



spreading the
WORD

Jewish Healthcare Foundation
2007 Annual Report

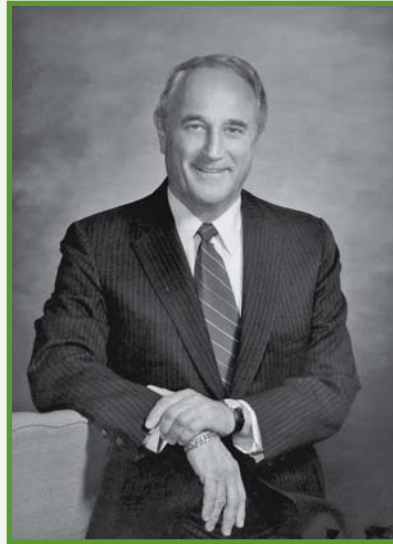
Alvin Rogal

In 1990, Alvin Rogal was saddened by the sale of Montefiore Hospital. But, Alvin was quick to accept that the Jewish community needed to abandon the precarious business of running a hospital for both to prosper.

It was without hesitation that Alvin's legendary diplomacy skills were enlisted to bring harmony to a wounded community. Montefiore had a proud history: a leader in public health and health insurance; cutting-edge medicine and research; and the first hospital in Pittsburgh to admit African-American nurses and doctors to the staff. Alvin believed we could replicate that original pioneering spirit in a successor organization, an organization which he chaired.

Alvin's determination helped establish a new type of entity – a “think, do and give” tank – the Jewish Healthcare Foundation (JHF). JHF made grants to a panoply of new projects like Jewish Residential Services and Race for the Cure; but, it also ran programs and performed research. Some of JHF's early projects included: Operation Kidshot; School Wellness Centers; the Breast Test; Interfaith Volunteer Caregivers; the Guide to Free Health Care; our HIV/AIDS fiscal agency; the Jewish Association on Aging; Safe Schools; Lead and Kids; the Healthy Start Infant Mortality Review; drug abuse prevention in Alderdice and Mt. Lebanon High Schools; a program for Special Needs Children in the Jewish Day Schools; The Problem with Food (eating disorders) and more.

There is a phrase in the *Gates of Prayer* prayer book: “Alas for those who cannot sing but die with all their music in them.” Alvin Rogal sang and his voice lives on at the Jewish Healthcare Foundation, whose name he championed and tone he set. In his memory, a lasting tribute to capture our real-life stories of healthcare reforms called “Teachable Moments” has been established, and our Board Room has been dedicated.



Surveys tell us it's rare for healthcare professionals to talk openly about making mistakes. But real human stories tell us far more: one doctor's private broodings about whether she made a treatment error speak volumes, for example, as does another's recollection of the merciless grilling a colleague endured for admitting a slip-up.

Just like health care's errors, its successes often too seem opaque in mere statistics. Studies show, for example, that hospital-acquired infections can be radically reduced if not eliminated. But how do successful campaigns to control infections unfold? What are the steps or motivations that drive an all-out assault, and what galvanizes clinical teams around them? Again, a single insider's account can make all the difference to an outsider's appreciation of the tasks and the triumphs.

In the past year, the Jewish Healthcare Foundation has seen some of its most important missions and accomplishments better illuminated by real-life stories than they possibly could be otherwise. We've told some of these stories in

a newly-created magazine – *ROP* – and in our longstanding newsletters. Others have been told in books – one independently published last year by Productivity Press and another whose publication we supported as part of a series. In addition, JHF's activities have received significant coverage in outside media, both print and broadcast. Radio spots, underwritten by JHF, also make use of our stories.

These revealing glimpses are important to educating consumers, policy makers and others about healthcare's complexities – the challenges of improving patient safety and quality; the difficulties of recruiting and retaining skilled healthcare workers; and the perversities of a healthcare payment system that frustrates progress. Without these understandings, efforts at true reform might flounder.

As we mark another year, it's worth reflecting on the stories that illustrate JHF's work, on how we told them and why. This annual report is our way of doing so. We hope you'll take a moment to consider their value and the vehicles we've used this year to tell so many.

Stephen F. Halpern
Chairman

Karen Wolk Feinstein, PhD
President and Chief Executive Officer



Proposed JHF Trail Bridge

funded via a grant to the Allegheny Trail Alliance to help complete the 335-mile bicycle and hiking trail.
(View from Rankin Bridge, looking upriver)

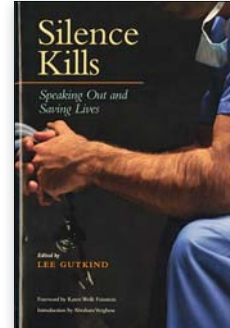




Incentives for Excellence

Rebuilding the Healthcare Payment System From the Ground Up

Last summer, in its inaugural edition of **ROIP**, JHF captured the proceedings of the Network for Regional Healthcare Improvement's 2007 Summit on Creating Payment Systems to Accelerate Value-Driven Health Care. In addition to new payment models proposed at the Summit, the magazine related real-life experiences of physicians, illustrating ways the current healthcare reimbursement system frustrates delivery of high-quality, evidence-based care. It also described several successful demonstrations of payment changes that served both patients and providers well. Together, these stories show how today's payment practices reward treatment over prevention; the quantity of care delivered over the quality; and waste, inefficiency and error over prudent precision.



Silence Kills

Speaking Out and Saving Lives

More than half of the 1,700 doctors, nurses and healthcare administrators surveyed by the American Association of Critical Care Nurses said they'd witnessed serious mistakes, broken rules and incompetence, but only 10 percent ever spoke up, and 25 percent said they'd prefer to leave their jobs or even their professions to avoid confrontation over these conditions. In an effort to help break the code of silence that surrounds health care, JHF, working through Creative Nonfiction, supported publication of *Silence Kills: Speaking Out and Saving Lives*. It is the second in a series of anthologies in which clinicians and patients share real-life stories of serious medical lapses. It is available both in print and as an audio book.



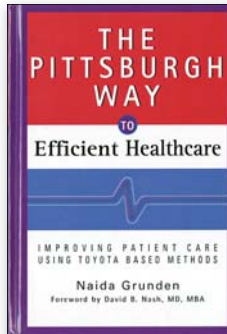
as seen on the cover of the December 17, 2007 issue of

Modern Healthcare

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Modern Healthcare

A December 2007 cover story in *Modern Healthcare* capped a year of significant media coverage for JHF and its affiliates. The story, by Cinda Becker, was about JHF President and Chief Executive Officer Karen Wolk Feinstein, PhD, and Harold Miller, a consultant to the Pittsburgh Regional Health Initiative, who set out to discover who wins and who loses financially when hospitals fight infections. Conventional wisdom had held that curbing infections would be a financial boon to hospitals. But the JHF/PRHI analysis concluded otherwise. Although reductions in infections resulted in savings to payers (i.e., health insurance plans), hospitals typically saw their payments reduced more than their spending decreased, thereby reducing their operating margins.



The Pittsburgh Way to Efficient Healthcare

Improving Patient Care Using Toyota-based Methods

One chapter of *The Pittsburgh Way to Efficient Healthcare*, released by Productivity Press, illustrated step-by-step what a Pittsburgh hospital did to eliminate MRSA infections. Another chapter showed how pathologists and technicians in a hospital lab reduced defects in specimen processing by nearly a third in a single year. The book's chapters read like detective stories starring clinical champions – doctors and nurses who helped their teams use the Pittsburgh Regional Health Initiative's Toyota-based principles for Perfecting Patient CareSM to save lives.



Branches

Health Careers Futures: Meeting the Needs of Workers and Employers

Our winter 2007 edition of *Branches* showcased the programs Health Careers Futures (HCF) offers to attract, support and retain healthcare workers. But its pages were not about programs alone. Personal stories underscored their value. A certified nursing assistant in a nursing home, for example, told how problem-solving skills learned in HCF's Incumbent Worker Investment and Skills Enhancement (I-WISE) classes, funded by the PA Workforce Investment Board, helped her and other frontline caregivers marshal data, patient reports and other evidence to point out safety issues surrounding equipment under consideration for purchase. They persuaded their administration to shop further. Through 2007, more than 3,000 healthcare workers and supervisors had received I-WISE training.



Healthcare Quality Minute

JHF sponsors a series of KQV radio spots to reach a general audience with information about patient safety and healthcare quality. Dr. Roger Klein develops the spots, often interviewing clinicians, researchers and others to bring human insights to reports and studies on these issues. In one recent interview, for example, a Physician Champion's experiences in a community clinic underscored the importance of setting goals for patients to improve health behaviors rather than merely providing them with information.

Total Grants Awarded for 2007: \$4,202,000

| Selected Major Grants | Amount |
|---|------------|
| Pittsburgh Regional Health Initiative <i>Tomorrow's HealthCare</i> | \$ 250,000 |
| Project Partners <i>Substance Use Disorder/Behavioral Health</i> | 200,000 |
| Area Healthcare Institutions (Allegheny General Hospital, Jefferson Regional Medical Center, Magee-Womens Hospital of UPMC, The Western Pennsylvania Hospital, University of Pittsburgh, Western Psychiatric Institute and Clinic) <i>Pharmacy Agents for Change</i> | 150,000 |
| Schneider Institutes for Health Policy Heller School for Social Policy & Management, Brandeis University <i>Achieving System-wide Quality Improvements</i> | 135,000 |
| Health Careers Futures <i>Center for Career Learning</i> | 100,000 |
| UPMC Presbyterian Shadyside <i>Building the Hospital of the Future</i> | 100,000 |
| The Children's Institute of Pittsburgh <i>Pediatric Respite and Palliative Care for Children with Life-threatening Conditions</i> | 75,000 |
| Jewish Healthcare Foundation (Significant Involvement Grant) <i>Buying Value: Reforming the Reimbursement System (Summit)</i> | 75,000 |
| Jewish Communal Agencies <i>CPR/AED Placement & Training</i> | 65,000 |
| University of Pittsburgh Institute to Enhance Palliative Care <i>End of Life Decision Making</i> | 60,000 |
| Allegheny Trail Alliance <i>Pittsburgh 250 & Fit</i> | 50,000 |
| Pittsburgh Public Schools <i>Fund for Excellence</i> | 50,000 |
| Jewish Healthcare Foundation (Significant Involvement Grant) <i>Perfecting Patient CareSM in Community-based Organizations</i> | 49,000 |
| Consumer Health Coalition <i>Advocacy for Healthcare Quality and Public Health</i> | 35,000 |
| Creative Nonfiction <i>The Best Medicine – Heroes of the Revolution</i> | 35,000 |
| University of Pittsburgh School of Education <i>Healthcare Quality Minute – Making Health Information Accessible</i> | 35,000 |

| Selected Major Grants (continued) | Amount |
|---|--------------|
| Carnegie Science Center <i>Health Careers Futures Kiosk</i> | \$ 25,000 |
| Hillel Jewish University Center <i>J-Health: An Outreach Program for Young Adults</i> | 25,000 |
| The Open Door, Inc. <i>Supportive Services for Homeless Persons with HIV/AIDS</i> | 25,000 |
| Pittsburgh AIDS Task Force <i>Regional HIV Needs Assessment</i> | 25,000 |
| Carnegie Library of Pittsburgh <i>Health Librarian Fellowship – Building Consumer Health Literacy</i> | 20,000 |
| University of Pittsburgh (WISER – Peter M. Winter Institute for Simulation Education and Research) <i>Clinical Simulation of ICU Admissions of Critically Ill Elders with End-Stage Cancer</i> | 20,000 |
| Selected Small Grants | Amount |
| Jewish Day Schools | \$ 11,800 |
| Jewish Family Assistance Fund | 10,000 |
| Jewish Residential Services | 10,000 |
| University of Pittsburgh Institute of Politics <i>Environmental Scan-Disability Assistance</i> | 10,000 |
| WQED Multimedia <i>Victory Over Polio</i> | 10,000 |
| Three Rivers Youth <i>Health and Wellness Program</i> | 7,500 |
| Community Design Center of Pittsburgh <i>Pedal Pittsburgh</i> | 5,000 |
| Other Selected Grants | Amount |
| Jewish Association on Aging <i>Renaissance Campaign</i> | \$ 1,550,000 |
| United Jewish Federation <i>Health and Mental Health Services</i> | 900,000 |
| UJF Israel Emergency Campaign | 350,000 |
| UJF/JHF Public-Private Partnership | 90,000 |
| United Way of Allegheny County <i>Impact Fund</i> | 55,000 |

Leadership

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 Jeffrey Markel *Secretary*
 Richard D. Rosen *Treasurer*

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 Thomas Hollander *Distribution*
 Patricia L. Siger *Finance & Audit*
 Charles C. Cohen *Governance*
 Richard D. Rosen *Investment*
 Patricia L. Siger *Nominating*

Pittsburgh Regional Health Initiative

Alan R. Guttman *Chair*

Health Careers Futures

David J. Malone *Chair*

*Life Trustee **Ex Officio ***In Memoriam

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President and Chief Executive Officer

Robert Antonelli, MA
Director of Government Relations

Carla Barricella
Communications Manager

Diasmer Bloe, MS
*Director of Special Projects,
Health Careers Futures
Co-Director, Center for Career Learning*

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Senior Workforce Training Specialist

Joshua Donner, MS
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Pamela Gaynor
*Media Relations and Publications
Manager*

Millie Greene
Executive Assistant

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Linda Horwitz, MA
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Program Director, HIV/AIDS*

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Co-Director, Center for Career Learning

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Workforce Training Specialist

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Office Manager*

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and Addictions*

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Healthcare Data Analyst

Pamela Vingle
Program Director

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Healthcare Data Analyst

Nancy D. Zionts, MBA
Vice President, Program and Planning

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Mimi Priselac Falbo, RN, MS

Naida Grunden
Harold Miller, MS

Cliff Shannon
Simon J. Tripp, MA

Interns

Robert Ferguson
Candace Fosnought

Jewish Healthcare Foundation of Pittsburgh

Consolidated Statements of Financial Position

| December 31, | 2007 | 2006 |
|---|-----------------------|-----------------------|
| Assets | | |
| Cash | \$ 715,648 | \$ 1,413,451 |
| Investments, at market value | 142,044,428 | 133,933,922 |
| Interest rate swap asset | — | 436,368 |
| Government grants receivable | 426,149 | 681,009 |
| Contributions receivable | 211,200 | 85,518 |
| Furniture and equipment, net of accumulated depreciation of \$158,587 and \$125,219, respectively | 90,900 | 136,144 |
| Other assets | 112,452 | 44,568 |
| Total assets | \$ 143,600,777 | \$ 136,730,980 |
| Liabilities and Net Assets | | |
| Accounts payable | \$ 412,316 | \$ 269,384 |
| Contributions payable | 27,913,156 | 28,811,875 |
| Deferred revenue | — | 109,273 |
| Interest rate swap liability | 41,350 | — |
| Other liabilities | 46,167 | 24,303 |
| Total liabilities | 28,412,989 | 29,214,835 |
| Net assets | | |
| Unrestricted | 114,192,939 | 106,386,994 |
| Temporarily restricted | | |
| Qualified grants to successor of Montefiore Hospital | 341,580 | 334,959 |
| Donor restrictions | 653,269 | 794,192 |
| Total temporarily restricted | 994,849 | 1,129,151 |
| Total net assets | 115,187,788 | 107,516,145 |
| Total liabilities and net assets | \$ 143,600,777 | \$ 136,730,980 |

The mission of the Jewish Healthcare Foundation (JHF) is to support and foster the provision of healthcare services, healthcare education, and when reasonable and appropriate, medical and scientific research, and to respond to the medical, custodial and other health-related needs of elderly, underprivileged, indigent and underserved persons in both the Jewish and general community throughout Western Pennsylvania. In fulfilling this mission, JHF perpetuates the vision and values of the founders of Montefiore Hospital, whose sale in 1990 provided for the Foundation's endowment.



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