high-tech, high-touch future of health care—and also celebrated the contributions of outgoing Foundation board chair Nancy Rackoff, JD, whose leadership has helped the Foundation anticipate and succeed amid such marked industry changes.

The end-of-year gathering featured a presentation on the next wave a healthcare reform by Ken Leonczyk, Esq., a senior director and international spokesperson for The Advisory Board Company. Leonczyk noted that the focus of U.S. health reform has largely shifted from expanding insurance coverage to reducing total healthcare costs, which continue to rise at a rate that exceeds inflation and which are increasingly hampering family budgets as well as the overall economy. The rising cost of care is driven by factors such as pharmaceuticals, information technology, administrative requirements, and inefficiencies and errors that waste an estimated 30-40% of all health spending. Leonczyk said that in this environment, healthcare leaders are challenged to transform care delivery to the lowest-cost settings, reduce variation, and embrace a population health management model that is less hospital-centric.

As the meeting drew to a close, Karen Feinstein thanked Rackoff for her guidance on initiatives ranging from public health campaigns to women's empowerment to fellowships and internships. Feinstein presented Rackoff with a gift fitting of someone who has seeded so many successful JHF projects: a garden of 100 trees planted in Israel on her behalf. Rackoff then recited a poem that offered a romp through the Foundation's history:



Ken Leonczyk, Esq., a senior director and international spokesperson for The Advisory Board Company, gives a presentation on the next wave a healthcare reform during a December 4 JHF Board meeting.



(L-R): JHF Board Chair David Ehrenwerth, JD; Trustee Neil Resnick, MD; and Nancy Rackoff.

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*Some twenty-five years ago, JHF was born
From the sale of our beloved hospital, no need to be forlorn
The transaction garnered seventy-five million, now that's a lot of gold
A decision on the part of Stanley Gumberg that proved to be quite bold
At the helm since we began, has been Karen as our fearless leader
With pilot programs and grants galore, our success could not be sweeter
Known in the community for leading revolutions*

*JHF can be proud of its quality health care
solutions*

*Adopting the Toyota model for hospitals to be
lean*

*PRHI changed the landscape and transformed
the medical scene*

*With its input far and wide, even, reaching
across the seas*

*Never resting on our laurels till we have cured all
disease*

*Evaluating, advocating, and testing business
cases*

*So many home runs as we proudly succeed in
rounding all the bases*

A great salute and word of thanks

Is owing to the ranks

Our dedicated board and staff, working together with great synergy and precision

We continue to succeed in advancing our healthcare mission

Now it is time to pass the baton my three-year term is done

With David as the chair elect full circle we have come



Karen Feinstein thanks outgoing JHF Board Chair Nancy Rackoff, JD, whose leadership has positioned the Foundation for success in a rapidly changing healthcare landscape.

JHF Team Expands to Advance Women's Health, HIV/AIDS, Adolescent Behavioral Health Initiatives

Karen Hochberg, MS, has joined the Foundation as project director for the Women's Health Activist Movement Global (WHAMglobal). Hochberg, who organized the Pittsburgh Women's March in January, will work to advance JHF's newest supporting organization and its work to reduce maternal mortality. A leader in both the government and nonprofit sectors, Hochberg previously served as the executive director of the Pittsburgh Area Jewish Committee, where she convened community conversations around social justice issues and worked to strengthen interfaith relationships. She was a long-time director of marketing and public relations for the Oncology Nursing Society (ONS), an organization that was founded in Pittsburgh and has since grown into a 39,000-plus member force for excellence in oncology nursing, patient-centered cancer treatment, and cancer prevention. Hochberg also served as a chief of staff and press secretary for the Allegheny County commissioner, and led a bipartisan efforts to establish the Juvenile and Family Court facility. She earned an MS in nonprofit management and professional leadership from Carlow University and a bachelor's in business management from Pepperdine University.



Karen Hochberg, MS, project director for WHAMglobal.



JHF Global Health Associate Hanifa Nakiryowa, MID.

JHF welcomes Global Health Associate Hanifa Nakiryowa, MID, who will work to further the goals of the Foundation's WHAMglobal network. Internationally recognized for her leadership and advocacy skills, Nakiryowa served as a special projects intern for the Pittsburgh Foundation prior to joining JHF. She founded the Center for Rehabilitation Survivors of Acid Violence (CERESAV), which promotes human services for acid attack survivors in Uganda and advocates to prevent future attacks in the country. Nakiryowa has also contributed to fundraising, advocacy, and awareness-building efforts for the Acid Survivors Foundation Uganda, and worked to enhance maternal and child health as a program monitoring and evaluation specialist for the UNICEF-FBO partnership program in Uganda.

She earned the 2013 Rotary International Vocational Service

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Award, the Iris Marion Young Award for political engagement and social justice advocacy, the Sergeant James “Rip” Taylor Award for public service, and an H.J. Heinz Fellowship for leadership potential. Nakiryowa earned a bachelor of science with education from Makerere University-Uganda, a master of arts in Economics from the University of Nairobi-Kenya, and a master of international development-human security studies from the University of Pittsburgh Graduate School of Public and International Affairs.

Megan Shively, RN, BSN, has joined the JHF team as a coach and trainer, contributing to the Adolescent Behavioral Health Initiative, fellowship programs, and quality improvement initiatives in long-term care settings. She has nearly a decade of experience working in hospital, community, and home healthcare settings, with a focus on psychiatric and substance use nursing. Shively most recently served as a community treatment team nurse at Western Psychiatric Institute and Clinic of UPMC, where she partnered with consumers and other care providers to create individualized, person-centered treatment plans. She also educated and empowered consumers and families with information on mental and physical health conditions and medications. Previously, Shively worked as a nurse case manager for the Pennsylvania Nurse Peer Assistance Program and as a staff nurse at UPMC Presbyterian. She earned a bachelor of science in nursing and a bachelor of arts in psychology at Duquesne University.



JHF Trainer and Coach Megan Shively, RN, BSN.



AIDS Free Pittsburgh Health Services Coordinator JT Stoner, MPH.

JT Stoner, MPH, is a new health services coordinator for AIDS Free Pittsburgh (AFP). In this role, he will partner with members of the AFP coalition to plan and implement programs that enhance biomedical HIV prevention and treatment services, adherence, and access to care. A certified HIV prevention counselor, Stoner created educational outreach programs for young adults as an intern at Allies for Health + Wellbeing (formerly the Pittsburgh AIDS Task Force). He also served as a Health Advocate for consumers, providing testing services, counseling, and education on the HIV prevention medication PrEP (Pre-Exposure Prophylaxis). Mr. Stoner earned a bachelor of science in Biochemistry and Molecular Biology from Dickinson College, and an MPH with a focus on Infectious Disease Management, Intervention, and Community Practice from the University of Pittsburgh Graduate School of Public Health.

Karen Feinstein Congratulates, Challenges Pitt Nursing Graduates

Throughout JHF's history, nurses have been a crucial, compassionate force for positive change. Nurses have participated in the Foundation's fellowship, internship, and champions programs; partnered with JHF coaches and trainers on quality improvement initiatives; ardently supported public health campaigns to increase breast cancer awareness, improve women's heart health, and prevent cancer through HPV vaccination; and contributed to nationally acclaimed creative non-fiction works, including *Becoming a Nurse*.

On December 15, Karen Feinstein shared her appreciation for the profession—one she often calls the art of meeting patient need—while delivering the keynote address at the University of Pittsburgh School of Nursing Winter Graduation. Dr. Feinstein congratulated the more than 40 newly-minted graduates and their family members during a ceremony held at The Twentieth Century Club, while also issuing a call to arms. She challenged the graduates to champion practice improvements, become policy advocates, and join other passionate frontline workers as part of JHF and PRHI's [Health Activist Network](#).

"You're on the front lines in an environment that can be chaotic, unsafe, and hierarchical—but it doesn't have to be that way," Dr. Feinstein said during her keynote. "You, as nurses, have the power to create the kind of health system in which you want to work and receive care. You have a voice, and lives depend upon you discovering and deploying it. Silence kills."



Karen Feinstein delivers the keynote address during the University of Pittsburgh School of Nursing Winter Graduation on December 15.

PRHI, Jewish Community Center Start Perfecting Community Care Initiative

The Jewish Community Center of Greater Pittsburgh (JCC) has a more than 120-year tradition of providing quality social service, recreational, and educational programming. In an effort to continuously improve and meet the organization's strategic goals, the JCC has partnered with PRHI to launch a "Perfecting Community Care" initiative—a customized version of PRHI's [Perfecting Patient Care](#)SM training and coaching.

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Over the next four months, PRHI will facilitate six sessions with JCC staff designed to promote continuous quality improvement, increased efficiency, problem-solving skills, and leadership development. Through in-class training, simulations, workflow observations, and between-session homework on [Tomorrow's HealthCare™](#), JCC staff will develop quality improvement projects focused on some of the JCC's top priorities. Those priorities include consumer engagement, efficiency and sustainability, health enhancement, safety and security, and staff engagement.

PRHI's team for the initiative includes Chief Learning and Medical Informatics Officer Bruce Block, MD; Manager of Lean Healthcare Strategy and Implementation Jen Condel, SCT(ASCP)MT; and Practice Transformation Specialist Carol Frazer, LPC.



Jason Kunzman, chief program officer at the JCC.

“Not unlike any other for-profit or not-for-profit organizations, the JCC is facing a number of issues—such as maximizing staff talent, rising costs, safety and security, and technology integration—that impact the agency's operational efficiency and overall effectiveness,” says Jason Kunzman, chief program officer at the JCC. “Perfecting Community Care will arm our employees with a set of tried and true tools and techniques to overcome these challenges and ultimately deliver best-in-class service to members and the community at large.”

AED Helps Save a Life at the Jewish Community Center

More than a decade ago, JHF provided grants to a variety of Jewish organizations within the Pittsburgh region to purchase Automated External Defibrillators (AEDs). The initiative, which coincided with JHF's Working Hearts® campaign, was designed to equip bystanders with the tools and training needed to save lives in the event of a cardiac emergency. The Jewish Community Center of Greater Pittsburgh was among the organizations that received AEDs and then provided AED/CPR training for staff and volunteers.

In December of 2017, an individual collapsed during cardiac episode at the JCC. We are happy to share that the individual was revived and was talking to staff and paramedics within minutes of the episode, thanks to the quick reaction of JCC staff and the aid of the AED. Paramedics said that the report-out from the AED, which provides real-time information about the event, helped physicians to

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identify the best course of treatment for the patient.

JHF has also continued to empower bystanders through the *Stop the Bleed* initiative. *Stop the Bleed* is a community outreach, training, and action program that equips health professionals and the general public with the first responder skills and equipment necessary to stop or slow life-threatening bleeding during a mass-casualty event.

JHF Connects with Digital Health Innovators at CES 2018

In January, JHF staff once again attended CES (Consumer Electronic Show) in Las Vegas in search of the latest trends in digital health. CES once again did not disappoint. The international showcase of the latest in consumer technologies like wearables, virtual reality experiences, and decision-support tools showcased how technology will aid in creating a healthier, safer, and more accessible place to live for all.

JHF Program Manager Mara Leff, MPH, and Michael Coutinho, a past QI²T Health Innovators Fellow who is contributing to the Foundation's technology-focused projects, participated in the Digital Health Summit portion of the three-day conference. The Digital Health Summit is a gathering of nearly 500 leading experts in the fields of connected medicine, VR and artificial intelligence, digital therapeutics, big data, and mobile health applications.

The Summit showcased heavy hitters in the digital health space like Phillips, United Healthcare, and Johnson & Johnson, as well as innovative startup companies focused on patient-centered digital solutions to improve health and wellness on a population level. Other megatrends at the conference included the rise of the field of genomics, with companies like Orig3n, 23andMe, and Ancestry all positioned to enter the consumer marketplace. There was also a strong focus on predictive modeling and artificial intelligence used to tailor digital products to the patient.



Michael Coutinho, a past QI²T Health Innovators Fellow who is contributing to JHF's technology-focused projects, tries out LUMEN, a VR product designed to reduce stress and anxiety.

PRHI Leads PCMH Learning Network Session on Delivering Integrated Care

PRHI plays a leading role in the Pennsylvania Department of Human Services' Patient-Centered Medical Home (PCMH) Learning Network. Launched in 2017, the network helps high-volume Medicaid providers and managed care organizations (MCOs) identify and share improvement strategies, and develop an internal capacity for continuous learning and improvement. The PCMH Learning Network includes more than 100 practices from across the Commonwealth.

On January 30, PRHI facilitated a virtual learning session for providers and MCOs in western PA designed to share strategies that allow PCMHs and community-based care management teams to meet the physical and behavioral health needs of patients with chronic, complex conditions.

[Tomorrow's HealthCare](#)TM— PRHI's online knowledge and collaborative-learning network—hosted the virtual session.

As a PCMH Learning Network facilitator, PRHI holds quarterly, regional learning collaborative sessions (both virtual and in-person) in the Southwest/Northwest and Northeast HealthChoices regions, as well as two statewide webinars. The PCMH Learning Network sessions include presentations of best practices and peer-to-peer exercises to uncover solutions to shared challenges. PRHI partners with the Health Federation of Philadelphia (HFP) to facilitate the Learning Network in the Lehigh/Capital and Southeast regions of Pennsylvania.

PRHI's team for the PCMH Learning Network includes Chief Learning and Medical Informatics Officer Bruce Block, MD; Manager of Lean Healthcare Strategy and Implementation Jen Condel, SCT (ASCP)MT; Practice Transformation Specialist Carol Frazer, LPC; Director of Government Grants and Policy Robert Ferguson, MPH; and Program Specialist Pauline Taylor.



Patricia Kroboth, PhD, dean of the University of Pittsburgh School of Pharmacy and the Dr. Gordon J. Vanscoy Professor of Pharmaceutical Sciences.

Pitt School of Pharmacy Dean Receives National Award

JHF congratulates Patricia Kroboth, PhD, for earning the 2018 American Pharmacists Association (APhA) Outstanding Dean Award. Dr. Kroboth, who recently co-chaired the Health Careers Futures board, is dean of the University of Pittsburgh School of Pharmacy and the Dr. Gordon J. Vanscoy Professor of Pharmaceutical Sciences.

Established in 1852, the APhA is the country's largest association of

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pharmacists and student pharmacists. The APhA works to improve medication use and patient care, and to advance role of pharmacists. The Outstanding Dean Award recognizes a college or school of pharmacy dean who demonstrates a commitment to the welfare of student pharmacists through community service and leadership.

From Pittsburgh to Paris, Scenes from the Women's Marches



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