

THE WINDOW: BEST OF 2017



Inside this issue

A Message from Nancy Rackoff, JHF Board Chair from 2015-17

I have had the pleasure and privilege of collaborating with many non-profit organizations that help make Pittsburgh renowned for its compassion, creativity, and sense of community. It's difficult, however, to think of any quite like the Jewish Healthcare Foundation—a “think, do, teach, and give tank” that I have been honored to chair over the past three years after serving as a longtime board trustee. As my tenure winds down, I want to take a moment to reflect, express gratitude, and gaze into the future as JHF embraces a new era of health care.



(Left to Right): Outgoing JHF Board Chair Nancy Rackoff, JD; Stephen Halpern, a past JHF Board Chair; Pat Siger, incoming Health Careers Futures Board Chair, outgoing Pittsburgh Regional Health Initiative Board Chair, and a past JHF Board Chair; past JHF Board Chair Farrell Rubenstein; incoming JHF Board Chair David Ehrenwerth, JD; JHF Life Trustee Dick Simon; and JHF President and CEO Karen Wolk Feinstein, PhD.

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JHF was established more than 25 years ago, following the sale of Montefiore Hospital. The Foundation was a blank slate—a prospect that could be exhilarating or terrifying, depending on one’s perspective. It certainly would have been difficult to imagine back then that JHF would blossom into a national and international model for health improvement and activism. Yet that’s what it has become thanks to edgy and inspirational initiatives—a reflection of JHF’s founding leader, Karen Feinstein, as well as dedicated staff members and board leadership.



Nancy Rackoff welcomes board members past and present, community partners, and elected officials who gathered at the QI2T Center on September 1, 2015, to celebrate the Jewish Healthcare Foundation’s 25th anniversary.

I’m proud that JHF has preserved and furthered Montefiore’s legacy of innovation and inclusion, adapting its strategies while never sacrificing its core mission and values. I’m proud of our ongoing dedication to the Jewish community, through a \$35 million commitment to the Jewish Association on Aging and annual support to local health and social service organizations. I’m proud of our enduring commitment to improving HIV/AIDS care, quality of life for seniors, and public health. I’m proud that we never shy away from an urgent and worthy issue, even if it is challenging and controversial.

I’m proud of our central role in healthcare quality improvement and policy, and our programmatic focus on improved patient care and patient advocacy. I’m proud of our success in leveraging internal pilot projects on new ways of delivering care into large-scale, federally-funded initiatives that are impactful and sustainable. I’m proud that there is an “army of the healthcare revolution” featuring more than 900 alumni of JHF’s Feinstein Fellowship, internship, and champion programs, and more than 10,000 Perfecting Patient CareSM graduates across the globe—all champions of a safer, higher-quality health system.

As much as JHF has accomplished since 1990, it is poised for continued success. With expertise and passion, the Foundation and its many partners are prepared to tackle any challenge—be it cultivating a generation of effective health activists, supporting new health workforce roles, reducing maternal mortality, or addressing the deplorable state of adolescent behavioral health.

As prior board chairs would attest, it’s a matter of hanging on for dear life on this wild, wonderful journey that is JHF. I can’t wait to see what comes next as I pass the gavel to David Ehrenwerth as chair elect.

Nancy Rackoff, JD
JHF Board Chair, 2015-17

WHAMglobal Rallying Community to Improve Maternal Health, Advance Role of Community Health Workers

Since its establishment in 1990, the Jewish Healthcare Foundation (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 JHF President and CEO Karen Wolk Feinstein, PhD.

WHAMglobal is focused on uncovering and advancing “big ideas” that creatively tackle urgent women’s health issues, unite communities around a shared goal, and hold the promise of being expanded to other communities. During its first full year, WHAMglobal identified its first big idea: addressing the unacceptably high maternal mortality rate in the U.S.—a rate that is nearly three times higher than in any other developed nation. Community health workers (CHWs) will play an integral role in this effort, by educating and empowering mothers and helping them to navigate complex medical and social service systems.



Judges deliberate to determine the winner of the WHAM Big Idea Challenge. (Credit: David Bachman Photography)



The Latino Community Center won the Big Idea Challenge for its plan to improve the maternal and child health of Pittsburgh’s growing Latin American community. The winning team includes (L-R): Executive Director Rosamaria Cristello, Marcela Belin, and Graciela Sarabia. Belin and Sarabia are Spanish prenatal class instructors. (Credit: David Bachman Photography)

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The focus on maternal health and CHWs came from crowdsourcing the Pittsburgh community for priority areas and action plans. In the spring, WHAMglobal issued a “Big Idea Challenge” to local nonprofits, asking them to pitch their plans to improve women’s health in Western Pennsylvania for the chance to win a \$10,000 award and the support of the WHAM network. Twenty nonprofits responded, and eight finalists were selected to pitch their plans during a celebration of big ideas around women’s health activism—past, present, and future—at the August Wilson Center on June 26.

The winner of the Big Idea Challenge was the Latino Community Center, which developed a plan to improve the maternal health of Pittsburgh’s growing Latin American community. The Latino Community Center is supporting mothers by holding prenatal and perinatal classes, developing culturally-competent multimedia materials that help women navigate the health system, promoting and supporting breastfeeding, identifying ways to reduce stress, and hosting postpartum support groups.

WHAMglobal has partnered with the Latino Community Center to promote and learn from their initiative and identify ways to support liaisons through the implementation of a CHW model. CHW models offer important training, certification, reimbursement of services, and a respected role as an important member of the care team.

In August, 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



During the June 26 Big Idea Challenge, WHAMGlobal celebrated the first WHAM Pittsburgh Women of the Year honorees—selected for their longstanding commitment to improving the health and well-being of women and girls in the region. The honorees included (L-R): WTAE media personality Sally Wiggin; PRHI Board Chair Pat Siger; Laurie Moser; Eileen Lane; and Gwen’s Girls Executive Director Kathi Elliott, DNP, MSW, CRNP. (David Bachman Photography)



(L-R): Karen Feinstein; Tammy Murdock, MD, an OB/GYN from the Squirrel Hill Health Center; Valerie Njie, executive director and VP of Bidwell Training Center; and Heather Arnet, CEO of the Women and Girls Foundation discuss women’s health equity during an October 6 community dialogue session at the 2017 Greater Pittsburgh Nonprofit Partnership Summit.

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speakers' series and networking events with women's health leaders. Kate Dickerson, MSc, was hired to advance the WHAMglobal network. WHAMglobal is also working to expand the CHW model to other immigrant and refugee communities in the Pittsburgh region.

To further build the network and provide strategic direction, WHAMglobal is developing local, national, and international advisory committees with clinical, cultural, and policy skills related to women's health and CHW development. WHAMglobal is also 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.

Senior Connections Redefines Aging Well in Pittsburgh Region

Since its inception, JHF has been committed to improving the physical, mental, and social well-being of older adults. With the Baby Boomer generation redefining what it means to age well, JHF kicked off a multi-pronged *Senior Connections* initiative in 2016. Senior Connections initiative aims to strengthen a suite of service opportunities for older adults, including transportation and housing, exercise and recreation, geriatric-friendly health care, nutrition, and caregiver supports. In 2017, the Foundation and its many *Senior Connections* partners launched programming to help our region's older adults get physically active and stay socially and intellectually engaged.



During a November 9 charrette focused on senior housing, JHF COO/CPO Nancy Zionts, MBA facilitates a discussion on local innovations featuring (L-R): Martha Martel, RN, BSHA, director of the Jewish Association on Aging's Ahava Memory Care; Lou Anne Caligiuri, executive director and dean of Chatham University's Eden Hall Campus; and JHF Program Manager Mara Leff, MPH.

Charrettes Focus on Senior-Friendly Health Care, Housing

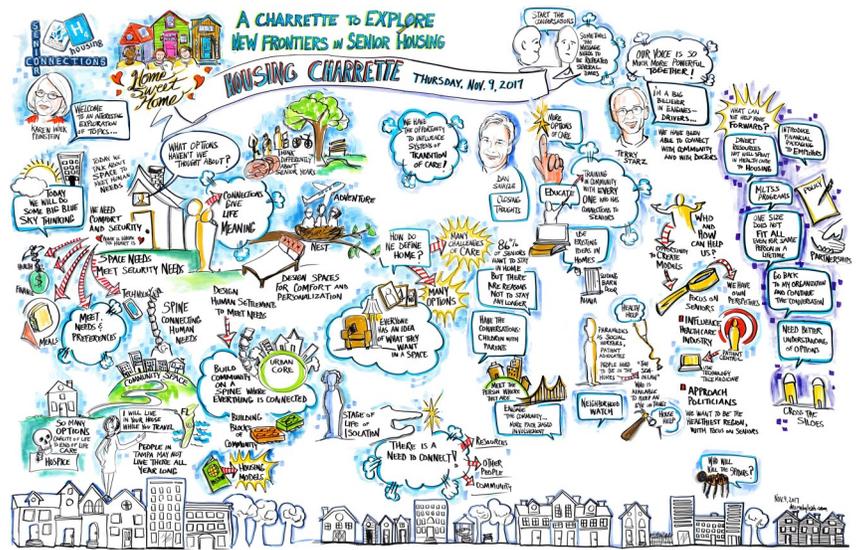
Charrettes, or community planning sessions, are a hallmark of the *Senior Connections* initiative. The charrettes bring together thought leaders and practitioners from across disciplines and industries for a day of senior-focused discussion and strategic planning. JHF's first charrette, held in August of 2016, resulted in an exercise and recreation grant agenda. In 2017, the Foundation hosted a pair of charrettes

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that forged new partnerships and laid the groundwork for a better quality of life for our region's older adults.

On May 3, JHF convened a charrette to re-imagine the delivery of primary care and consider ways to make it more responsive to the evolving needs of our region's seniors and caregivers. Through panel discussions and breakout sessions, more than 100 attendees delved into the types of technology applications, community-based care programs, practice designs, and communication strategies that could be included in a geriatric-friendly healthcare delivery model. Attendees also broke into four groups to tackle senior care challenges and opportunities related to technology, community-based care and disease management, design, and information/communication. Many attendees signed up to be part of work groups that are continuing the conversation in these four areas.



During a charrette held on November 9, graphic illustrator Leah Silverman brought to life attendees' ideas for senior-friendly housing.



Participants from the May 3 charrette on geriatric-friendly health care included (L-R): Fred Rubin, MD, chairman of the department of medicine at UPMC Shadyside; Karen Feinstein; Neil Resnick, MD, the Thomas Detre Professor of Medicine and the chief of the University of Pittsburgh Department of Medicine's Division of Geriatric Medicine and a JHF Board member; JHF Medical Advisor Judy Black, MD; and Emily Jaffe, MD, MBA, VP and executive medical director of HM Home and Community Services.

On November 9, regional stakeholders gathered for a charrette focused innovative, community-based housing models that maximize seniors' safety, independence, and overall quality of life. The session featured interactive kiosks that highlighted some local innovations (including Chatham University's Eden Hall campus, Community LIFE, the Jewish Association on Aging's memory care unit, and JHF's Virtual Senior Academy), as well as video displays of cutting-edge senior housing models from other countries that included co-housing, smart homes, and tiny homes. During facilitated breakout sessions, participants considered the financial, care delivery, and social/psychological aspects of senior housing.

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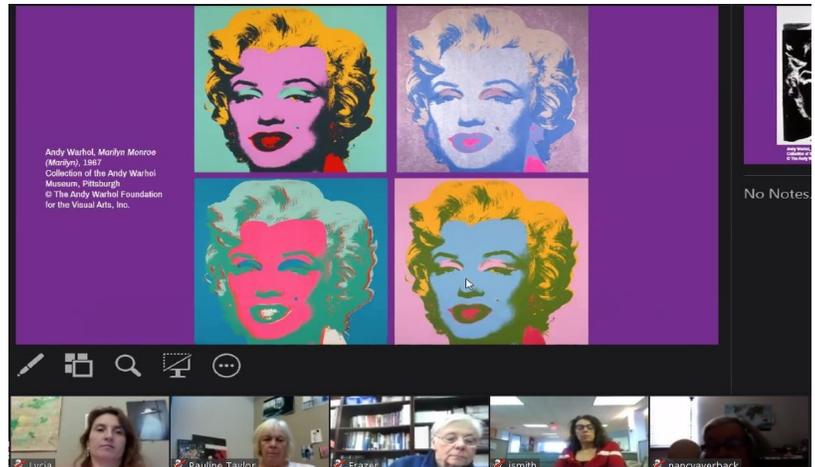
JHF will translate the creative ideas developed during the charrettes into action plans and a potential *Senior Connections* grant agenda.

JHF's Virtual Senior Academy Helps Seniors Stay Socially Connected, Intellectually Engaged

Taking a culinary tour of Asia, exploring Yellowstone Park, learning how to prevent high blood pressure, getting pointers from a geriatrician on questions to ask during your next doctor's visit, learning about Andy Warhol's rise to pop culture icon status—all of these experiences, and many more, are available to seniors who sign up for JHF's new [Virtual Senior Academy](#).

Older adults who are looking to stay sharp, expand their horizons, and grow their social network should try out JHF's new Virtual Senior Academy. Launched in August of 2017, the Virtual Senior Academy is a web-based platform that connects adults age 50 or older in the Pittsburgh region through interactive, online courses that cover topics including health and wellness, technology, book clubs, arts and music, history, and current events.

The Virtual Senior Academy is being piloted by seniors at home as well as a number of partner locations including all senior centers within Allegheny County. Recently, the Virtual Senior Academy kicked off a monthly book club series in partnership with the Carnegie Library. Members of the Osher Lifelong Learning Institute at the University of Pittsburgh are



JHF's recently-launched Virtual Senior Academy offers courses throughout the day on many topics, including health and wellness, technology, book clubs, arts and music, history, and current events.



Adults age 50 or older with access to a computer, internet connection, and a web cam can participate in the Virtual Senior Academy.

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also trying out the platform.

To sign up for the Virtual Senior Academy, visit virtualsenioracademy.org. JHF is also looking for community members of all ages who want to become instructors for one-time or ongoing Virtual Senior Academy courses. If you want to share your skills and knowledge, contact JHF Program Specialist Pauline Taylor (taylor@jhf.org).

After VSA's pilot phase, the technology will be rolled out more broadly and will feature even more courses in 2018.

JHF Grant Helps Seniors Get Moving in South Park, Frick Park

In the spring of 2017, JHF approved a \$300,000 grant to increase opportunities for local seniors to meaningfully engage in a variety of exercise and recreation programs throughout all four seasons. The grant includes the development of health-focused programming in South Park and Frick Park, a senior-friendly mobile navigation tool, online programming through JHF's Virtual Senior Academy, and communications materials.

JHF is sponsoring an ongoing "Walk with a Doc" program, which offers seniors the opportunity to learn more about maintaining health and managing health conditions from local specialists during guided outings in South and Frick Parks. Venture Outdoors and the Pittsburgh Parks Conservancy developed programming for the initiative, which is designed to appeal to older adults with a wide range of fitness levels and interests. "Walk with a Doc" outings in 2017 focused on arthritis, diabetes, and heart health, among other topics. You can learn more about upcoming walks by visiting the [Venture Outdoors website](#).



On June 14, local seniors received arthritis-related health tips from local health professionals during a guided outing at Frick Park.



A sampling of the inaugural class of park ambassadors, who will serve as exercise and recreation advocates and guides for seniors in local parks.

The Foundation is also partnering with AARP to recruit ambassadors who raise awareness of exercise

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and recreation opportunities in South and Frick Park, and accompany seniors on such outings. The first class of 13 park ambassadors graduated in the fall of 2017. If you are interested in becoming a park ambassador, contact Jen Blatz (jblatz@arp.org). The park ambassadors are providing some of the content for a new, web-based mapping tool that will help seniors of varied physical abilities navigate local parks and engage in exercise and recreation programming. The mapping tool, which is being developed by the Allegheny County Parks Foundation, will go live in 2018.

JHF Convenes Stakeholders to Ensure Smooth Rollout of Community HealthChoices

Since 2015, the Foundation has convened community partners and stakeholders (including advocacy groups, law projects, community-based organizations and providers, faith-based groups, veterans organizations, Area Agencies on Aging, PA LIFE providers, and consumers) for education and training meetings centered on Community HealthChoices.

Community HealthChoices is 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.

Health Activist Network Empowers Professionals to Create a Better Health System

More than 900 advocates for high-quality, safe, and compassionate health care have engaged in JHF's fellowship, internship, and champions programs over the years. In 2017, the Foundation launched a new initiative to more systematically unite and grow this base of socially-conscious leaders: the [Health Activist Network](#).

The Health Activist Network empowers professionals to create the health system they want to work in by accelerating policy and care delivery improvements. Through the Network, interdisciplinary health professionals who are passionate



Michael Osnard, a recent MD/MPH graduate from the University of Pittsburgh, asks a question during the Health Activist Network kickoff event on April 27. Osnard joined the Health Activist Network after previously taking part in JHF's summer internship program and Patient Safety Fellowship.

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about patient safety, healthcare quality, and affordability of care have the opportunity to attend in-person and virtual events, learn from national health reform advisors, and acquire the tools and training needed to lead improvements in their work settings. PRHI manages the Health Activist Network, with funding from the DSF Charitable Foundation and JHF.



During its first year, the Health Activist Network hosted Speakers Series events with (above, L-R) Community Catalyst Executive Director Rob Restuccia and Health Quality Advisors, LLC President Mike Millenson; and (below, L-R) Margo Wootan, PhD, VP of nutrition for Center for Science in the Public Interest and former CMS leader Bruce Vladeck, PhD.



During year one, the Health Activist Network organized four interactive speakers' series events in Pittsburgh with national leaders who have dedicated their professional and personal lives to creating a better health system. The speakers shared their path to health activism, and offered strategies for the next generation to channel their passion for reform into real-world improvements.

The speakers' series kicked off on April 27 with Community Catalyst Executive Director Rob Restuccia, who explained how his early-career experiences at a safety-net hospital motivated him to fight for

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expanded health coverage and consumer rights. On September 18, Health Quality Advisors, LLC President Mike Millenson described how he was motivated to author “Demanding Medical Excellence” after learning of the U.S. health system’s inequities preventable errors while covering the healthcare beat. Margo Wootan, PhD, VP of nutrition for Center for Science in the Public Interest, discussed tactics for building coalitions and taking on powerful industry groups during an event on October 17. Then, on November 7, former CMS leader Bruce Vladeck, PhD, provided his take on why the U.S. spends more on health care than any other developed nation, yet underperforms on population health measures.



Rishi Manchanda, MD, MPH (second row, second from left), president and founder of HealthBegins, with members of the Health Activist Network and JHF Fellowship programs.

In between speakers’ series events, the Health Activist Network convened smaller meet-ups with local activists such as HealthBegins President Rishi Manchanda, MD, MPH, a leader in addressing the social determinants of health. During virtual events, Health Activist Network members had the opportunity to submit their questions to up-and-coming leaders including Vineet Arora, MD, MAPP, of the University of Chicago Medicine and Neel Shah, MD, MPP, an assistant professor at Harvard Medical School and director of the Delivery Decisions Initiative at the Ariadne Labs for Health Systems Innovation.

In the fall of 2017, JHF launched combined fellowship/Health Activist Network program to help burgeoning activists learn how to change perspectives, practices, and policies (for more information on the Jonas Salk Health Activist Fellowship, see page 16). These fellows, and the larger community, will continue to build their movements through the Health Activist Network community in 2018.

Feinstein Fellowships and Internships Bolster Army of the Healthcare Revolution

Through fellowship, internship, and champions programs, JHF has engaged more than 900 multidisciplinary professionals who are advocates for high-quality, error-free, and patient-focused health care. They’re leading change from the front line, the C-suite, the technology sector, and the community at large. The Foundation possesses an unwavering commitment to supporting and expanding this “army of the healthcare revolution.” To ensure that this army is equipped to create a better health system, JHF’s program offerings evolve to reflect changes in how, where, and by whom care is delivered. In 2017, JHF rebooted its Jonas Salk and QI²T Fellowships.

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Fellowship on Death and Dying Helps Prepare Young Professionals to Discuss, Improve End-of-Life Care

A talk with three siblings, torn on the treatment that their elderly father wishes to receive if his heart disease worsens. A care planning conference for a skilled nursing facility resident just diagnosed with colon cancer. A heart-to-heart with the single parent of a cancer-stricken child. A discussion with a couple in their thirties, planning for the future in the event of a life-limiting illness.

These are among the difficult, yet paramount conversations that healthcare professionals may have with patients and loved ones who are confronting decisions about end-of-life care. They're conversations that frequently take place too late, if at all. Eighty percent of Americans feel it's important to discuss end-of-life matters with their doctor, but less than 10% actually do, according to a 2012 survey conducted by the California Healthcare Foundation. Ninety percent want to plan for such situations with family, yet only 30% specify those plans.



Kristen Slagle, RN (center), a registered nurse at UPMC Shadyside, discusses advanced care planning with other Death and Dying Fellows as well as Judith Black, MD (far right), a geriatrician and JHF medical consultant.



The 2017 Death and Dying Fellows.

JHF and Health Careers Futures' 2017 Fellowship on Death and Dying focused on this disconnect. The 29 multidisciplinary students and health professionals who participated are now more prepared to engage in those conversations with patients, families, and colleagues, helping to bridge the divide between the end-of-life care that people desire and what they receive.

During the Fellowship, students and professionals with backgrounds in medicine, nursing, social work,

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pharmacy, public health, occupational therapy, healthcare administration, and business learned about the legal, medical, social, cultural, familial, and spiritual components of death and dying from experts in the field.

The three-month Fellowship culminated on March 27, when the Fellows practiced end-of-life conversations through different patient and family scenarios. They also developed action plans to translate what they learned during the Fellowship into improved communication and care in their personal and professional lives. The Fellows' action plans centered on four components of end-of-life care: policy, practice of medicine, professional education, and patient engagement.

“Being an ICU nurse, we’re usually focused on the machines and how we can use them to ‘fix’ someone in the ICU,” one of the Fellows said during the last session. “I like being able to step into different situations, and I learned something about myself during the role plays. It’s about your willingness to be emotionally brave. I felt so comfortable with everyone in my group.”

Patient Safety Fellowship Creates Advocates for Safer Care, Future Leaders

Each year, an estimated 250,000 people in the U.S. die from preventable medical errors. Addressing that toll requires a quality improvement-minded healthcare workforce that makes patients' well-being the top priority. JHF and Health Careers Futures' Patient Safety Fellowship aims to create such an army for change, providing graduate students in health-related fields with QI training, mentorship from accomplished professionals, and the chance to apply new knowledge and skills in real-world healthcare settings.

The 2017 edition of the Patient Safety Fellowship featured 33 multidisciplinary graduate students, who learned the key components of JHF's [Perfecting Patient CareSM](#) (PPC) curriculum—a Lean-based quality improvement method that seeks to deliver patient-centered, error-free care. The Fellows were also connected with honorees for the [2017 Fine Awards](#). Over the past



(L-R): Alla Puchinsky, a medical case manager for Jewish Family & Children's Service; and Patient Safety Fellows Amanda Bolden, Maia Krivoruk, and Amrit Kaur. During the finale on August 1, fellows presented their observations of 2017 Fine Award winners and QI recommendations.

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decade, JHF has partnered with The Fine Foundation to recognize and reward local teams that demonstrate exceptional performance around patient safety and quality improvement. The Patient Safety Fellowship and Fine Awards converged to spread excellence across generations, with Fine winners serving as ongoing student mentors.

The 2017 Fine Award winners, selected for their breakthrough work in mental health and substance use treatment, included (winning project in parentheses): Allegheny Health Network Center for Inclusion Health (Medical Respite: Innovative Care to Vulnerable Populations), Prevention Point Pittsburgh (Overdose Prevention Project), UPMC Center for High-Value Health Care (Optimizing Behavioral Health Homes for Adults with Serious Mental Illness), Western Psychiatric Institute and Clinic of UPMC (Embedding Peer Recovery Support in Acute Care Settings), AHN Forbes Hospital (Failure to Rescue: Improving Healthcare Provider Recognition of Human Trafficking), and Jewish Family & Children's Service of Pittsburgh (Refugee and Immigrant Support Groups).



(L-R): Sheila Fine, co-founder of The Fine Foundation and founder of LEAD Pittsburgh; Milton Fine, president and chair of The Fine Foundation; and JHF President and CEO Karen Wolk Feinstein, PhD.

During the Fellowship, students conducted observations at the Fine Award winning-facilities and tackled the ethical and advocacy components of patient safety. On August 1, the Fellows explained how they applied their PPC training to observe Fine Award winners in action and develop recommendations for delivering even higher quality care.

Maia Krivoruk, a Patient Safety Fellow and JHF summer intern who is pursuing her MSW at the University of Pittsburgh, noted that the Patient Safety Fellowship taught her the value of engaging whole communities in quality improvement initiatives.

“From working with other healthcare foundations to volunteer-run agencies, I was able to learn how to identify and engage with stakeholders,” Krivoruk said following the August 1 Fellowship finale. “I hope that my social work career will continue to push me into healthcare settings where I can focus on patient safety and quality improvement.”

QI²T Fellows Build the Healthcare System of the Future

Health care has entered an era of dramatic change, catalyzed by forces ranging from technological breakthroughs to consumer preferences to new, population health-minded payment models. A nimbler, wired health system requires a multidisciplinary workforce equipped to capitalize on these trends, and anticipate what's next.

That's why JHF re-introduced its QI²T (Quality Improvement meets Information Technology) Fellowship in 2017. During the three-month fellowship, 20 students and early-career professionals with backgrounds in public health, nursing, policy and management, medicine, biomedical informatics, social work, communications, and business gained experience working at the intersection of technology and healthcare quality improvement.

The Fellows formed small teams to design a room or floor focused on enhancing the health of a particular patient subpopulation for JHF's Museum to the Future—a virtual, evolving space to conceive, showcase, and implement disruptive healthcare innovations. The Fellows focused on designing a better healthcare experience for one of four patient subpopulations: adolescents (with an emphasis on behavioral health), women between the age of 21-40, adults with diabetes, and frail seniors. They partnered with JHF staff and external mentors to explore topics that included artificial intelligence, informatics, wearable sensors, “smart” homes, and citizen science.



On August 16, QI²T Fellow and JHF summer intern BeLinda Berry presents her team's futuristic ideas for improving diabetes care, which include a hologram health coach.



The QI²T Fellows' contributions to the Museum of the Future include (left) a hub where all data from trackable devices can be synced with electronic health records, and a floor with built-in sensors to predict and prevent falls among seniors.

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During the QI²T Fellowship finale on August 16, the groups presented their contributions to the Museum to the Future through a software program that offers a 3D, first-person experience of how health care may soon be delivered. The Fellows showed how, among other things, floor sensors might predict and prevent falls among seniors; virtual reality “pods” could reduce stress by transporting patients to their favorite place; and an AI buddy could monitor and respond to teens’ social media angst.

Lycia Neumann participated in the QI²T Fellowship, as well as in JHF’s Patient Safety Fellowship and summer internship program. She arrived at the Foundation with considerable experience in evaluating social programs in her native Brazil. Neumann, who is pursuing a PhD in Behavioral and Community Health Sciences from the University of Pittsburgh, enjoyed the opportunity to create a better healthcare experience for seniors.

“In my country, health is considered a citizens’ fundamental right,” Neumann says. “The opportunity to dream about the future of health care was inspiring. I’m even more motivated to work on aging and to use my research, planning, and evaluation skills to promote seniors’ health and quality of life.”

Salk Health Activist Fellows Work to Change Practice, Policy, Perspectives

With federal healthcare discussions moving at a glacial pace, the nexus for health reform in the U.S. may be shifting to the local, grassroots level. Activists across the country, including here in Pittsburgh, are taking action to make their health reform visions a reality.

To jump-start those efforts, JHF launched the Salk Health Activist Fellowship—a three-month deep dive into changing practice, policy, and perspectives around a health issue. Twenty-six Fellows, from undergraduate students to more seasoned professionals in the field, worked with community organizers and activists from various sectors to form an action group, advocate effectively, and build a case for action.



JHF Program Associate Ashley Chung, MPH (center), leads Salk Health Activist Fellows through an exercise designed to help them think about the communications channels that they can use to help build a movement.

The Fellows came from a constellation of disciplines, including healthcare administration, education, social work, nursing, pharmacy, exercise physiology, physical and occupational therapy, psychology,

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public health, public policy, healthcare ethics, and law.

The health issues that stoke their passion are just as varied. The Salk Health Activist Fellows are working to address challenges that include preventing and managing chronic health conditions in minority communities; improving youth health literacy; boosting access to nutritious foods in underserved neighborhoods; making technology more accessible for individuals with disabilities; advocating for evidence-based use of medical marijuana; and bridging the gap between medical and social services with community health workers.

During Fellowship sessions, participants tackled advocacy components that included using investigative reporting and storytelling to educate and mobilize the public, being a health activist in work settings, and influencing policy. On November 30, they unveiled their visions for social change during a Health Activist Expo at the August Wilson Center. The Fellows created posters, videos, podcasts, logos, and a variety of other communications materials to build support for their health movements with the nearly 150 attendees of the Health Activist Expo.



Camille Clarke-Smith, a doctorate candidate in education and leadership at the University of Pittsburgh, and Jahnai Bryant, a Pitt nursing student, developed THAW: Transforming the Health of African-American Women. They are user-testing an app that includes cooking tips and recipes, community events, and calls to action—like using one of the pedometers pictured to log 1,000 steps.



Joshua Austin (right), MSc, program manager of strategic initiatives for the West Virginia Health Sciences Center, explains his health activist movement to Karen Feinstein. Austin is part of a team that is using community health workers to improve care coordination and health outcomes for high-risk diabetes patients in rural Appalachia.

Wilson Mui is a Master of Public Policy candidate at Carnegie Mellon University who also has a background in engineering, finance, and teaching. The Salk Health Activist Fellowship has helped Mui weave together his various talents to advance reforms around evidence-based use of medical marijuana.

“I think where I best fit is as an activist, as somebody who brings people together, interprets data, and then translates that into policy,” Mui says. “The Salk Fellowship just fell right in line in teaching me how to do this, and put me into connection with the right people. That’s a big part of [activism]—just having the first line of connection and knowing how to reach more and more people.”

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Nearly 150 people attended the Health Activist Expo on November 30 at the August Wilson Center. During the Expo, the 2017 Jonas Salk Health Activist Fellows pitched their visions for social change.



(L-R): Incoming JHF Board Chair David Ehrenwerth, JD; outgoing JHF Board Chair Nancy Rackoff, JD; JHF Board Trustee Neil Resnick, MD; JHF Board Secretary Debra Caplan, MPA; and JHF Board Trustee Michael Ginsberg, JD.



Heather Tomko, an MPH student and staff member at the University of Pittsburgh Graduate School of Public Health, is working to improve current and future accessibility in Pittsburgh in tandem with businesses and government.



Wilson Mui, a Master of Public Policy candidate at Carnegie Mellon University, created a podcast series as part of his movement to advance reforms around evidence-based use of medical marijuana.



The Health Activist Expo also featured live entertainment from local musicians, including Lyra (left), and a “How to Make your Own Beer” demonstration. Pictured on the right are Tim Feinstein, Karen Feinstein, and Eric Lantzman, MD.



JHF Summer Interns Tackle Projects with Creativity, Humor

2017's cohort of ten summer interns contributed to a variety of JHF projects with creativity, humility, and humor. The Foundation's first all-female internship group came to JHF in late May with backgrounds in health policy and management, social work, public health, communications, and medicine, among other disciplines.

After getting acquainted with the Foundation's lean-based quality improvement methodology, [Perfecting Patient CareSM](#), the interns applied their skills and experiences to key initiatives while also participating in JHF's Patient Safety and QI²T Fellowships.



The 2017 JHF summer interns.

BeLinda Berry, an MPH and MPA student at the University of Pittsburgh, contributed to WHAMglobal and HIV/AIDS initiatives. Emily Bippus, a healthcare policy and management student at Carnegie Mellon University (CMU), worked on the Adolescent Behavioral Health Initiative (ABHI), along with Pitt MSW student Amanda Bolden. Kylea Covaleski, pursuing MPH and MSW degrees at Pitt, was part of a senior initiatives-focused team along with Cordelia Nemitz (an MSW student at Pitt) and Lycia Neumann (a doctoral student in behavioral and community health sciences at Pitt). Ohio University communications student Isabella Eson developed videos and materials for WHAMglobal, while Pitt MPH student Maia Krivoruk contributed to the ABHI and the Health Activist Network. Danielle Martin, a healthcare policy and management graduate student at CMU, advanced fellowships and continuing nursing education efforts. Dhara Mehta, a Midwestern University medical student, focused on practice transformation. Toward the end of their experience, the interns had the opportunity to present their projects and take-aways to members of the Health Careers Futures board and the JHF Distribution Committee.

Cordelia Nemitz actually began her relationship with JHF last winter by participating in the Death and Dying Fellowship, which taught her how to have conversations about end-of-life care with patients, families, and colleagues. During the summer, Nemitz worked on developing recruitment materials and training guides for users of JHF's recently-launched Virtual Senior Academy (for more information, see page 7).

"I loved being able to interact with seniors directly during usability testing," Nemitz says. "It has been a joy to work with a team where I could build relationships and use one another's strengths to complete tasks. I know that JHF has shaped my future as a change agent in the field of health care. They encouraged me to put on several new hats, which will impact my future work— whether that's on an administrative level, direct practice with individuals, policy and advocacy, or community engagement."

PRHI Coaching and Training Promotes QI across Care Settings

PRHI offers an array of support services that empower healthcare organizations to develop the capacity for continuous quality improvement. With years of on-the-ground experience, PRHI's skilled coaches and trainers help organizations to identify organizational improvement goals and develop a tailored approach to implement, spread, and sustain positive change. The bedrock of this work is [Perfecting Patient Care](#)SM, PRHI's Lean-based quality improvement methodology to increase efficiency, eliminate errors, and achieve better health outcomes. In 2017, PRHI equipped healthcare organizations from across the continuum with the tools and training to thrive in an environment of team-based care, technological advancements, and value-based payment.

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

Through an Agency for Healthcare Research and Quality (AHRQ)-funded initiative, PRHI is working to strengthen primary care networks' capacity for continuous quality improvement. PRHI's coaches and trainers have partnered with a total of 20 primary care practices that are affiliated with Cornerstone Care, Excelsa Health, Premier Medical Associates, Primary Care Health Services, and the Warren Medical Group. The AHRQ initiative, which began in 2016 and runs through 2018, is being carried out in partnership with the Department of Family and Community at the Penn State College of Medicine.

At each practice, PRHI provides quality improvement coaching and training to help providers to achieve effective disease prevention and management, and a deeper level of communication with patients. With PRHI's support, the practices are creating new clinical pathways, measurements, and educational approaches for a variety of topics, including screening for breast and cervical cancer, controlling asthma, diabetes and high blood pressure, and increasing immunization rates for children and teens.

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.



PRHI Chief Learning and Medical Informatics Officer Bruce Block, MD.

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PRHI Coordinating Patient-Centered Medical Home Learning Network in PA

In 2017, the Pennsylvania Department of Human Services set targets for value-based purchasing in HealthChoices, the Medicaid physical health managed care program. As part of this effort, the Medicaid physical health managed care organizations (MCOs) are working with PRHI to facilitate a statewide learning network that helps high-volume Medicaid providers and MCOs achieve the goals of the Medicaid patient-centered medical home (PCMH) program. The PCMH Learning Network includes more than 100 practices from across the Commonwealth.

PRHI manages the PCMH Learning Network for the Pennsylvania Department of Human services. As a 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. PRHI partners with the Health Federation of Philadelphia (HFP) to facilitate the Learning Network in the Lehigh/Capital and Southeast regions of Pennsylvania. The PCMH Learning Network aims to support providers and MCOs in identifying and sharing improvement strategies, and developing an internal capacity for continuous learning and improvement.



On November 3, Manager of Lean Healthcare Strategy and Implementation Jen Condel, SCT(ASCP)MT (standing), facilitates a “knowledge café” on PCMH goals during an in-person learning session at JHF’s headquarters.

The PCMH Learning Network sessions include presentations of best practices and peer-to-peer exercises to uncover solutions to shared challenges. Participants in the learning sessions include physical and behavioral health MCOs, clinician and practice manager champions from each PCMH practice, and potentially patient and family advocates from the PCMH teams.

In-between sessions, participants will use PRHI’s online knowledge management platform, [Tomorrow’s HealthCare™](#), to share resources and collaborate towards HealthChoices PCMH goals. Those goals include joining a health information exchange; deploying a community-based care management team that helps patients with complex conditions improve their physical and behavioral health; collecting and reporting quality data; including patient advocates or family members as part of their team; and seeing patients within seven days of being discharged from the hospital with ambulatory sensitive conditions.

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“The Learning Network builds on PRHI’s training and coaching experience in helping practices achieve PCMH and electronic health record meaningful use status, as well as our work since 2009 to integrate behavioral healthcare into primary care settings,” says JHF/PRHI Director of Government Grants and Policy Robert Ferguson, MPH, who is directing the network. “It also incorporates the creative, collaborative learning strategies that JHF’s Minority AIDS Initiative team uses to support frontline workers as they re-engage HIV-positive individuals in care. We’re taking the promising collaborative learning techniques from those efforts, and adapting them to the needs of the high-volume Medicaid practices in this PCMH Program.”

PRHI’s Perfecting Patient CareSM University Promotes Organizational Improvement

PRHI has developed a flexible [Perfecting Patient CareSM University](#) format to help a wide range of organizations learn about Lean-based quality improvement methods, and apply them in their particular work settings. The Perfecting Patient CareSM University format features a series of whole or half-day training sessions that allow participants to understand the fundamentals of Lean, observe current workflows, and identify opportunities to streamline and improve services. During the weeks between the sessions, PRHI provides coaching and training both on-site and virtually through Tomorrow’s HealthCareTM.



Frontline workers and managers from Soldiers and Sailors Hospital complete Plan-Do-Study-Act exercises as part of PRHI’s Perfecting Patient CareSM University in May.

In 2017, PRHI held Perfecting Patient CareSM University training for a variety of organizations, including most recently the Allegheny County Health Department’s STD/HIV care, immunization, tuberculosis, and dentistry clinics; the Community Guidance Center (a behavioral health services organization); the Jewish Community Center; and Soldiers and Sailors Hospital.

PRHI Promoting Practice Transformation across the Northeast US

NRHI, an alliance of 35 regional health improvement collaboratives from around the U.S. (including

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High-Value Care Support and Alignment Network

founding member PRHI), is one of 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. More than 200 practice facilitators and program managers are participating in NRHI's High-Value Care Support and Alignment Network (SAN).

As a subcontractor to NRHI, PRHI is providing virtual training and education to groups of practice facilitators and program managers in Delaware, Maryland, New Jersey, and Rhode Island. PRHI's practice transformation offerings focus on topics including depression and diabetes care, coordinating care with specialists, end-of-life care, the business case for quality improvement, and motivational interviewing.

PRHI Prepares Practices for an Accountable Care World

In 2017, PRHI offered coaching and training to Excelsa Health outpatient practices to prepare them to form an accountable care organization in 2018. The initiative involved a total of 86 practices and 360 providers. PRHI met with leadership at the practices to help them identify specific quality goals and measures, and to develop clear mission statements that articulate the practices' services and connection to the community. PRHI partnered with HealthVisions Delmarva, a CMS-contracted Practice Transformation Network, for the initiative.

JHF Strives to Make Community Health Workers a Vital Part of Care Teams

Around the globe, community health workers (CHWs) are a force for improving population health. They are trusted community members who can bridge the divide between medical and social services for groups ranging from expectant mothers to older adults who want to remain living safely in their homes and communities. The U.S., by contrast, has been slow to embrace CHWs as an important part of the care team. JHF is looking to change that by advancing CHW policy, training, and career paths in Pennsylvania.

Advancing CHW Training, Policy, Certification

To advance the role of CHWs in Pennsylvania, JHF organized statewide task forces that are focused on

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CHW training, policy, and employment. The task forces feature more than 90 private and public stakeholders who have create a common definition of CHWs, recommended policies for certification and training, developed training competencies, and educated potential employers about the value-added work of CHWs.

Community Health Worker Champions Gain Skills, Confidence to Help Seniors Live Safely at Home

Quinn Bantoma and Elizabeth Lewis, two CHWs who provide in-home care to seniors participating in the LIFE Pittsburgh program, walked to the front of the audience gathered at the QI²T Center on June 21. They held 14 white balloons, each with a word or two scrawled on the side representing a mental health diagnosis with which a LIFE Pittsburgh participant lives.

“We’re seeing more participants who have mental health issues,” Bantoma explained. “We’re the frontline who try to help people with these conditions day-to-day. But there’s anxiety, frustration, and a lack of confidence when we have to deal with these issues.”

So Bantoma and Lewis partnered with their supervisors, additional LIFE Pittsburgh staffers, and JHF coaches and trainers to change that through the Community Health Workers Champions program. They surveyed co-workers, and found that about 80% wanted more training to better serve individuals who live in the community with mental health issues. About the same percentage said they had little knowledge of their participants’ mental health background. They took that data to LIFE Pittsburgh leadership, along with suggestions on implementing evidence-based training on mental



“Bubbles of Life,” one of the Community Health Worker Champion teams, explains their QI project that led to additional training in Mental Health First Aid and self-care for LIFE Pittsburgh staff members. Pictured are (L-R): LaWanda Randolph, Quinn Bantoma, Elizabeth Lewis, and Danyiel Moorefield.



JHF Senior Quality Improvement Specialist Anneliese Perry, MS (left), leads Walter Hall (a Community Health Worker Champion from LIFE Pittsburgh) and Kelli Williams (a supervisor from LIFE Pittsburgh) through an exercise designed to show the difference between traditional supervising and coaching.

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health first aid (a national program to teach the skills to respond to the signs of mental illness and substance use) and self-care for LIFE Pittsburgh staffers—training that’s now under way.

That’s one example of how participants in JHF’s Community Health Workers Champions program deliver quality care to seniors living in the community. Starting in the fall of 2016, 15 staff members from Community LIFE (Living Independently for Elders) and LIFE Pittsburgh engaged in the CHW Champions program. Through the program, the CHW Champions gained advanced skills and resources to monitor seniors’ health, communicate effectively when cognitive and mental health issues are present, and become part of a larger, coordinated senior care team.



The CHW Champions.

On June 21, the CHW Champions showcased how they have translated their new knowledge and experiences into quality improvement projects designed to enhance care for LIFE participants, and help seniors avoid preventable hospitalizations and nursing home admissions that diminish quality of life while raising healthcare costs. Through live role-playing skits and presentations, the CHW Champs demonstrated how they’re collecting more customized and comprehensive information

on LIFE participants to understand needs and preferences, engaging seniors with dementia, and communicating with both interdisciplinary care team members as well as seniors’ loved ones.

During the CHW Champions program, JHF led education sessions for LIFE program supervisors and frontline workers to introduce Lean-based quality improvement principles, and form QI teams. Each QI team featured three or four CHW Champions, a supervisor, additional clinical/administrative staff in a supportive role, and an assigned JHF coach. Then, JHF held multiple on-site coaching sessions to help the teams perform a root cause analysis of identified problems, and consider metrics to track the success of their improvement projects. The CHW Champions also shared ideas and furthered their improvement projects through webinars, between-session exercises, and [Tomorrow’s HealthCare™](#), JHF’s online knowledge and communication network.

The Foundation’s team for the project was led by Senior Quality Improvement Specialist Anneliese Perry, MS, and included Chief Learning and Medical Informatics Officer Bruce Block, MD; Senior Quality Improvement Specialist Stacie Bonenberger, MOT, OTR/L; Manager of Lean Healthcare Strategy and

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Implementation Jen Condel, SCT(ASCP)MT; and Practice Transformation Specialist Carol Frazer, LPC.

“The CHW Champions program empowered and energized our staff,” said Johanna Dickman, OTR/L, regional director and director of training and education for LIFE Pittsburgh, during the finale.

“Confidence is the word that sticks with me—they feel more confident in what they do.”

Fatemeh Hashtroudi, MHA, director of QI for Community LIFE, noted that CHW Champs program furthered the organization’s commitment to teamwork and personal development.

“JHF is always at the forefront of innovation in caring for seniors and promoting growth in the healthcare workforce,” Hashtroudi said. “We asked the Champions how they would like to see their projects continue, and sustain and spread their enthusiasm.”

CHW Champion Denise Pommer was part of a Community LIFE team that worked on a QI project to improve participants’ transitions back to home care by collecting more information on health status, and connecting with a nurse on call. The project helped her and other CHWs enter homes self-assured.

“We loved our positions even before this program,” Pommer said during the finale. “But we knew we needed additional training, and to be part of a specific team. CHW Champs is our chance, our opportunity for new improvement.”

The CHW program is JHF’s latest initiative to recognize health care’s unsung frontline heroes. Past Champions programs have supported physicians, nurses, pharmacists, EMS personnel, long-term care workers, and MA/LPNs.

Long-Term Care and Community Health Worker Training Center Strengthens Frontline Skills

In keeping with its commitment to improving the quality of care provided to seniors, JHF provided free training and coaching sessions to long-term care and community health workers during the spring of 2017.

The Foundation’s Long-Term Care and Community Health Worker Training Center, the result of a partnership with the Pennsylvania Department of Education, offered a range of educational courses designed for frontline healthcare workers.



JHF Senior Quality Improvement Specialist Stacie Bonenberger, MOT, OTR/L, leads a training session on making positive, incremental change with staff at Baptist Homes.

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JHF's experienced trainers and coaches developed customizable courses around quality improvement education and coaching, work flow design and process improvement, leadership and communication, customer service in long-term care, and dementia awareness and education.

WHAMglobal Committed to Improving Maternal Health, Empowering CHWs

JHF's Women's Health Activist Movement Global (WHAMglobal) network is committed to advancing the role of maternal health-focused CHWs, who can help mothers navigate the health system and access critical community and social services (for more information, see page 3).

AIDS Free Pittsburgh Committed to Improving Quality, Accessibility of HIV Treatment and Prevention Services

On December 1, 2015—World AIDS Day— a coalition of government agencies, healthcare institutions, and community-based organizations banded together in an effort to eliminate new AIDS diagnoses in Allegheny County and reduce new HIV infections by 75% by 2020. This coalition, known as [AIDS Free Pittsburgh](#) (AFP), has demonstrated a commitment to supporting and improving the care of people living with HIV/AIDS, as well as those who are HIV-vulnerable.

In 2017, AFP launched a new campaign called [PrEPPGH](#) to increase awareness of and access to Pre-Exposure Prophylaxis (PrEP), a medication that can reduce the chances of becoming infected by human

immunodeficiency virus (HIV) by more than 90% if taken daily. In support of the PrEPPGH campaign, AFP launched a new website ([preppgh.com](#)) that features information about PrEP, tips on talking to healthcare professionals about PrEP, and a list of local PrEP providers who can help patients access the medication if they are uninsured or underinsured. AFP also raised awareness about PrEP through social media and through print advertisements.

In addition to the PrEP campaign, AFP formed an advisory committee comprised of clinicians, researchers, and service providers; connected with the Pittsburgh community through public events



WHAT IS PrEP?

PrEP, or "Pre-Exposure Prophylaxis," is a pill that can reduce your chances of becoming infected with HIV by over 90%, if taken daily. PrEP (brand name Truvada) is given to people who are negative, but who may be at risk for contracting the virus.

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(including at Pittsburgh Pride); hosted a networking event for health providers that offered continuing education on harm reduction strategies; and collaborated with other regions in the U.S. that are working to eliminate HIV/AIDS at the national U.S. Conference on AIDS. AFP is part of ACT NOW: END AIDS, a group of more than 20 HIV/AIDS advocacy organizations from across the U.S. that are dedicated to increasing the quality and accessibility of HIV treatment and prevention services.

Led by Program Manager Julia Och, AFP does not provide services directly, but rather works to raise awareness and build collaboration among community stakeholders. AFP is financially supported by the Allegheny Singer Research Institute (Allegheny Health Network) and UPMC Presbyterian Shadyside, and is managed by JHF.



In September, AIDS Free Pittsburgh Project Manager Julia Och (fourth from the left) participates in a U.S. Conference on AIDS panel discussion on region-wide approaches to ending AIDS as an epidemic.

2018 JHF/PRHI/HCF Boards Feature New Leadership, Strategic Focus

Strong board leadership has been a driving force in the accomplishments of JHF, PRHI, and HCF over the years. In that regard, 2018 will be no different. But, to fully channel board members' expertise and passions and provide strategic insights for projects, the HCF and PRHI boards will focus on a new set of initiatives next year. And, for the first time in the Foundation's history, all three boards will feature new chairs in 2018.

JHF will retain its core focus on HIV/AIDS, Jewish community initiatives, long-term care, practice transformation, and *Senior Connections*. David Ehrenwerth, JD, will assume the role of board chair from Nancy Rackoff, JD. An original trustee of the Foundation, Ehrenwerth has been active for nearly JHF's entire history. He was a past president of the board of Montefiore Hospital at the time of its sale, and served as the attorney representing Montefiore. Most recently, he served as vice-chair of the JHF board.

Under Rackoff's leadership, JHF has advanced a variety of initiatives to improve the region's health and access to quality and affordable care, including through the Adolescent Behavioral Health Initiative, community health worker-focused projects, the Health Activist Network, the HPV Vaccination Initiative, *Senior Connections*, and the Women's Health Activist Movement Global. Rackoff has also championed JHF's

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mission to create opportunities for young health professionals to be actively involved in fellowships and internships that can support their health professions education.

The PRHI board will concentrate on the Museum to the Future (a virtual space to conceive, showcase, and implement disruptive healthcare innovations), healthcare affordability, and a new fellowship focused on effective board governance. Steve Irwin, JD, and Mark ReRubeis, MBA will co-chair the PRHI board, assuming that responsibility from Pat Siger. Irwin will also continue to serve as PRHI treasurer. Through his role as CEO of Premier Medical Associates, DeRubeis has partnered with the Foundation on initiatives to deliver integrated primary care (COMPASS), promote HPV



Under the board leadership of Nancy Rackoff, JD, JHF has advanced a variety of initiatives to improve the region's health and access to quality and affordable care.

vaccination, and increase practices' capacity for quality improvement.



Incoming JHF Board Chair David Ehrenwerth, JD.

Siger will assume leadership of HCF, which is now dedicated to advancing the Adolescent Behavioral Health Initiative and improving maternal health outcomes through WHAMglobal. A volunteer and employee in the nonprofit arena for more than 25 years, Siger helped to bring the Race for the Cure to Pittsburgh and chaired JHF's Working Hearts® initiative, a grassroots campaign that aligned more than 70 organizations to educate and empower women to improve their heart health. Siger was the first woman to chair the JHF board, and she has advanced PRHI's mission to create a high-quality, accessible, and error-free health system in recent years. Patricia Kroboth, PhD, and DeRubeis previously served as HCF board co-chairs.

Foundation Celebrates Health Careers Futures—JHF's 'Quiet Giant'

For 15 years, HCF, an operating arm of JHF, has worked to provide healthcare workers at all career stages with the skills and capacity to create the system in which they want to work. On August 28, the

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Foundation hosted an event designed to celebrate HCF's contributions toward that mission, and to explain how it continues to recruit, retain, advance, and activate the healthcare workforce in a changing care environment.

During the event, Karen Feinstein explained that HCF was established as a response to the challenges identified during the 2001 Pittsburgh Region Workforce Summit, which JHF helped to organize. She credited founding HCF Board Chair Dave Malone for shaping HCF into an organization that works to create an army of healthcare professionals capable of delivering safe, efficient, patient-oriented care in all settings.

HCF strives to align workforce supply and demand, provide skills and training that workers don't receive through formal education or on the job, and seed change agents. More than 900 students and young professionals have engaged in HCF fellowship and internship programs. HCF has also held numerous Champions programs for various frontline workers, and has infused quality improvement, team building, and skill development into Foundation initiatives ranging from HIV/AIDS service delivery to integrated primary care to chronic disease management.



(L-R, front row): Pat Siger, incoming HCF Board Chair, outgoing PRHI Board Chair, and a past JHF Board Chair; Dave Malone, Chair of the HCF Board from 2003-15; and outgoing JHF Board Chair Nancy Rackoff, JD.

Attendees also learned more about ways that HCF is responding to changes in the healthcare landscape. Those efforts include embracing new workforce roles—including community health workers capable of improving maternal and senior health—and creating strong, reform-minded coalitions through the Health Activist Network and the Women's Health Activist Movement Global. Vera Krekanova Krofcheck, chief strategy and research officer of Partner4Work and an HCF Board member, also gave a presentation that sparked discussion on opportunities to re-think the healthcare workforce over the next 15 years.

RAVEN Reducing Readmissions, Enhancing Quality of Skilled Nursing Care

Five years ago, the Center for Medicare and Medicaid Innovation embarked on a nationwide effort to improve the quality of care and reduce avoidable hospitalizations among long-stay nursing home residents. JHF was selected to participate and has since served as the lead education partner in

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Pennsylvania for the RAVEN (Reduce Avoidable Hospitalizations using Evidence-based interventions for Nursing Facility Residents) initiative, which is led overall by UPMC.

RAVEN has certainly achieved its goals. According to a CMS report issued in 2016, participating nursing homes reduced avoidable hospitalizations by 24%, readmissions by 22%, and ER visits by 41%, while decreasing Medicare spending by 12%. CMS responded by renewing the RAVEN initiative through 2020 and expanding its scope to include new facilities and new payment methods.

During this second phase of RAVEN, 15 of the original skilled nursing facility participants continue to receive training, coaching, and education to reduce avoidable hospitalizations. Twenty new facilities from across PA have also joined RAVEN, piloting an enhanced payment model for treating residents who have any of six conditions that frequently lead to hospitalizations (pneumonia, dehydration, congestive heart failure, urinary tract infection, skin ulcers/cellulitis, and COPD/asthma). These new facilities are also using [Tomorrow's HealthCare™](#), the Foundation's online knowledge management platform, to form a learning collaborative and track data on the six health conditions.



JHF's long-term care team includes (L-R): JHF Senior Quality Improvement Specialist Stacie Bonenberger, MOT, OTR/L; Quality Improvement Specialist Nicole Greer, RN, MPH/MPA; Senior Quality Improvement Specialist Anneliese Perry, MS; COO/CPO Nancy Zions, MBA; and Medical Advisor Judith Black, MD.

JHF's long-term care team has developed customized education and training offerings for RAVEN, including those related to quality improvement, palliative care, POLST (Pennsylvania Orders for Life-Sustaining Treatment), dementia, and Condition-Specific Assessment and Communication Tools (CS-ACTs, used to improve nurse-physician communication).

JHF Recognized for Commitment to Seniors, Regional Health Improvement, Professional Education

JHF Recognized as 2017 UPMC Senior Champion

Under founding President and CEO Karen Feinstein, JHF has demonstrated an unwavering commitment to seniors and their caregivers for more than 25 years. On October 19, Dr. Feinstein and JHF were recognized as the Community Champion as part of the 2017 UPMC Celebrating Senior Champions event

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at the Omni William Penn Hotel.

The UPMC Senior Champions program celebrates individuals and organizations that improve the lives of western Pennsylvania's older adults, and help make the region a model for healthy aging. Dr. Feinstein was honored along with Grand Champion Arthur Levine, MD, senior vice chancellor for the Health Sciences and John and Gertrude Petersen Dean of the School of Medicine at the University of Pittsburgh; and Caregiver Champion Eric Rodriguez, MD, associate professor for the University of Pittsburgh Department of Medicine's Division of Geriatric Medicine.



In October, the 2017 Celebrating Senior Champions honorees popped up on billboards across the Pittsburgh region.

JHF has advocated for the physical, mental, emotional, and social well-being of seniors since its founding in 1990. The Foundation has committed \$35 million to create and sustain the Jewish Association on Aging's (JAA) continuum of social, residential, rehabilitation, and nutrition services. The Foundation has provided advanced quality improvement training and coaching to the JAA and to frontline long-term care staff across western Pennsylvania through RAVEN, a UPMC-guided project to enhance care quality and reduce avoidable hospitalizations among nursing home residents. To improve communication among patients, their loved ones, and providers around end-of-life issues, JHF created an education, planning, and outreach effort called Closure. Dr. Feinstein and JHF have supported research to meet seniors' changing medical and social service needs, and helped to establish the multi-stakeholder Southwestern PA Partnership for Aging.



Karen Feinstein accepts the Community Champion Award from Deborah Brodine, MHA, MBA, president of UPMC Community Provider Services.

JHF also strives to help seniors live safely and satisfyingly in the community by advancing the role of community health workers, and by connecting caregivers with educational and service resources. In

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2016, JHF launched *Senior Connections*, an initiative to strengthen senior services related to transportation and housing, exercise and recreation, geriatric-friendly health care, nutrition, and caregiving.

JHF Receives PBGH Philanthropic Excellence Award

The Pittsburgh Business Group on Health (PBGH), an employer-led coalition of more than 90 regional organizations, selected Karen Feinstein and JHF as the winner of the 2017 Philanthropic Excellence Award. The Philanthropic Excellence Award recognizes an executive and organization that demonstrate measurable improvements in health outcomes for the Pittsburgh region, and engages communities in health improvement activities. Dr. Feinstein and the Foundation were recognized by the PBGH during an awards ceremony on September 7 at the Pittsburgh Marriott City Center.



Karen Feinstein (right) received the 2017 Philanthropic Excellence Award from Pittsburgh Business Group on Health CEO and Executive Director Jessica Brooks, MPM.

Karen Feinstein Appointed to National Board of Medical Examiners Transprofessional Task Force

In December of 2017, Karen Feinstein was appointed to the National Board of Medical Examiners (NBME) Transprofessional Task Force. The NBME develops an array of assessment exams and tools for health professionals.

As a Transprofessional Task Force member, Dr. Feinstein is charged with refining a vision of the NBME as an organization that transcends traditional medical siloes and embraces a comprehensive view of health and health care. Task force members advance this vision by proposing innovative partnerships, organizational structures, research priorities, and product offerings.

In 2015, Dr. Feinstein was elected to a four-year term as a member-at-large of the NBME, which is comprised of approximately 80 leading government representatives, licensing professionals, and community advocates from across the U.S.

Tomorrow's HealthCare™ Drives Organizational Alignment, Improvement

Healthcare organizations of all types are confronting the challenges and opportunities created by rapid changes in care delivery, payment, and technology. Thriving in this new era requires strong organizational alignment, swift communication across all levels, and a culture of continuous learning and improvement. To help organizations achieve those goals, PRHI created [Tomorrow's HealthCare™](#)—a powerful tool for problem-solving, teamwork, and deep reflection.

Tomorrow's HealthCare™ is an online knowledge and collaborative-learning network that fosters action among health professionals by providing a platform for them to learn, communicate, collaborate, and engage. Tomorrow's HealthCare™ creates clinician communities that shape health policies, work environments, and daily behaviors to deliver maximum value for purchasers, and the best care possible for patients.

The platform accomplishes those goals through components that support leadership communication, collaboration, information dissemination, data management, interactive and self-paced learning, and awareness of relevant events.

The platform is customizable to each organization's needs. PRHI has a team dedicated to Tomorrow's HealthCare™ that provides its partners with ongoing technical assistance and training.

Tomorrow's HealthCare™ is being used in a variety of settings, including hospitals, physician practices, skilled nursing facilities, regional learning collaboratives, and the Centers for Medicare and Medicaid Services' Quality Innovation Network-Quality Improvement Organization (QIN-QIO). The Health Activist Network and Women's Health Activist Movement Global websites are also powered by Tomorrow's HealthCare™. There are more than 4,800 total unique users across all of the platform's communities.

The home page of Tomorrow's HealthCare™—PRHI's online knowledge and collaborative-learning network.

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As a subcontractor to Quality Insights (a CMS-contracted QIN-QIO), PRHI provides access to virtual learning opportunities for healthcare providers across the continuum in Pennsylvania, West Virginia, Delaware, New Jersey, and Louisiana. PRHI's Tomorrow's HealthCare™ team works with Quality Insights and leaders within those five states to develop educational courses, resources, and communication channels to further specific goals, or tasks, of the QIN-QIO. Many of the webinars offered through Tomorrow's HealthCare™ offer continuing education credits.



The Tomorrow's HealthCare™ team at PRHI includes (L-R): Senior Applications Specialist Joyce Smith, RPh; Director of Technology and Analytics Brian Turcsanyi, MBA; Web Developer Eric Lilja; Instructional Designer Danielle Scott, MS; and Director of Operations and Director of Tomorrow's HealthCare™ Roger Rollin, MBA.

Cole Memorial serves residents of northcentral PA through its critical access hospital in Coudersport and a network of health centers offering comprehensive physical and behavioral health services. The health system serves more than 50,000 patients, and has more than 800 employees. When leadership at Cole Memorial sought a way to ignite communication and quality improvement across the health system, they partnered with PRHI to implement Tomorrow's HealthCare™.

"Tomorrow's HealthCare™ is part of our strategic plan to increase internal communication, and incorporate more of a Lean-based approach into our work," says Dawn Snyder, communications director for Cole Memorial. "Our president and CEO has truly embraced the blogging portion. It has opened a form of two-way communication that we didn't have before."

Cole Memorial's president and CEO, Ed Pitchford, has used the blog on Tomorrow's HealthCare™ to share his thoughts with and solicit ideas from employees. Recently, Pitchford has sparked conversations on board governance and creating a learning organization, among other topics.

"I think [Tomorrow's HealthCare™] has added a lot of new features that should allow all us to stay better informed and have access to things that we need through a single site," Pitchford says.

JHF Committed to Changing Expectations at End-of-Life

JHF is committed to strengthening end-of-life communication among providers, patients, and their loved ones, and ensuring that everyone has the information and resources needed to make informed decisions in the event of a life-limiting illness. [Closure](#), an education, planning, and outreach initiative, is the cornerstone of the Foundation's work to change expectations around end-of-life. JHF also offers an annual Fellowship on Death and Dying (see page 12 for more information) and plays a leading role in educating the community about advance care planning.

PA POLST Course Strengthens Providers' Advance Care Planning Knowledge, Skills

PA POLST (Physician Orders for Life-Sustaining Treatment) is the Commonwealth's endorsed program to help seriously ill patients indicate the treatment that they want to receive during a medical crisis. The POLST form—copied on bright pink paper to stand out in an emergency—is the product of a goals-of-care conversation between medical providers, patients, and their loved ones.

As the coordinator for PA POLST, JHF offers education and resources to patients, families, and their healthcare providers across the state. Since 2014, the Foundation has engaged nearly 900 healthcare professionals through PA POLST train-the-trainer courses. The continuing education course strengthens participants' understanding of advance care planning and the role of POLST, and allows them to further develop their skills to facilitate goals-of-care conversations. After the training, many participants go on to serve as a POLST resource and a champion within their institutions and communities.

In 2017, both the Pennsylvania State Senate and Pennsylvania House of Representatives introduced legislation that would codify PA POLST forms.



During a continuing education event on October 11, PA POLST Coordinator Marian Kemp, RN, explains how the POLST program helps seriously ill patients indicate the treatment that they want to receive during a medical crisis.

JHF Forms Learning Networks, New Partnerships to Improve HIV/AIDS Care

JHF has been the HIV/AIDS fiscal agent for southwestern Pennsylvania for 20 years. 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.

The Foundation's HIV/AIDS team features Planning and Evaluation Coordinator Chris Garnett, MSS; Program Associate Dana Heilman, MPH, MSW; Quality Improvement Specialist Deborah Murdoch, MPH; Grants Manager Marsha Shisman; Project Director Richard Smith, MSW; and Program Coordinator Sue Steele.

Minority AIDS Initiative Links Consumers to Care, Unleashes Creativity

Since 2012, JHF has provided coaching and training to AIDS Service Organizations (ASOs) in Pennsylvania that participate in the Minority AIDS Initiative (MAI), which links HIV-positive individuals with medical, behavioral, and social services to help them better manage their condition and ultimately reduce community viral loads. The 20 ASOs that have participated in MAI have linked nearly 1,600 previously lost -to-care patients to outreach services, and more than 1,200 to medical care.

Collective learning is a cornerstone of MAI's success. JHF hosts a number of ASO-directed collaborative education meetings, where service organizations from across Pennsylvania share their outreach strategies and find ways to hurdle barriers that stand in the way of better care for their HIV-positive clients. From explaining the power of community health workers to showcasing new outreach and data management approaches, the ASOs have shared their experiences of successful initiatives, helping to improve HIV/AIDS care from Pittsburgh to Philadelphia.

The 2017 learning sessions included a two-day conference that the Foundation hosted in May to explore top-of-mind topics for the 11 service organizations currently participating in MAI: reducing HIV/AIDS health disparities, addressing stigma, advocating for clients, and delivering trauma-informed care. The



Rachel Levine, MD, physician general for the Commonwealth of Pennsylvania and Professor of Pediatrics and Psychiatry at the Penn State College of Medicine, delivers a keynote address during the statewide Minority AIDS Conference that JHF hosted in late May.

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“Let’s Talk” conference featured a keynote address by Rachel Levine, MD, physician general for the Commonwealth of Pennsylvania and Professor of Pediatrics and Psychiatry at the Penn State College of Medicine.

JHF Unveils new HIV Regional Needs Assessment for southwestern PA

As the fiscal agent for state and federal HIV/AIDS funding in southwestern PA, JHF is committed to partnering with consumers and providers to enhance the quality of HIV/AIDS services in the 11-county region. To further that mission, the Foundation completed a multi-pronged [HIV Regional Needs Assessment](#) in the spring of 2017. The Foundation compiled the assessment through a survey of 120 consumers in southwestern PA who receive HIV/AIDS services through the Ryan White program, interviews with local providers, and a literature review.

The new needs assessment focuses on age, race, gender, and geographical disparities in HIV care, as well as barriers to access and provision of services. The needs assessment explores issues including primary care, HIV medications and adherence, housing, substance use and mental health treatment, HIV risk reduction, HIV knowledge and resources, and aging. JHF is acting on the findings of the Regional Needs Assessment by implementing new learning and technical assistance sessions for HIV/AIDS stakeholders.

Regional HIV Strategic Collaborative, Ryan White Learning Collaborative Create New Partnerships and Learning Opportunities



Christina Hughey, a medical case manager with Macedonia FACE shares her organization’s capabilities and service areas during an “agency spotlight” exercise. The exercise was part of a Ryan White Learning Collaborative that JHF facilitated in September.

Since it was established by JHF in 2014, the Regional HIV Strategic Collaborative has served as a forum for healthcare providers, researchers, health department officials, and consumers to learn about and elevate the quality of HIV/AIDS services in southwestern Pennsylvania. In 2017, the Foundation convened Strategic Collaborative meetings that centered on topics including amplifying the voices of HIV-positive consumers, preventing HIV-Hepatitis C co-infections through multi-state partnerships, and addressing housing and employment barriers.

To operationalize the findings of its 2017 Regional

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Needs Assessment, JHF recently formed a Ryan White Learning Collaborative. On a bi-monthly basis, the Foundation is facilitating sessions for regional Ryan White service providers that include shared learning and networking, education, and reflection that spurs action.

Adolescent Behavioral Health Initiative Seeks to Help Local Teens, Families in Crisis

The state of adolescent behavioral health, both locally and across the country, can be described as a public health crisis. Many teens and families are wrestling with issues related to mental illness, alcohol and substance use, and self-harm during a critical development phase. Too few teens access treatment, and those that do are not receiving the sort of effective, coordinated service that allows them to reach their full potential.

In response, JHF launched its Adolescent Behavioral Health Initiative (ABHI) during 2016 to improve access to effective services from crisis to stabilization among adolescents experiencing a mental health or substance use crisis in Allegheny County. The ABHI is guided by a 40-member advisory committee and is supported by JHF, the Staunton Farm Foundation, and The Pittsburgh Foundation.

During the ABHI's first full year in 2017, JHF partnered with a broad swathe of community stakeholders to learn more about the current system, elicit improvement ideas, and build an action plan to strengthen the Pittsburgh region's capacity for responding to behavioral health crises among adolescents.

On January 27, JHF convened a charrette that featured 60 behavioral health service providers, health plan representatives, non-profit leaders, funders, family and patient advocates, and state and county leaders. Participants broke into groups and developed action plans related to coordination and communication capacity and workforce, disruptive innovation, quality assurance and feedback, and research.



(L-R): JHF Director of Government Grants and Policy Robert Ferguson, MPH moderates a panel discussion on January 27 on improving the quality of and access to adolescent behavioral health treatment in the Pittsburgh region. The panel featured Adam Tobias, MD, MPH, assistant professor of emergency medicine at the University of Pittsburgh and assistant medical director for Pittsburgh EMS; Brad Stein, MD, PhD, MPH, senior natural scientist at RAND Pittsburgh; Armando Rotondi, PhD, associate professor at the University of Pittsburgh and core faculty for the Center for Behavioral Health and Smart Technology; and Representative Dan Frankel.

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To gain further insights into the adolescent behavioral health system's strengths and shortcomings, JHF also conducted observations at local crisis to stabilization services, interviewed leading behavioral health experts from the region, organized focus groups with adolescents and parents in conjunction with the University of Pittsburgh Graduate School of Public Health, and teamed up with the Patients' View Institute to collect 100 stories from parents and teens about their experiences in accessing services. JHF and other local partners also funded "[The Reel Teens: Breaking the Stigma](#)," a TV program produced, directed, and hosted by local teens that explores issues of youth anxiety and depression.



On April 18, local behavioral health service providers and advocates gathered at the Allegheny County Emergency Operations Center to learn more about a pilot project that JHF is developing to expand crisis services in the community.

JHF then synthesized the ideas and service barriers identified through these efforts to develop a demonstration project that could be rolled out locally in 2018. The demonstration project aims to expand crisis services in the community, reduce the time from the onset of a mental health or substance use crisis to stabilization and recovery, and provide comfort to adolescent and parents through trying times. The model was stress-tested by some of the region's leading adolescent behavioral health service providers and advocates during an April 18 event at the Allegheny County Emergency Operations Center.

The demonstration project would create crisis response service centers with a wrap-around care model for teens and families, featuring crisis response counselors, a consulting psychiatrist, peer support specialists, a school-based team, and care managers. The response centers could be housed within community schools, behavioral health organizations, or community centers, and would include a new mobile crisis team.

From Pittsburgh to Israel, JHF Committed to Jewish Community

In continuing support of the vision and values of the founders of Montefiore Hospital, whose sale in 1990 provided for the Foundation's endowment, JHF remains an integral part of Jewish life and health care in the Pittsburgh region. Montefiore Hospital had been founded in 1908 as a place where Jewish physicians would be welcome to practice, their care extended to those of all faiths and races. Below is a sampling of JHF's 2017 projects and partnerships in support of the Jewish community—in Pittsburgh and beyond.

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Jewish Federation of Greater Pittsburgh

Since its founding in 1990, JHF has provided an annual block grant to the Jewish Federation of Greater Pittsburgh, which is distributed to beneficiary agencies to address the health needs of the Jewish community, including those of the elderly, families that have children with special needs, and the poor. JHF's \$900,000 grant, which benefits the Jewish Association on Aging, the Jewish Community Center, Jewish Family & Children's Service, Riverview Towers, and Jewish Residential Services, represents 60% of the \$1.5 million distributed annually by the Federation to the local community for human service needs.

The block grant is part of JHF's \$2.2 million in total funding support provided to the local Jewish community in 2017.

Jewish Association on Aging

The Foundation distributed \$1.5 million to the JAA as part of our total \$35 million commitment to create and sustain the JAA's continuum of social, residential, rehabilitation, and nutrition services. JHF also partnered with the JAA to conduct [Perfecting Patient CareSM](#) quality improvement training for JAA staff across their continuum of services, from senior leadership to management to the frontline. The PPC training spurred the development of a variety of QI-focused projects, which were presented at JAA quality committee meetings and are in the process of being implemented. In October, Karen Feinstein moderated a roundtable discussion on the future of U.S. health care under a new administration during the JAA's annual meeting.



During Perfecting Patient CareSM training, JAA and JHF staff complete a 5S (sort, set in order, shine, standardize and

Stop the Bleed

In 2016, JHF approved a \$100,000 grant to implement a regional *Stop the Bleed* initiative, which 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. The Foundation is supporting a regional planning effort and providing resources (including bleeding

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control kits and training) to the local community.

As part of this effort, JHF, the Allegheny County EMS Council, and the Emergency Medical Services Institute sponsored a *Stop the Bleed* Symposium for emergency medical services professionals on February 27 at Sheraton Pittsburgh Hotel at Station Square. During the sold-out, day-long symposium, more than 200 EMS professionals engaged in hands-on bleed control training, received a complimentary tactical tourniquet, and learned from local and national experts through presentations.



A sampling of the Jewish community members and local law enforcement officers who participated in *Stop the Bleed* training on March 14.

On March 14, JHF partnered with the FBI and the Jewish Federation of Greater Pittsburgh to offer a *Stop the Bleed* training session more than 94 professionals and lay leaders of the Jewish community and nearly 200 local law enforcement officers. The session, which was led by UPMC trauma surgeons, was held at the Monroeville FBI training center.

JGenes Pittsburgh

JHF serves as the fiscal agent and is an advisory committee member for JGenes Pittsburgh, which raises awareness about Ashkenazi Jewish genetic diseases and provides information and screening to at-risk young adults. JHF Consultant Dodie Roskies, MPH, serves as executive director of JGenes Pittsburgh. The Lawrence and Rebecca Stern Family Foundation funds the program.

United States Holocaust Memorial Museum

JHF is a proud supporter of local programming for the United States Holocaust Memorial Museum (USHMM), which was founded nearly 25 years ago to preserve the memory of the Holocaust and inspire people in all walks of life to confront hatred and promote human dignity. The USHMM offers leadership

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training programs and sponsors traveling exhibitions and educational programs. During October, the USHMM convened a pair of interactive events in the Pittsburgh region.

On October 17, the USHMM and the Pittsburgh Post-Gazette held a town hall entitled “Civil Discourse in the Face of Extremism and Hate” at the Heinz History Center. Nearly 700 people attended the event, which focused on how a community can address the growing prevalence of hate crimes and uncivil discourse. On October 18, the University of Pittsburgh hosted a forum on confronting and overcoming hate speech for local students and educators.

“Pink and Blue” Film Screenings

In 2017, JHF partnered with JFilm and the producers of “Pink and Blue: Colors of Hereditary Cancer” to make the film available to audiences throughout the Pittsburgh region. “Pink and Blue” explores the clinical, social, and familial implications of BRCA1 and BRCA2 genetic mutations, which put both women and men at a higher risk of developing numerous cancers.

JHF’s Ongoing Partnership with Israel’s Clalit Health Services

Sometimes, the fruits of worthy efforts aren’t immediately visible. When the good news does arrive, however, we pause to celebrate. This is the case with JHF’s multi-year partnership with Israel’s Clalit Health Services— the largest of four government-contracted HMOs. JHF recently learned that a Clalit partner hospital, Emek Medical Center, was the only hospital in Israel to achieve zero Central Line-Associated Blood Stream Infections (CLABSIs) among patients in its Intensive Care Unit (ICU).

CLABSIs can cause sepsis, a life-threatening response to an infection, which can lead to tissue damage, organ failure, and death. JHF’s own work has proven that a zero infection



In 2010, frontline staff and senior leaders from Israel’s Clalit Health Services visited Pittsburgh to learn the Lean-based quality improvement principles behind PRHI’s (Perfecting Patient CareSM) (PPC) methodology.

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rate is reachable. In one of our first quality improvement efforts, 32 hospitals in southwestern Pennsylvania reduced CLABSIs in their ICUs by 68%.

The roots of the JHF-Clalit partnership, and the Emek Medical Center achievement, go back to 2009. That year, as healthcare reform debates began heating up in the U.S., JHF began searching for promising local, national and international health system models. Israel stood out. Spending just 8% of its GDP on health care (less than half the U.S. rate), Israel had achieved population health outcomes that surpassed those of the U.S.

Intrigued, JHF led several fact-finding missions to Israel. We were inspired not only by what JHF could learn from Israel, but also by what JHF might teach. With support from the JHF board, in 2010 the Foundation launched a comprehensive, multi-year quality improvement partnership with Clalit.



(L-R): Karen Feinstein delivers the keynote address during the 2011 Israel Society for Quality in Health Care Conference. During her keynote, Dr. Feinstein showcased how industrial engineering principles can successfully be applied to health care.

Clalit selected 20 physicians and nurses, as well as senior Clalit leadership, to receive training in the Foundation's Perfecting Patient CareSM (PPC) methodology—first in Pittsburgh, and then later in Israel with the help of a PPC-trained, Israeli quality improvement coach. The teams then returned to Israel, determined to demonstrate the power of PPC methods to improve patient care. Three hospitals decided to focus on preventing CLABSIs in chronic dialysis patients—among them Emek Medical Center.

In November 2011, JHF leaders and quality improvement coaches strategized with Clalit leadership on the support needed to engage the Clalit Health System more widely in hospital quality improvement. Karen

Feinstein had the honor of delivering the keynote address, "Can Industrial Engineering Perfect Patient Care?" at the Israel Society for Quality in Health Care's annual conference—Israel's largest annual healthcare conference with 700 attendees.

JHF and Clalit maintain an active partnership, which has been strengthened by additional learning missions in both countries to explore the role of community health workers, the potential of health IT, and the need for more patient-and-family-centered palliative and end-of-life care, among other topics.

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JHF is thrilled that Clalit's commitment to quality and safety is becoming visible. Prof. Ran Balicer, MD, PhD, MPH, director of the Clalit Research Institute and a leader in the partnership, recently wrote to JHF, "Thank you for your support of Clalit, and for your role in creating a safety-seeking culture at Clalit hospitals."

JHF Joins Important Healthcare Conversations, Showcases Work during National Events

Karen Feinstein Chairs Plenary on Disruptive Innovations at National AcademyHealth Conference

Spurred by technological advances, a shift to value-based payment, and consumer demand for greater convenience and quality, the U.S. health system is entering a period of rapid change. At the 2017 AcademyHealth National Health Policy Conference (NHPC) on January 30, Karen Feinstein chaired a plenary session on innovations that are disrupting health care, which featured some of the country's leaders in convenient care, telehealth, and healthcare entrepreneurship.



During the 2017 AcademyHealth National Health Policy Conference on January 30, Karen Feinstein chairs a plenary on disruptive innovations that featured (L-R): Rasu Shrestha, MD, MBA, UPMC's chief innovation officer and executive VP of UPMC Enterprises; Nancy Gagliano, MD, CMO of management consulting firm Culbert Healthcare Solutions; and M. Chris Gibbons, MD, MPH, chief health innovation advisor for the Federal Communications Commission.

Dr. Feinstein's plenary session was part of the two-day NHPC in Washington, D.C., which gathered nearly 700 senior healthcare decision-makers, legislators, policy analysts, researchers, and clinicians to explore the policy implications of the new presidential administration and Congress.

The plenary session on disruptive innovations in health care featured Nancy Gagliano, MD, CMO of management consulting firm Culbert Healthcare Solutions; M. Chris Gibbons, MD, MPH, chief health innovation advisor for the Federal Communications Commission; and Rasu Shrestha, MD, MBA, UPMC's chief innovation officer and executive VP of UPMC Enterprises.

Karen Feinstein Discusses Untapped Potential of Health System Boards during National P4P Summit

In an era of seismic changes in healthcare technology, delivery, policy, and payment, how can health system boards emerge as a competitive asset that helps shape their organization's strategy, goals, and long-term vision?

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On March 9, Karen Feinstein brought that question to a national audience of leaders in the healthcare, government, and non-profit sectors during the 12th Annual Value-Based Payment and Pay for Performance Summit, held in San Francisco, CA. Dr. Feinstein presented and took part in a panel discussion on engaging healthcare boards to improve outcomes, efficiency, and population health.

The mini-summit also featured Janet Liang, MHA, president of the Northern California Region of Kaiser Foundation Health Plan, Inc. and Hospitals; Richard Levy, PhD, former CEO and chairman of Varian Medical Systems and past chair of Sutter Health Board; and Elizabeth Mitchell, president and CEO of the Network for Regional Healthcare Improvement (NRHI).

Karen Feinstein Discusses “Health Care without Walls” at NEHI Event

Health care is undergoing radical transformation, driven by technological breakthroughs and a demand for more consumer-oriented services. Care is moving out of hospitals and into homes, retail clinics, and other outpatient locales. Smart phones and trackable devices—linked to providers, pharmacists, and caregivers—allow patients to better monitor health conditions and stave off new ones. Artificial intelligence is beginning to offer next-level clinical decision support.

These kinds of paradigm-busting trends inspired the Network for Excellence in Health Innovation (NEHI) to host “Healthcare without Walls,” a convening of industry leaders held in Washington, D.C.

on May 10 to envision new healthcare delivery, payment, and workforce models. Karen Feinstein moderated a panel discussion during the conference on the health improvement opportunities presented by the healthcare without walls concept, and the barriers to achieving it. The conference took place at the Kaiser Permanente Center for Total Health, which houses an interactive center that showcases the latest advances in mobile health applications and telemedicine.



During NEHI’s “Healthcare without Walls” event on May 10, Karen Feinstein (at podium) moderates a panel discussion featuring Pascale Carayon, PhD, Procter & Gamble Bascom Professor in Total Quality at the University of Wisconsin; Humayun J. Chaudhry, DO, MS, MACP, FACOI, president and CEO of the Federation of State Medical Boards; Andrea Clegg, MBA, chief financial officer of Advanced ICU Care; Harold Paz, MD, MS, chief medical officer at Aetna; Zach Rothstein, JD, associate VP of technology and regulatory affairs at Advanced Medical Technology Association; Karen Rheuban, MD, founder of the University of Virginia’s Center for Telehealth; and Ed Salsberg, MPA, a lecturer at George Washington University’s Milken Institute School of Public Health.

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Dr. Feinstein's panel featured Pascale Carayon, PhD, Procter & Gamble Bascom Professor in Total Quality at the University of Wisconsin; Humayun J. Chaudhry, DO, MS, MACP, FACOI, president and CEO of the Federation of State Medical Boards; Andrea Clegg, MBA, chief financial officer of Advanced ICU Care; Harold Paz, MD, MS, chief medical officer at Aetna; Zach Rothstein, JD, associate VP of technology and regulatory affairs at Advanced Medical Technology Association; and Ed Salsberg, MPA, a lecturer at George Washington University's Milken Institute School of Public Health and the founding director of the U.S. Department of Health and Human Services' National Center for Health Workforce Analysis.

24th Annual Princeton Conference Takes on Post-Election Health Reforms

Since 1994, the Princeton Conference has convened national leaders hailing from academia, industry, and government to grapple with paramount healthcare issues through interactive panels and presentations. It is a fusion of economics and policy talk that transcends disciplines and political parties. JHF is a long-time sponsor of the Princeton Conference, which is organized by a planning committee that includes Karen Feinstein.

The 24th annual edition of the conference, held from May 23-25 at the Robert Wood Johnson Foundation and Princeton University, focused on the aftermath of a mercurial 2016 election that could have far-reaching implications on healthcare access, delivery, and payment. The invitation-only audience of more than 120 people explored and debated topics including the consequences of potential financing changes and added state flexibility to Medicaid, strategies to drive down skyrocketing prescription drug costs while supporting innovation, physician practice in a value-based payment environment, and coordinated state efforts to lower health spending.

Dr. Feinstein moderated a panel discussion on healthcare delivery system reforms featuring Nancy Gagliano, MD, CMO of Culbert Healthcare Solutions; Christopher Gibbons, MD, chief health innovation adviser for the Federal Communications Commission (FCC); and Rasu Shrestha, MD, chief innovation officer at UPMC. Dr. Feinstein set the stage by describing (and showing a [JHF-produced video](#) bringing to



The 24th Princeton Conference included a panel discussion on healthcare delivery system reforms featuring (L-R): Rasu Shrestha, MD, chief innovation officer at UPMC; Karen Feinstein (who also moderated the discussion); Nancy Gagliano, MD, CMO of Culbert Healthcare Solutions; and Christopher Gibbons, MD, chief health innovation adviser for the Federal Communications Commission.

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life) a day in the future of health care—one defined by instant, tech-supported health monitoring and prevention-oriented services that can be carried out in any location.

“We have entered a high-tech, less hospital-centric era of health care,” Dr. Feinstein says. “The key question is, how do we pay for these changes? We need payment and insurance reforms that support, not stifle, innovation.”

Karen Feinstein, other U.S. Leaders Explore Learning Organizations at AHRQ Summit

The U.S. is undergoing seismic shifts in where, how, and by whom health care is delivered. Learning healthcare organizations—those structured to continuously improve safety, quality, and efficiency through inquiry and strategy—will thrive amid these changes. What are the key elements of such learning healthcare organizations, and how can we foster the development of additional ones?



During an AHRQ Research Summit on September 15, Karen Feinstein moderates a panel on learning healthcare organizations featuring Peter Pronovost, MD, senior VP for patient safety and quality at Johns Hopkins Medicine and founding director of its Armstrong Institute for Patient Safety and Quality; and Lucy Savitz, PhD, VP of health research for Kaiser Permanente Northwest and director of Kaiser Permanente’s Centers for Health Research in Hawaii and Oregon.

On September 15, Karen Feinstein and nearly 100 other leaders in health delivery, policy, research, and consumer advocacy tackled those questions during the Agency for Healthcare Research and Quality (AHRQ) Learning Healthcare Organization Summit in Rockville, MD. Dr. Feinstein moderated and participated in a panel discussion on learning healthcare delivery organizations in practice that featured Peter Pronovost, MD, and Lucy Savitz, PhD, MBA. Dr. Pronovost is the senior VP for patient safety and quality at Johns Hopkins Medicine and founding director of its Armstrong Institute for Patient Safety and Quality. Dr. Savitz is the VP of health research for Kaiser Permanente Northwest and director of Kaiser Permanente’s Centers for Health Research in Hawaii and Oregon.

NRHI Affordability Summit Tackles Healthcare Cost Drivers, What We Can Do About Them

The U.S. devotes nearly one-fifth of its annual GDP to healthcare costs, but has among the worst population health outcomes among peer nations despite the investment. It’s estimated that around 30%

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of America's health spending is wasted on low-value care and inefficiencies. Stakeholders across the country are seeking a path toward higher quality, cost-efficient health care.

On September 28, NRHI convened more than 150 of the country's leading healthcare providers, purchasers, payers, policy makers, consumer advocates, and executives of regional health improvement collaborative for a National Affordability Summit in Washington, D.C. The summit, sponsored by the Robert Wood Johnson Foundation, was designed to examine the drivers of escalating U.S. healthcare costs and develop ideas for lowering costs through new care and payment models, greater cost transparency, and cross-sector partnerships.

PRHI is a founding member of NRHI, which is a coalition of around 35 regional health improvement collaboratives from across the U.S. that works to improve patient care and population health at lower costs, and influence policy analysis and development.

Many of NRHI's regional health improvement collaborative members, including PRHI, attended the Affordability Summit with teams of community stakeholders to learn and develop strategies together. Karen Feinstein, Nancy Zions, and Director of Government Grants and Policy Robert Ferguson, MPH, represented PRHI at the affordability summit.

The contingent from Pennsylvania also included JHF Board member Bern Bernacki, DO, MPH; PRHI Board member Frank Civitarese, DO, of Preferred Primary Care Physicians; Healthcare Improvement Foundation President Kate Flynn, FACHE; Amy Helwig, MD, MS, FAAFP, VP of quality improvement and performance for UPMC Health Plan; Harold Miller, President and CEO of the Center for Healthcare Quality and Payment Reform; Teresa Miller, acting secretary of the Pennsylvania Department of Human Services; Erik Muther, managing director of the Healthcare Improvement Foundation; Julie Spalding, MHA, provider performance manager for Independence Blue Cross; Daniel Wolfson, executive VP and COO of the ABIM Foundation; and Barry Zaiser, senior VP and chief strategic officer of St. Clair Hospital.



To learn and develop joint strategies, PRHI attended the NRHI Affordability Summit with a team of community stakeholders from Pennsylvania.

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Jen Condel Shares PRHI's 20-Year Quest to Eliminate Waste, Improve Care at 2017 Lown Conference

Since 2013, the Lown Conference has assembled clinicians, patients, academics, and community advocates to explore various aspects of “right care”—necessary and meaningful health care. During the 2017 gathering, held in Boston, MA, from May 5-7, Manager of Lean Healthcare Strategy and Implementation Jen Condel, SCT(ASCP)MT, gave a presentation on PRHI’s 20-year journey to better serve patients by improving healthcare safety, quality, and efficiency.

Condel shared PRHI’s work as part of the three-day Lown Conference, entitled “Beyond the Bottom Line: Defending the Human Connection in Health Care.” The Conference featured skill-building workshops, original research on healthcare overtreatment and shared decision-making, and keynote speeches.

JHF Showcases Integrated Primary Care, Skilled Nursing QI Projects at NRHI Conference

On August 15, PRHI shared some of the ways that it has formed multi-sector partnerships to fuel community health improvement during a Network for Regional Healthcare Improvement (NRHI) conference held in Madison, WI. PRHI is a founding member of NRHI, which is a coalition of around 35 regional health improvement collaboratives from across the U.S. that works to improve patient care and population health at lower costs, and influence policy analysis and development.

COO/CPO Nancy Zions, MBA, led a breakout session on strategies to help nursing home residents avoid preventable hospitalizations. Zions explained the design and outcomes of the RAVEN (Reduce Avoidable Hospitalizations using Evidence-based interventions for Nursing Facility Residents) initiative (for more information, see page 30).

Director of Government Grants and Policy Robert Ferguson, MPH, participated in a panel and audience discussion on integrating behavioral health into primary care, and ways that regional health improvements can support this work. Ferguson shared JHF and PRHI’s six-year integrated care journey, which has included three demonstration projects (Integrating Treatment in Primary Care, Partners in Integrated Care, and Care of Mental, Physical, and Substance Use Syndromes) of increasing scale that built upon the learnings and partnerships formed during the previous one. Ferguson also explained that PRHI continues to support integrated care as a coordinator of Pennsylvania’s new Patient-Centered Medical Home Learning Network (for more information, see page 21).



During an NRHI conference on August 15, Robert Ferguson (far left) engages in a panel discussion on integrated primary care along with Mylia Christensen, executive director of HealthInsight Oregon and the Oregon Health Care Quality Corporation; Julie Sonier, president of Minnesota Community Measurement; Claire Neely, MD, CMO of the Institute for Clinical Systems Improvement; Gabirelle Rude, PhD, director of practice transformation for the Wisconsin Collaborative for Healthcare Quality; and Barbra Rabson, MPH, president and CEO of Massachusetts Health Quality Partners.

JHF, AcademyHealth Host Summit to Improve Evaluation of Complex Health Interventions

On December 7, JHF and AcademyHealth hosted national and international leaders in health policy, government, research, and program design in Washington, DC for an invitation-only summit designed to improve the evaluation and impact of complex health interventions.

During the summit, Karen Feinstein gave a presentation on some of the key evaluation concerns for health interventions, including maximizing project learning opportunities and considering key contextual factors that influence intervention outcomes and replicability in other communities.

Participants also engaged in case studies of real-world evaluations, breaking down issues such as cost, scope, sustainability, context, and limitations of methods and data. They then proposed action steps to optimize evaluation learning opportunities and return on investment.

The Year in Funny Photography



From celebrating holidays to (safely) checking out a solar eclipse, JHF isn't afraid to let loose.



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