

# THE WINDOW



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

## Inside this issue

### 2016 Jonas Salk Fellows Begin Quest to Create a High-Performing, Cost Effective Healthcare System from Scratch

If the U.S. healthcare system were triaged, it would be in critical condition. The country's massive investment in health care—about 18% of the overall gross domestic product, more than twice as much as any other industrialized nation—has mainly bought population health outcomes that rank among the worst in the industrialized world.

The time for tinkering at the margins is over. It's time to build an entirely new health system—one that's high-performing, cost-efficient, prevention-focused, and accessible to all.

This challenge has been taken on by JHF's 2016 Jonas Salk Fellowship participants—36 graduate students hailing from 14 different disciplines and eight universities. Over the next several months, they will wipe the slate clean and create a master design of a health system structured to achieve the best health outcomes at the most reasonable cost.

Working in teams focused on adolescents, adults, or seniors, the Fellows are tackling the healthcare system aims, service delivery, workforce, payment, improvement and safety, and policy considerations necessary to bring their creations to life. To facilitate that process, the Fellows will engage with JHF subject matter experts, local and national leaders across the health continuum, and the staff from the

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Luma Institute, a Pittsburgh-based organization that accelerates innovation through hands-on education and strategic consulting.

During the Salk Fellowship kick-off event at the QI<sup>2</sup>T Center on September 21, JHF President and CEO Karen Wolk Feinstein, PhD, encouraged students to be “home run hitters”—to aim for the biggest policy, behavior, and design improvements possible.

“We can either make tiny changes to systems that were put in place 100 years ago, or we can revolutionize the system with new technology and a focus on the customer—that’s all of us patients,” Dr. Feinstein said. “A few blocks from here, we have a fleet of self-driving Uber cars that can pick us up on-demand. We need to bring that same creativity, unrestrained by the past, to health care.”

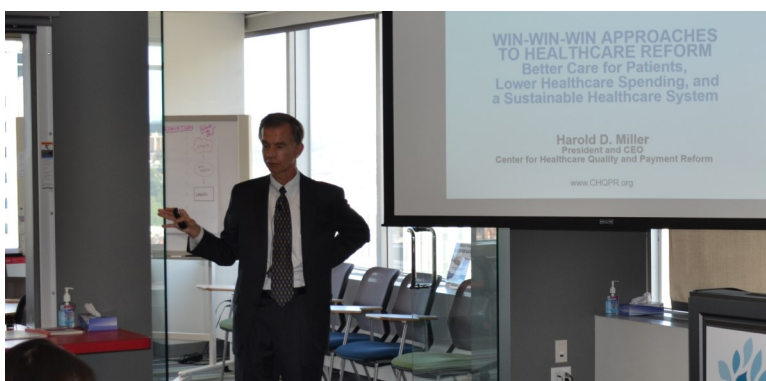
During the first session, Luma Institute co-founder and Principal Designer Bill Lucas and Senior Program Director Michael Marsico introduced Fellows to the principles of human-centered design, and facilitated a stakeholder mapping exercise to think about all of the individuals and organizations who could promote health and wellness in a new system. On September 28, the Fellows delved into the healthcare system’s current payment, education, primary care, and public health problems with Barbara Barnes, MD, MS, associate dean for continuing medical education at the University of Pittsburgh School of Medicine; PRHI Chief Learning and Medical Informatics Officer Bruce Block, MD; Allegheny County Health Department Director Karen Hacker, MD, MPH; and Harold Miller, president and CEO of the Center for Healthcare Quality and Payment Reform.



During the first session of the 2016 Jonas Salk Fellowship on September 21, JHF President and CEO Karen Wolk Feinstein, PhD, challenges students to create a high-tech, patient-focused healthcare system.



Luma Institute co-founder and Principal Designer Bill Lucas (center), leads fellows in an interactive session on human-centered design.



Harold Miller, president and CEO of the Center for Healthcare Quality and Payment Reform, explains how the U.S. health system could achieve better patient care, lower costs, and long-term sustainability through new reimbursement models.

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On October 5, the Fellows broke into smaller groups to witness high-performing healthcare teams in action during visits to one of three sites: the Allegheny Health Network's Center for Inclusion Health, the Children's Hospital of Pittsburgh of UPMC Primary Care Center, or the LIFE (Living Independently for Elders) Pittsburgh McKees Rocks Day Health Center.

On October 19, the Fellows learned about the role of technology and disruptive innovation in creating a better, kinder, and more responsive healthcare system during a session featuring Jan Pringle, PhD, an associate professor of pharmacy and therapeutics at the University of Pittsburgh School of Pharmacy; and Rick Cancelliere, CEO of referral software company Treatspace and a past member of JHF's QI<sup>2</sup>T Health Innovators Fellowship.

The Fellows will present their re-design of the healthcare system during the finale on November 30. Throughout the fellowship, they will stay connected through a community on [Tomorrow's HealthCare™](#), the Foundation's online platform to facilitate learning, communication, collaboration, and engagement for communities of interest among health professionals.

"There's nothing more thrilling than creating a health system in which you would want to provide and receive care," Dr. Feinstein told the Fellows during the kick-off event. "We look to all of you to create a new framework that will stimulate a national dialogue."



During a presentation to JHF's Jonas Salk Fellows on October 19, Treatspace CEO Rick Cancelliere explains that he was motivated to launch the referral management software company after watching his close friend, Adam, struggle to navigate the health system following a brain cancer diagnosis. Cancelliere took part in JHF's QI<sup>2</sup>T Health Innovators Fellowship several years ago.



(L-R): Barbara Barnes, MD, MS, associate dean for continuing medical education at the University of Pittsburgh School of Medicine; PRHI Chief Learning and Medical Informatics Officer Bruce Block, MD; and Allegheny County Health Department Director Karen Hacker, MD, MPH discuss current barriers to a better health system.



The 2016 Jonas Salk Fellows—who will become architects of a safer, higher-performing health system—include students from eight different universities who are studying medicine, nursing, public health, pharmacy, biomedical informatics, healthcare administration and policy, and social work, among other disciplines.

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## JHF Launches Community Health Workers Champions Program to Promote Senior Health, Independence

Across the globe, community health workers (CHWs) are increasingly vital partners in enhancing population health. CHWs, trusted community members who are skilled at navigating the health and social service systems, can play an especially large role in helping a growing senior population avoid preventable ER visits, hospital stays, and nursing home placements. But, compared to other countries, the U.S. hasn't been as quick to embrace this innovative sector of the healthcare workforce.

JHF has undertaken a variety of initiatives to change that, including holding a statewide CHW conference and organizing task forces focused on CHW training, policies, and workforce development. The Foundation's latest effort—the CHW Champions Program—launched in September to train and mobilize CHWs who can improve the health and quality of life of local seniors.

Over the next ten months, 20 staffers from Community LIFE (Living Independently for Elders) and Pittsburgh LIFE who provide support in seniors' homes will participate in the CHW Champions program. The goal of the program is to develop a curriculum with these Champions that will strengthen organizational and family communication strategies, improve CHW skills in health monitoring and early identification of problems, enhance compassionate interactions with seniors experiencing cognitive or mental health issues, and create connections and implement interventions that promote optimum health and maximize independence for seniors.

JHF also plans to use the curriculum developed during the Champions program to train larger groups of CHWs in our region, beginning with those who can serve seniors enrolled in Community HealthChoices

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JHF Quality Improvement Specialist Anneliese Perry, MS, facilitates a group discussion among Community Health Workers Champions on September 14. The Champions talked about how they monitor seniors' physical, cognitive, and mental health, and their roles in developing shared care coordination plans.



During the CHW Champions program, staff members from Community LIFE (Living Independently for Elders) and Pittsburgh LIFE will participate in collaborative learning sessions, webinars, and between-session exercises to help them maximize the health and independence of the seniors that they serve.

(Pennsylvania's managed long-term services and supports system).

The CHW Champions will participate in collaborative learning sessions, webinars, and between-session exercises designed to strengthen their ability to monitor seniors' health, communicate effectively when cognitive and mental health issues are present, and become part of a larger, coordinated senior care team. Each Champion will design and implement an improvement project that aligns with their organization's priorities and helps seniors remain well in community settings.

"The CHW Champions are a very diverse group of people, representing the communities from which their patients come," says JHF/PRHI Chief Learning and Medical Informatics Officer Bruce Block, MD, who is directing the program. "They were selected because of the value that they bring to their organizations. This program will help CNAs and program assistants influence the quality of care, take leadership when they see improvement opportunities, and connect seniors to community services and supports."

During the first several CHW collaborative learning sessions held at the QI<sup>2</sup>T Center, many of the Champions expressed a desire to receive more training in chronic disease management, and to be more involved in developing a care plan for seniors.

"This Champions program will be a two-way street in terms of education," Dr. Block says. "We at JHF will provide coaching and training, but the Champions will teach us about the work that they do and the challenges that they face."

## **JHF Receives Grants from Staunton Farm Foundation, Pittsburgh Foundation for the Adolescent Behavioral Health Initiative**

JHF has received grants from the Staunton Farm Foundation and The Pittsburgh Foundation in support of the community-wide Adolescent Behavioral Health Initiative. The multi-year initiative aims to improve access to and accountability for effective adolescent mental health and substance use services in Allegheny County, with an initial focus on 12-to-21-year-olds experiencing a crisis. This effort is guided by a distinguished 40-member advisory group of mental health and substance use providers, social service representatives, educators, researchers, health funders, and community advocates.



**staunton farm**  
foundation



**THE PITTSBURGH**  
FOUNDATION

"This initiative is about creating and advancing a community vision for the ideal adolescent behavioral health system, and we are excited about the partnership with the Staunton Farm Foundation and The

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Pittsburgh Foundation,” says Robert Ferguson, JHF director of government grants and policy.

In the first year of the initiative, JHF and its community partners are collecting stories from adolescents and families, organizing focus groups, analyzing quantitative data, mapping the continuum of services and life events from crisis to stabilization, identifying best practices, creating an inventory of sources of help in the community, and producing a white paper with action plans for years two and three.



On October 11, Karen Feinstein (far left) leads a discussion with members of JHF’s Adolescent Behavioral Health Initiative Advisory committee, which features mental health and substance use providers, social service representatives, educators, researchers, health funders, and community advocates.

In October, the advisory group met to define the ideal “home run” outcome for the initiative. They also provided input on how to best design the work plan. During the meetings, Ferguson announced that JHF is currently seeking a manager for the Adolescent Behavioral Health Initiative. For more information on the position, visit JHF’s website or contact Robert Ferguson ([Ferguson@jhf.org](mailto:Ferguson@jhf.org)).

## JHF Sponsors Arts & Lectures Event Featuring Siddhartha Mukherjee

A cancer physician, researcher, Rhodes Scholar, and author, Siddhartha Mukherjee, MD, became a detective for his latest literary work: *The Gene: An Intimate History*. In it, Dr. Mukherjee examines the dawning era of personalized medicine and genetics by delving into his own family history. That same curiosity about the clinical, historical, and social aspects of health care was the driving force that led Dr. Mukherjee to write his bestselling and 2011 Pulitzer Prize-winning book, *The Emperor of All Maladies: A Biography of Cancer*.

On September 26, JHF proudly sponsored a Literary Evening with Dr. Mukherjee as part of the Pittsburgh Arts & Lectures Series. Since 1991, the Lecture Series has brought more than 300 world-renowned authors to Pittsburgh. During past seasons, JHF sponsored Sheri Fink, Jared Diamond, Yann Martel,

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Michael Pollan, Andrew Weil, Atul Gawande, Laurie Garrett, Susan Love, Betty Friedan, Gail Sheehy, and Andrew Solomon.

Dr. Mukherjee is an assistant professor of medicine at Columbia University, and a cancer physician at Columbia University/New York University Presbyterian Hospital. He was inspired to start his literary career with *Emperor* after one of his patients, suffering from stomach cancer, made a bargain with him: the patient would fight her disease, but she wanted to learn everything about it.

Dr. Mukherjee was introduced to the sellout crowd at Carnegie Music Hall by Norman Wolmark, MD, medical director of breast surgical oncology, cancer research, and clinical trials at Allegheny Health Network. Dr. Wolmark is also chairman and principal investigator of the National Surgical Adjuvant Breast and Bowel Foundation, a non-profit cancer research group.

Dr. Wolmark is featured in *Emperor* along with Bernard Fisher, MD, another Pittsburgh-based surgical oncologist. By challenging the conventional wisdom of the time that women with breast cancer likely had to undergo a radical mastectomy, Dr. Wolmark and Dr. Fischer influenced the development of less invasive, more personalized breast cancer treatments.



On September 26, JHF sponsored a Pittsburgh Arts & Lectures series event with cancer physician, researcher, Rhodes Scholar, and author, Siddhartha Mukherjee, MD.

## At HealthInsight Retreat, Karen Feinstein Shows Why Tackling Healthcare Waste Isn't a Waste

Since its founding in 1997, the Pittsburgh Regional Health Initiative has waged a relentless battle against healthcare waste, which accounts for more than a fifth of all health spending in the form of overtreatment, poor care delivery and care coordination, administrative complexity, medical errors, and fraud. During a presentation at the HealthInsight Board of Directors Annual Retreat in Utah on October 7, Karen Feinstein showed how eliminating waste from the healthcare system unlocks new resources for value-added activities.

HealthInsight is a non-profit, multi-stakeholder organization committed to improving health care in Nevada, New Mexico, and Utah, and is a member of the Network for Regional Healthcare Improvement.

During her presentation, Dr. Feinstein explained that PRHI has trained more than 9,000 health

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professionals from around the world in its Perfecting Patient Care<sup>SM</sup> quality improvement methodology. She also noted that for such methods to spread far and wide, organizations need to possess a vision for excellence that features a culture of quality and safety; leadership and champions; continuous quality improvement; ongoing training, coaching, and education; data for improvement; a problem-solving infrastructure; new technology; anticipation and resilience; and rewards for high performance.

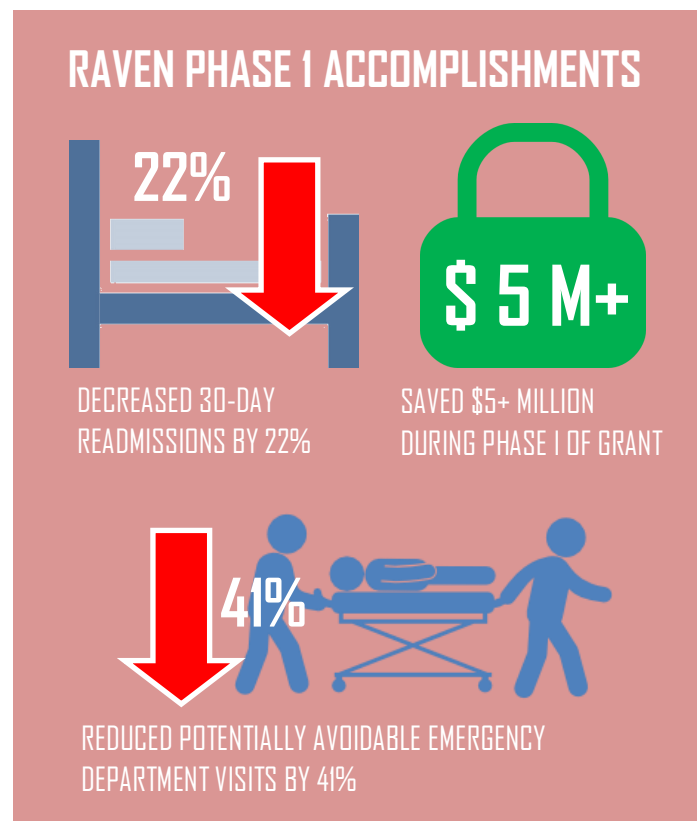
If such methods become the norm in health care, Dr. Feinstein explained, then funding that used to be devoured by waste could be re-allocated to strengthen the workforce by deploying more community health workers, care managers, and clinical pharmacists, among other roles; provide integrated physical and behavioral primary care; pay adequately for medication reconciliation and patient education; and provide ongoing QI training that makes healthcare teams even more efficient.

## JHF Gearing up for Second Phase of RAVEN Initiative to Reduce Preventable Hospitalizations among Long-Stay Nursing Home Residents

In 2012, the Centers for Medicare and Medicaid Services' (CMS) Innovation Center launched an ambitious, multi-faceted effort to reduce avoidable hospital admissions among long-stay patients in nursing homes. Seven regions across the U.S. were selected to participate—including western Pennsylvania, where the initiative is known as RAVEN (Reduce Avoidable Hospitalizations using Evidence-based interventions for Nursing Facility Residents).

As the lead education partner for the UPMC-directed initiative, JHF has since collaborated with participating skilled nursing facilities to help them provide an even higher level of clinical care, communicate effectively internally and with residents, and collect as well as act on data.

According to a CMS report issued in the spring of 2016, the 18 western Pennsylvania facilities participating in RAVEN collectively lowered all-cause



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hospitalizations by 21.9%, potentially avoidable hospitalizations by 24.3%, and potentially avoidable emergency department visits by 40.8% (through 2014, compared to baseline data collected in 2012). CMS responded by not only renewing the RAVEN initiative through 2020, but also significantly expanding its scope.

During phase two of RAVEN, 15 of the original skilled nursing facilities will continue to receive a blend of training, coaching, and education to reduce avoidable hospitalizations. Twenty new facilities from across Pennsylvania will also join RAVEN, piloting an enhanced payment model that provides a higher reimbursement level than previously received for treating residents within skilled nursing facilities.

The enhanced payment model for new RAVEN participants relates to the care of six conditions that frequently lead to hospitalizations among nursing home residents: Pneumonia, dehydration, congestive heart failure, urinary tract infection, skin ulcers/cellulitis, and COPD/asthma. The payment model includes reimbursement to skilled nursing facilities under Medicare Part B for treating the six qualifying conditions, increased practitioner payments for treating the six conditions at SNFs (now equivalent to hospital-based payments), and practitioner payments for patient/caregiver engagement and care coordination. For beneficiaries, the model also waives certain coinsurance and deductible requirements.



JHF's long-term care team working on the RAVEN initiative includes Quality Improvement Specialists Stacie Bonenberger, MOT, OTR/L, and Anneliese Perry, MS, NHA.

To prepare for phase two of RAVEN, JHF's long-term care team developed a custom curriculum for the six qualifying conditions, as well as other conditions that drive hospitalizations from skilled nursing facilities. JHF summer interns Nicole Greer (a dual MPH/MPA student at the University of Pittsburgh), Sha Li (studying Healthcare Policy and Management at Carnegie Mellon University), Alicia Luke, and Ryan Tappe (both MSW students at Pitt) developed a series of infographics with key information on the six qualifying conditions, both for clinical staff and families/caregivers.

Throughout the RAVEN initiative, participants have used [Tomorrow's HealthCare™](#)—JHF's online knowledge network and communication platform to share success stories, measure progress, and form learning collaboratives. The new RAVEN facilities will also utilize Tomorrow's HealthCare™, which now allows facilities to record and track data on the six qualifying conditions.

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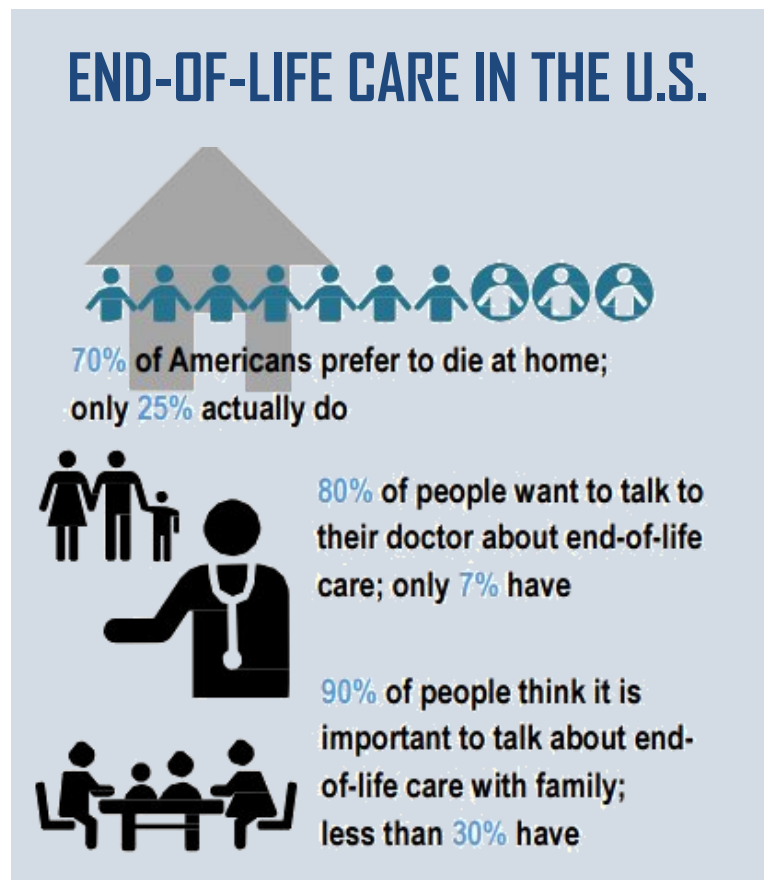
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## Recruitment Open for the 2017 Fellowship on Death & Dying

In 2015, JHF and Health Careers Futures created a new fellowship program to address a critical problem: many health professionals enter the workforce with limited or no education in dealing with death, dying, and grieving families. Since then, the Fellowship on Death & Dying has provided more than 60 graduate students in health-related professions with the opportunity to engage in meaningful end-of-life conversations and explore the medical, social, cultural, and spiritual aspects of end of life. Recruitment is now open for the 2017 fellowship, with an application deadline of Friday, December 16.

During the fellowship, students will have the chance to conduct site visits to local facilities, engage in facilitated conversations with experts in the field, and practice their conversation skills. During the fellowship's finale, students will develop an action plan to improve end-of-life care in the community.

To apply for the 2017 Fellowship on Death & Dying, please complete an [online application](#) which includes a personal statement, resume, and letter of reference.



## Robert Ferguson Graduates from Health and Aging Policy Fellowship

During his year-long experience in the Health and Aging Policy Fellowship (HAPF), Robert Ferguson had the opportunity to work on a federal policy project, develop multidisciplinary networks, receive mentoring and coaching from thought leaders, and work closely with those currently shaping guidelines and laws that affect seniors' health. He was selected for the fellowship through a national competition based on his commitment to health and aging topics and his leader leadership potential.

In September, Ferguson gave a presentation on what he calls his "health policy dream year" during an HAPF graduation ceremony in Washington, D.C. Ferguson explained that his dream started by meeting

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with CMS group and division leaders. He and other Fellows then spent three days with health policy “rock stars” like Chris Jennings, a long-time White House and Congressional advisor and current president of Jennings Policy Strategies, Inc. Following that, Ferguson had two days of rapid-fire meetings with federal policy leaders and three intensive weeks learning about policies, politics, and procedures, including witnessing a Supreme Court case and the passage of legislation.



(L-R): Health and Aging Policy Fellowship Associate Director Kathleen Pike, PhD; Robert Ferguson; and HAPF Director Harold Pincus, MD.

After this orientation phase, Ferguson was placed with CMS’ Center for Clinical Standards and Quality (CCSQ) as a non-residential Fellow to work on the Transforming Clinical Practice Initiative (TCPI). He received guidance from TCPI Director Robert Flemming, PhD, MHA, MBA, and Pal McGann, MD, chief medical officer for quality improvement. As a Fellow at CMS, he focused on Lean quality improvement, behavioral health integration, patient and family engagement, and motivational interviewing.

The HAPF program is directed by Harold Alan Pincus, MD, a professor of psychiatry at Columbia University, and supported by The Atlantic Philanthropies and the John A. Hartford Foundation. JHF is also a funding partner of the fellowship.

“The HAPF allowed me to gain ‘new eyes’ to monitor, assess, and analyze policy developments,” Ferguson says. “You gain a deeper understanding of why and how a policy decision was made, and the opportunities it creates. The fellowship provided me with a systems-level understanding of the federal policy process. I’m incredibly grateful to JHF for introducing me to this opportunity and for supporting me through it.”

JHF COO/CPO Nancy Zions provided reactions to Ferguson’s presentation during the HAPF graduation ceremony, along with Michael Schoenbaum, PhD, the National Institute of Mental Health’s senior advisor for mental health services, epidemiology, and economics. Zions said that the Fellowship has already translated to his work at the Foundation, including through his policy roundups for JHF staff and his extended agreement to continue working with CMS’ CCSQ.



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## JHF, JFilm Partner to Raise Awareness of BRCA Cancer Risks, Treatment Options

Over the next year, JHF is partnering with JFilm and the producers of *Pink and Blue: Colors of Hereditary Cancer* to make the film available to audiences throughout the Pittsburgh region. The first film screening was held during Breast Cancer Awareness Month on October 13 at UPMC Magee-Women's Hospital.

*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.

Without treatment, women who have a BRCA genetic mutation are seven times more likely to develop breast cancer and 30 times more likely to develop ovarian cancer by the age of 70, according to the Centers for Disease Control and Prevention. BRCA mutations may also increase the risk of pancreatic, prostate, and breast cancer among men. Ashkenazi Jews are at a higher risk of possessing BRCA genetic mutations than the general population.

If you are interested in arranging a screening of *Pink and Blue* for your organization, contact Nancy Zionts ([Zionts@jhf.org](mailto:Zionts@jhf.org))



## PRHI Uncovers Levers of Excellence from Leaders of PA's Best Hospitals

Today's hospital CEOs face a gauntlet of challenges—from declining reimbursement, to implementing new models of care, to improving population health by reaching beyond the walls of the facility and into the community. Yet despite these mounting obstacles, some hospitals thrive in this ever-changing environment. What makes these high performers—these “positive deviants”—so effective?

To unearth key characteristics of Pennsylvania's positive deviants, PRHI interviewed CEOs from four of the state's top hospitals. Using the insights from these interviews, PRHI produced a new report that serves as a playbook for high performance. [\*Levers of Excellence in Hospital Leadership: Lessons from the CEOs of Pennsylvania's Best Hospitals\*](#) is available on the PRHI website. The report was co-authored by PRHI Chief Medical Officer Keith Kanel, MD, as well as PRHI's physician executive-in-residence and the immediate past president of the Pennsylvania Medical Society Ralph Schmeltz, MD.

The report explores the management style and priorities of top performers through case studies on four

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PA hospital leaders: Tom Beeman, president and CEO of Lancaster General Hospital from 2005-15 and current COO of regional operations for the University of Pennsylvania Health System; James Collins, president and CEO of St. Clair Hospital; David Feinberg, MD, MBA, president and CEO of Geisenger Health System; and Jack Lynch, MHA, president and CEO of Main Line Health System. PRHI's research team identified these individuals as positive deviants because they demonstrated high rankings on multiple, publically-available lists related to quality, safety, and patient experience over multiple years.



To gain a deeper understanding of the elements that contribute to high-performing hospitals, PRHI conducted in-depth interviews with (L-R): Tom Beeman, president and CEO of Lancaster General Hospital from 2005-15 and current COO of regional operations for the University of Pennsylvania Health System; James Collins, president and CEO of St. Clair Hospital; David Feinberg, MD, MBA, president and CEO of Geisenger Health System; and Jack Lynch, MHA, president and CEO of Main Line Health System.

The new report is the second in PRHI's Positive Deviance Initiative series. In the spring of 2016, PRHI partnered with Vincentian de Marillac, a skilled nursing facility that is part of Vincentian Collaborative System's network of senior care communities, [to study what it takes](#) to reach and maintain a five-star quality of care rating (as measured by CMS' Nursing Home Compare). In the future, PRHI will explore long-term excellence among some of Pennsylvania's top-rated medical groups.

## **JHF Staff, PRHI Board Plot Steps to Achieving Project Home Runs**

In July, JHF leadership joined 60 other experts in healthcare research, practice, and quality improvement from across the world for a Salzburg Global Seminar focused on identifying effective methods to assess improvement projects, and then rapidly spreading and adapting those methods (for more information, see page 4 of the [July WINDOW](#)).

On September 12, JHF brought that spirit of inquiry and imagination from Salzburg to its own offices. The Foundation held an all-staff retreat designed to identify the maximum impact that its projects can make,

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craft strategies reach that maximum impact, and consider ways to share learnings and tell compelling stories about the work, both internally and externally. On October 10, PRHI Board Members took part in a similar exercise.

“Context is a player in all of our projects—they are carried out in a particular time, place, and social fabric,” Karen Feinstein says. “We want to account for context and to be wildly ambitious. What’s our home run—the largest impact that we can make in terms of health improvement and policy change? Then, how do we backward-chain and figure out the steps that we need to take at first, second, and third base to achieve that home run? The insights from our retreat and Board meeting will guide our current and future projects, and help us all become home run hitters.”

## **JHF’s Minority AIDS Initiative Work on Display at National Ryan White Conference**

Over the past four years, JHF has provided a variety of coaching and training to AIDS Service Organizations (ASOs) in Pennsylvania that are participating in the Minority AIDS Initiative (MAI), which aims to link HIV-positive individuals with medical, behavioral, and social services to help them better manage their condition and ultimately reduce community viral loads. Through those efforts, the Foundation’s ASO partners linked more than 1,700 people to care through June of 2016.

In late August, Richard Smith, MSW, the Foundation’s HIV/AIDS project director, attended the 2016 National Ryan White Conference on HIV Care and Treatment in Washington, DC where he showcased how MAI has utilized collaborative, hands-on education and community health workers to improve the lives of HIV-positive individuals who had previously been lost to care.

The conference, organized by the Health Resources and Services Administration (HRSA)’s HIV/AIDS Bureau, brings together around 2,500 Ryan White HIV/AIDS Program grantees, healthcare professionals, HIV/AIDS consumers, and



Richard Smith, MSW, the Foundation’s HIV/AIDS project director, presents during the 2016 National Ryan White Conference on HIV Care and Treatment in Washington, DC. The conference is the nation’s largest gathering of HIV/AIDS health care providers, program recipients, consumers, and stakeholders.

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community stakeholders to share best practices in training and technical assistance, policy updates, and treatment innovations.

During his presentation on the MAI program, Smith explained that JHF has worked to strengthen the capacity of ASOs by training them in Lean-based quality improvement methods, motivational interviewing, and data management, both-in person and online. But part of what has made MAI successful is that the ASOs have formed a knowledge network to share their own expertise.

Throughout MAI, the Foundation has facilitated a number of statewide learning collaboratives for all participating ASOs. They take part in “knowledge cafes,” talking with ASOs with extensive client experience in topics such as transgender health, injection drug use, and co-occurring HIV/Hepatitis C infections, and even getting artistic by sketching a day in the life of a community health worker engaging with clients.

“Using untraditional learning has been really successful in helping to create sustainable programs,” says Smith.

The community health workers participating in MAI come from diverse backgrounds, including social work, public health, and counseling. Some are HIV-positive and were once lost-to-care themselves. But they share a set of common attributes, Smith notes.

“CHWs in the program have interpersonal skills that allow them to build trust with clients, use data to track patient populations and program progress, and know how to navigate the health, social service, and prison systems,” Smith says.

Overall, Smith was encouraged by the proactive focus of the four-day conference.

“We devote a lot of time and energy toward the care continuum—ensuring that HIV-positive clients get quality, accessible services—but we don’t necessarily put enough emphasis on the prevention side,” Smith observes. “At the conference, there was a greater focus on envisioning a regional HIV/AIDS prevention continuum that would keep people from becoming infected in the first place.”

## **JHF Supports White House Frontiers Conference in Pittsburgh**

On October 13, Pittsburgh became the nexus of worldwide innovation—from mapping out the human genome to devising manned missions to Mars. JHF and twelve other regional foundations came together to support the White House Frontiers Conference, which was co-hosted by Carnegie Mellon University and the University of Pittsburgh.

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The conference featured plenaries, panel discussions, and technology demonstrations related to five different tracks: personal (healthcare innovation), local (leveraging data and technology to transform communities), national (solving complex problems through machine learning), global (clean energy initiatives), and interplanetary.

President Obama took part in a panel discussion on healthcare innovation that was moderated by surgeon, writer, and health researcher Atul Gawande, MD.

President Obama discussed the potential of precision medicine, brain mapping, and strong patient-provider relationships in achieving population health breakthroughs.

Rick Siger, son of PRHI Board Chair Pat Siger and CMU's director of strategic initiatives and engagement, was among those who helped bring the globe's leading minds to Pittsburgh.



(L-R): surgeon, writer, and health researcher Atul Gawande, MD, moderates a White House Frontiers Conference panel on healthcare innovation featuring President Barack Obama and Kafui Dzirasa, MD, PhD, a neuroscientist at Duke University.

## **PRHI hosts RAND Dinner Club Focused on Future of Nation's Health Care**

RAND is an internationally renowned research organization, yielding insights that make our world healthier, safer, and more equitable. RAND's Pittsburgh location—which boasts one of the organization's four principal North American offices—is the only spot where RAND supporters gather to break bread and discuss the most pressing public policy questions of the day.

On September 14, Karen Feinstein and PRHI hosted a RAND Dinner Club event at the QI<sup>2</sup>T Center that featured Andrew Hoehn, MA, senior VP of research and analysis for RAND and Jeffrey Wasserman, PhD, VP and director of RAND Health as well as a professor at the Pardee RAND Graduate School.

PRHI has partnered with RAND on a variety of projects over the years, including an evaluation of the most effective methods of teaching PRHI's Perfecting Patient Care<sup>SM</sup> curriculum to health professionals. The study demonstrated the value of PRHI's in-depth Champions programs, and the critical role of

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ongoing coaching and training in creating quality improvement leaders. PRHI and RAND have also teamed up to develop Legionella guidelines, and study early childhood development and perinatal depression, among other initiatives. PRHI co-founder Paul O'Neill previously chaired the RAND board.

During the Dinner Club event, Dr. Wasserman explained that RAND Health is the organization's largest research division, with a staff of nearly 400 that is focused on improving policy-making. To further that aim, RAND created the COMPARE (Comprehensive Assessment of Reform Efforts) health simulation tool, which informed the development of the Affordable Care Act. Now, RAND is using its health simulation tools to help policy-makers think through issues of implementation, such as expanding Medicaid, and analyze the health platforms of presidential candidates.

RAND Health is currently focused on four main topics, Dr. Wasserman noted: meeting the nation's growing need for long-term care services and supports; modeling the impact of public health interventions ranging from curbing tobacco use to increasing neighborhood green spaces; studying the implications of new healthcare financial incentives and settings of care, and examining how consolidation among health providers and plans affects cost, quality, and access.

Hoehn explained that RAND is the only research organization with an accredited graduate school, which was established in 1970. With a cohort of about 25 students, RAND has the largest public policy doctorate program in the country. In addition, RAND is creating a new design studio, which will allow students to work directly with community facilitators on projects that enhance health and well-being in local neighborhoods.



Exclusive to Pittsburgh, RAND Dinner Club events bring together supporters of the world-class research organization to discuss pressing policy questions.



Andrew Hoehn, MA, senior VP of research and analysis for RAND (left) and Jeffrey Wasserman (right) present Karen Feinstein with the Founder's Medallion, which RAND bestows upon leaders whose work contributes to a safer, more prosperous world.

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When the analysis ends, Hoehn observed, that's when the hard work starts. RAND is committed to translating its research into action—and Pittsburgh is a valued partner.

"When we launched RAND's office here in 2000, we had no idea of how popular it would be," Hoehn said. "I'm in awe of how this community works and pulls together."

## **JHF Welcomes Two New Staff**

**Judith Black, MD, MHA**, has joined JHF as a medical advisor to the foundation's aging and end-of-life initiatives. Dr. Black is a statewide and national leader in palliative care and end-of-life conversations, and is a strong advocate for the Pennsylvania Orders for Life-Sustaining Treatment (PA POLST), the Commonwealth's endorsed program to help seriously ill patients indicate the treatment they want or do not want to receive in a medical crisis. She is also a founding member of the multi-stakeholder Coalition for Quality at End of Life (CQEL), along with Nancy Zions and Bob Arnold, MD, and she won a 2013 [Fine Award for Teamwork Excellence in Health Care](#) for [enhancing end-of-life care through advanced illness services](#).

A geriatrician who maintains a part-time practice in the community, Dr. Black most recently served as the medical director of Allegheny Health Network's Geriatric Service Line for Division of Supportive Care and Geriatrics. Previously, she was the medical director of Senior Markets for Highmark. At JHF, Dr. Black's responsibilities will include contributing toward the RAVEN initiative to reduce hospital readmissions from skilled nursing facilities, as well as working on the Fellowship on Death and Dying and the Senior Connections initiative. She will also oversee JHF-approved POLST trainings for healthcare providers.



Judith Black, MD, MHA

**Pat Mastors, JD**, has joined JHF as the coordinator for the Women's Health Activist Movement (WHAM), a multi-faceted initiative to advance women's health and leadership opportunities both online and through in-person programming and events. As coordinator, Mastors will design, develop, and market WHAM's online presence; develop and implement a WHAM Champions program; and conduct special event planning.

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Mastors is executive director and co-founder of the Patients' View Institute, a non-profit advocacy organization which provides actionable information to patients through personal narratives and research. She brings the patient's perspective to her leadership positions at a number of national organizations, including the National Quality Forum, the Partnership for Patients, the National Board of Medical Examiners, the George Washington University Medical School, and the Planetree hospital system. An award-winning journalist, Mastors helped to pass patient safety legislation in Rhode Island, developed a bedside tool for patient engagement, and wrote a book on the value of strong patient-provider relationships.



Pat Mastors

## Regional HIV Collaborative Members Talk Affordable Housing, New Research Pathways

Thanks to advances in medical treatment, HIV-positive individuals are living decades longer than their counterparts in previous generations. But an aging HIV/AIDS population faces a number of challenges—including finding affordable housing in markets with escalating rents, having a support system in place that promotes community-based living, and managing the long-term effects of the disease.

On October 6, JHF convened members of the Regional HIV Strategic Collaborative to explore new programs and research that support successful aging among people with HIV/AIDS. Established by JHF in 2014, the Regional HIV Strategic Collaborative features healthcare providers, researchers, health department officials, and consumers who are committed to elevating the quality of HIV/AIDS services in southwestern Pennsylvania.



Cassandra Law, senior director of supportive housing for Presbyterian SeniorCare Network.

Cassandra Law, senior director of supportive housing for Presbyterian SeniorCare Network, kicked off the meeting with an overview of her organization's services. Presbyterian SeniorCare's mission is to help residents age in place successfully. Presbyterian SeniorCare has engaged the broader community—including family caregivers, Area Agencies on Aging, home health organizations, hospital discharge

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coordinators, and federal health clinics—to help hospitalized residents return home safely.

Lesbian, gay, bisexual, and transgender (LGBT) seniors are particularly underserved, Law said, pointing out that around two-thirds of older LGBT adults live alone. To create a welcoming environment for all, Presbyterian SeniorCare provides diversity and inclusion training to all staff.

In addition to learning about Presbyterian SeniorCare, the Collaborative heard about the University of Pittsburgh's HIV/AIDS research initiatives from Sharon Riddler, MD, director of clinical research for the University of Pittsburgh Department of Medicine's Infectious Diseases Division, and Sherri Karas, MEd, of the HIV Prevention Program.

Pitt has been federally funded to perform HIV/AIDS clinical research for more than 20 years, Dr. Riddler explained. Recently, Pitt partnered with Ohio State University as part of a larger National Institutes of Health (NIH)-supported initiative to address HIV/AIDS scientific priorities nationally and globally.

Dr. Riddler noted that research in the Pittsburgh region centers around HIV prevention, particularly for minority men who have sex with men who are at the highest risk of becoming infected. Researchers are also exploring methods to lessen the complications of the disease, including chronic inflammation that may put HIV-positive individuals at higher risk for heart disease and certain cancers, among other conditions.

Christopher Garnett, MSS, the Foundation's HIV planning and evaluation coordinator, announced that a Consumer Engagement Committee consisting of himself and members of the Collaborative was recently created with the task of developing the next steps around ensuring that HIV-positive individuals have a voice at the Collaborative meetings. This committee is working with AIDS service organizations to identify "champion" consumers, who can bring their goals and concerns to future Collaborative meetings.

## **JHF-Supported Big Data Fellowship Prepares Health Professionals for New Era of Analytics, Personalized Medicine**

During the spring, more than 60 physicians, nurses, public health officials, pharmacists, physical



Sharon Riddler, MD, director of clinical research for the University of Pittsburgh Department of Medicine's Infectious Diseases Division.

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therapists, and genetic counselors got a crash course in healthcare analytics and personalized medicine by participating in a new Data Science Fellowship at the University of Pittsburgh. JHF provided seed funding for the fellowship, continuing the Foundation's more than 25-year support of learning experiences that equip professionals with leading-edge skills.

During the fellowship, participants delved into topics that included data science and biomedical research, genomic data and testing, clinical communication, predictive modeling, and personalized medicine. The Data Science fellows represented a broad tapestry of the region's healthcare community, with participants from various local universities (including the University of Pittsburgh, Chatham University, and Slippery Rock University), Children's Hospital of Pittsburgh of UPMC, and the VA Pittsburgh Healthcare System.



More than 60 physicians, nurses, public health officials, pharmacists, physical therapists, and genetic counselors participated in the JHF-supported Data Science Fellowship at the University of Pittsburgh.

"What really struck me was the diversity of the group, both in terms of ages and disciplines," says JHF's Robert Ferguson, who participated in the Data Science fellowship. "There were physicians in their fifties and people in their twenties and thirties who are just starting their careers. That blend of viewpoints made the experience more valuable for me."

Ferguson and other fellows had the opportunity to explore their own genetic profiles using Test2Learn software developed by the University of Pittsburgh School of Pharmacy, and engaged in discussions on the clinical and ethical aspects of gene sequencing. Ferguson was impressed by how big data permeates all aspects of successful healthcare organizations.

"The highest-performing organizations are translating data into action that drives improvement," Ferguson observes. "They have committed leaders, and turn complex data into user-friendly dashboards

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and programs that lead to higher-quality, more proactive front-line care.”

## **PRHI’s Primary Care Resource Center Featured at Western PA Healthcare Summit**

The CMS Innovation Center, which was formed with the passage of the Affordable Care Act, has served as a staging ground for positively disruptive ideas that push the bounds of what’s possible in improving population health. The PRHI-led Primary Care Resource Center (PCRC) emerged from the Innovation Center, designing a new hospital readmissions reduction model that offers one-stop, coordinated outpatient care to individuals with chronic health conditions.

On October 14, PRHI’s Keith Kanel, MD, discussed the role of design thinking in developing the PCRC model during a presentation at the Western Pennsylvania Healthcare Summit at the Sheraton Station Square. Dr.

Kanel directed the \$10.4 million PCRC Project, which created teams comprised of nurse care managers, pharmacists, administrative assistants, and other specialists at seven local community hospitals. The PCRC teams worked to prevent readmissions by educating patients about their health conditions, conducting medication reviews, developing a discharge action plan, and coordinating with primary care physicians, among other efforts.

The Western Pennsylvania Healthcare Summit was sponsored by the Allegheny County Medical Society, the American College of Healthcare Executives, the Healthcare Council of Western Pennsylvania, the Healthcare Financial Management Association, and the Healthcare Information and Management Systems Society.

## **PRHI’s PCRC Team Receives Pittsburgh Business Times Health Care Hero Award**

As director of the Primary Care Resource Center (PCRC) project, PRHI’s Keith Kanel, MD, oversaw an ambitious, \$10.4 million initiative funded by the CMS Innovation Center to create a new model of care for patients with complex health conditions.



PRHI Chief Medical Officer Keith Kanel, MD, showcases the Primary Care Resource Center model during the Western Pennsylvania Healthcare Summit at the Sheraton Station Square on October 14.

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Through the PCRC Project, PRHI equipped seven local community hospitals with the quality improvement, advanced disease management, and motivational interviewing skills to provide one-stop, coordinated outpatient care to patients with chronic obstructive pulmonary disease, acute myocardial infarctions, and/or heart failure. Though the CMS grant phase of the project ended in the Fall of 2015, five of the hospitals have sustained their PCRCs—a testament to the model’s potential to reduce readmissions and improve population health.

In September, Dr. Kanel and PRHI were recognized by the Pittsburgh Business Times (PBT) for their work on the PCRC Project, winning a PBT Health Care Hero Award in the innovation category. The PBT hosted a reception for Dr. Kanel and other 2016 Health Care Heroes on September 8 at the Omni William Penn Hotel.



PRHI Chief Medical Officer Keith Kanel, MD.

## **PRHI Talks Implementing, Scaling Integrated Care Projects at the PA Psychiatric Leadership Council Meeting**

On September 26, Robert Ferguson shared insights from [PRHI’s six years of implementing and disseminating proven methods](#) for identifying and treating depression and substance misuse in primary care during the Pennsylvania Psychiatric Leadership Council Meeting in Hershey, PA.

During his presentation, Ferguson explained that PRHI became attuned to how intertwined physical and behavioral health are upon finding that about one-third of western PA patients with COPD and diabetes who are readmitted to the hospital within 30 days of discharge also had depression and/or a substance use disorder (according to PA Health Cost Containment Council data).

PRHI jumped into action by working with health centers to implement two evidence-based models for depression and substance misuse in the Integrating Treatment in Primary Care (ITPC) pilot. This work led to the Agency for Healthcare Research and Quality-funded, four-state dissemination initiative called Partners in Integrated Care, which addressed depression and unhealthy alcohol/drug use in primary care settings. Building on that work, PRHI then was an implementation partner in the CMS-funded, eight-state COMPASS (Care of Mental, Physical, and Substance Use Syndromes) initiative, to treat patients with depression along with poorly controlled diabetes and/or cardiovascular disease.

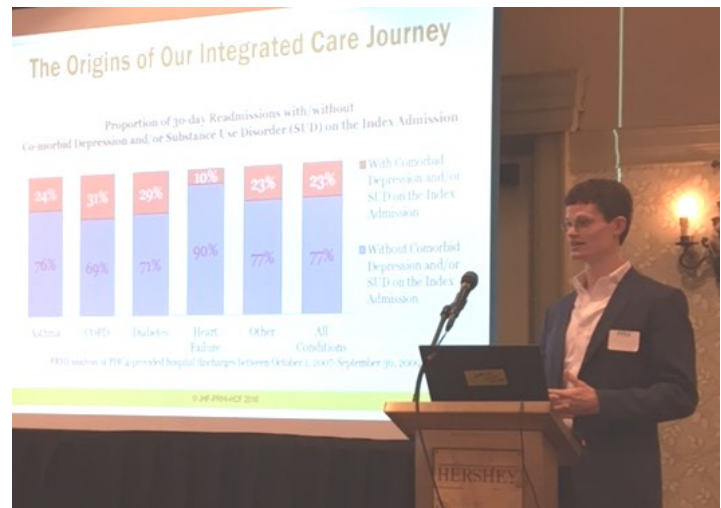
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Ferguson described how PRHI works with providers to implement behavioral health services in primary care. The process starts with assessing the practice's readiness, selecting the right people for the care team, training the teams, and customizing workflows and health IT. PRHI supports practices' efforts to implement the new roles and services through collaborative learning, on-site coaching, toolkits, and feedback on actionable measures to drive quality improvement.

Ferguson also reflected on PRHI's lessons learned, including that context is a vital player in the success of integrated care initiatives. The contextual elements that need to be in place for the evidence-based model include practice leadership, champions to drive change from the bottom up, integrated care teams with the right characteristics, training followed by coaching for skill development, customized health IT, and an organization-wide approach to quality improvement. Ferguson also noted that new payment models and codes are finally beginning to support integrated physical and behavioral health care.



At the Pennsylvania Psychiatric Leadership Council Meeting on September 26, Robert Ferguson explains that PRHI's integrated care journey began after finding that many patients with chronic health conditions also experienced behavioral health challenges.

## PRHI, AHCI Showcase Behavioral Health Data Initiative

With support from the Staunton Farm Foundation, PRHI and Allegheny HealthChoices, Inc. (AHCI) developed a training, learning collaborative, and coaching program to help 11 behavioral health providers improve care by collecting, measuring, reporting, and acting on outcome measures. All organizations participating in the Training Center for Outcomes-Based Integration (TCOBI) implemented new workflows to collect and maximize the value of data, and they all reported at least one outcome measure to AHCI by September of 2016.

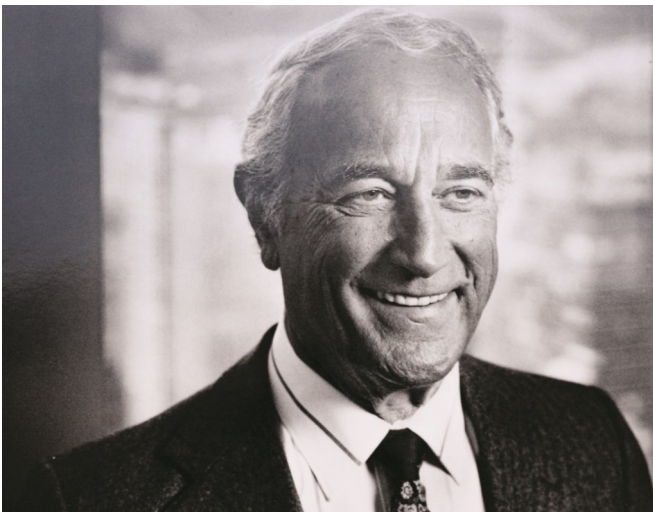
On October 14, Robert Ferguson and AHCI Special Projects Manager Tina Zimmerman, MSW, presented TCOBI's outcomes during the Allegheny County Department of Human Services' Behavioral Health Providers' Meeting.

Following the presentation, representatives from Human Services Administration Organization,

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Milestone Centers, and Familylinks (three of the TCOBI participants) talked about the impact of TCOBI on their organizations. They explained how TCOBI led to sustainable processes within their agencies to collect and improve outcome measures, and how it created an environment for moving from contemplation to action. They also shared lessons learned, such as incorporating outcomes measurement into staff's routine workflows and celebrating successes with "data parties."

## 2016 Alvin Rogal Fellows Share Research Findings on Local, National Stages



Alvin Rogal, founding chairman of JHF.

As the founding chairman of JHF, Alvin Rogal possessed the vision and principles that have guided the Foundation's mission throughout its more than 25-year history. He stressed the importance of community partnerships and unconventional thinking, not only through his leadership at JHF but through his deep involvement on local college campuses (Rogal was an emeritus trustee of Robert Morris University and a life trustee of Carnegie Mellon University, and established scholarships at both schools).

In 2010, JHF and RMU partnered to create an enduring tribute to Rogal, who recognized the critical role of frontline workers in fixing what ails the healthcare

system – the Alvin Rogal Research Award in Safety and Quality. For the past six years, this award has supported the applied research and capstone projects of 30 RMU doctoral nursing students, including a cohort of five that earned their degrees in May of 2016. All of the Rogal Fellows have shared or will soon share their projects on improving care with the broader nursing and campus communities:

- Aaron Carpenter examined how an inter-professional's simulation exercise and education could alleviate stress and boost confidence among nurse practitioners conducting adolescent histories and physical exams. Carpenter will present his abstract in October at the Ninth National Doctors of Nursing Practice Conference in Baltimore, MD.
- Jodie Jones explored the roles that DNPs can play in reducing 30-day hospital readmission rates among long-term care residents, and presented her work in April at the Nursing Education Research Conference in Washington, DC.
- Lisa Sanko researched how improving health literacy can increase recommended colorectal

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screenings among men living in rural areas. Sanko will showcase her work at the Pennsylvania Coalition of Nurse Practitioners Annual Conference in November.

- Emily Starn, who studied methods to prevent hospital-acquired *Clostridium difficile* infections, shared her work at RMU's Annual Research Day in April
- Wendy Teamann studied ways of educating school personnel on identifying, approaching, and referring students who are showing signs of self-harm. Teamann presented her work in April at the Pennsylvania Association of School Nurses and Practitioners Annual Education Conference.

## **AIDS Free Pittsburgh Participates in Learning Collaborative at 20th U.S. Conference on AIDS**

The 20th U.S. Conference on AIDS was held in Hollywood, FL on September 15-18. AIDS Free Pittsburgh (AFP)—a multi-stakeholder initiative to eliminate new AIDS diagnoses in Allegheny County and reduce new HIV infections by 75% within five years— participated in a day-long learning collaborative with groups from San Francisco, Fulton County Georgia, Colorado, New York State, and Washington State. Like Pittsburgh, these jurisdictions share a commitment to end AIDS as an epidemic, with each targeting a specific date and implementing concrete plans to achieve that end.



At the 20th U.S. Conference on AIDS, organizations from across the country gathered to discuss their actionable, region-wide plans to end AIDS as an epidemic.

AFP was represented at the conference by Project Manager Julia Och; Pittsburgh AIDS Task Force (PATF) CEO Sean DeYoung, MSW, LCSW; Christina Farmartino, MPH, executive director of The Open Door, Inc.; and PATF Director of Programs and Communications Jason Herring, MBA, MPH. JHF serves as the fiscal agent for the AFP initiative.

The AFP group shared information about its strategic planning process and the capacity-building steps they have taken so far. AFP's strategic goals include diagnosing the undiagnosed early in the course of the infection, linking to and engaging HIV-positive persons in care within 48 hours, achieving a 95% viral load





suppression rate for patients receiving HIV care, supporting effects to reduce HIV transmission among high-risk groups, and building capacity for PrEP (Pre-Exposure Prophylaxis) service delivery.

## **JHF's Senior Connections Initiative Promoting Health, Engagement, Accessibility**

Since its inception, JHF has been committed to improving the physical, mental, and social well-being of older adults. With the Baby Boomer generation re-defining what it means to age well, the Foundation in 2016 kicked off a multi-pronged Senior Connections initiative. Senior Connections aims to strengthen an umbrella of services—including adequate transportation and housing, exercise and recreational opportunities, geriatric-friendly health care, and caregiver supports. Read on to learn more about recent Senior Connections happenings, and what JHF has in store for the initiative in 2017.

### ***Virtual Senior Center***

In late 2016, JHF approved a grant to use technology to reduce the impacts of isolation on seniors. On September 26, JHF convened a meeting chaired by JHF Board Member Danny Rosen, PhD, with experts in the fields of geriatric medicine, social work, and technology who comprise the Foundation's Virtual Senior Center (VSC) advisory committee. The VSC connects socially isolated and vulnerable seniors to interactive online classes with peers, promoting health and intellectual curiosity.

Over the past several months, JHF staff has deployed the VSC in a pilot capacity in various settings, including personal homes and congregate settings such as the Jewish Association on Aging's Weinberg Terrace and Presbyterian SeniorCare's Forward-Shady. JHF has deployed the technology in common computer facilities, or "cyber-nooks" in the various apartment complexes.

The JHF project team will continue to focus on applying lessons learned from early deployments to enhance the current technology platform, and to cultivate additional partnerships for creating new classes and other content.



Though she experienced it firsthand as a teenager, Shoshi relishes the opportunity to revisit American pop culture of the 1940s with a few of her peers in an informal Virtual Senior Center classroom. Unlike the others in the class, she lives in the Forward-Shady Apartments in Squirrel Hill. She connected with friends in New York City, Chicago, and Baltimore through the VSC.

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### *Preparing our Region for Community HealthChoices*

Beginning in July of 2017, a new Community HealthChoices (CHC) program will deliver long-term services and supports to seniors, individuals with disabilities, and people who are Medicaid-eligible or dually eligible for Medicare and Medicaid in western Pennsylvania. The program will eventually roll out to 450,000 Pennsylvanians across the Commonwealth.

To ensure a smooth roll-out of the new CHC, the Foundation has convened educational and planning sessions over the past year with a tapestry of community stakeholders, including advocacy groups, law projects, community-based organizations and providers, faith-based groups, veteran's organizations, Area Agencies on Aging, PA LIFE providers, and consumers. With CHC's starting date closing in, JHF and its partners are ramping up their efforts.



During a JHF-convened meeting on September 27, Fred Hess (bottom right), civil rights coordinator for the Disability Options Network, discusses ways to deliver consumer-friendly information about Community HealthChoices.

On September 27, JHF hosted a meeting with more than 50 stakeholders in the QI<sup>2</sup>T Center focused on CHC beneficiary enrollment and marketing outreach. To ensure the most effective education and enrollment campaign possible, JHF is helping the CHC-participating organizations to develop communications materials that prioritize beneficiaries' goals, and that deliver information in the optimal language, format, and frequency.

JHF will hold another in-person meeting centered on CHC in November, and will offer webinars in November and December in partnership with Community Catalyst, a consumer advocacy organization that has expertise with helping states implement managed long-term care services.

JHF has also received a grant from the FISA Foundation to support its community engagement and education efforts related to Community HealthChoices. Established in 1911, the FISA Foundation is dedicated to building a improving the quality of life of women, girls, and individuals with disabilities.

### *Creating a Culture of Health, Exercise for Seniors*

As a follow up to its community-wide planning session in August on creating a culture of health and exercise for seniors (see page 4 of the [August WINDOW](#)), JHF partnered with the Allegheny County Parks Foundation to hold a series of workshops on October 24 to identify the most effective ways to provide parks and recreation activity information to seniors.

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This and other sessions are part of a larger effort to develop new ways to connect seniors to parks, trails and other recreational opportunities to promote fitness and health. Many of the organizations that attended the October workshops will be integral partners moving efforts forward.

### ***Upcoming Senior Connections Activities***

It is recognized that the need for quality geriatric care will exceed availability of geriatricians. To address the needs of a growing senior population in our region, JHF is beginning to plan for a Charrette to create geriatric-friendly primary care. JHF is forming an advisory group to begin planning for a Winter Charrette or extensive planning exercise. JHF will convene a larger group of multidisciplinary health care providers and stakeholders to develop an action plan or road map for practice transformation through the lens of making all primary care practices more accessible for seniors in our area.

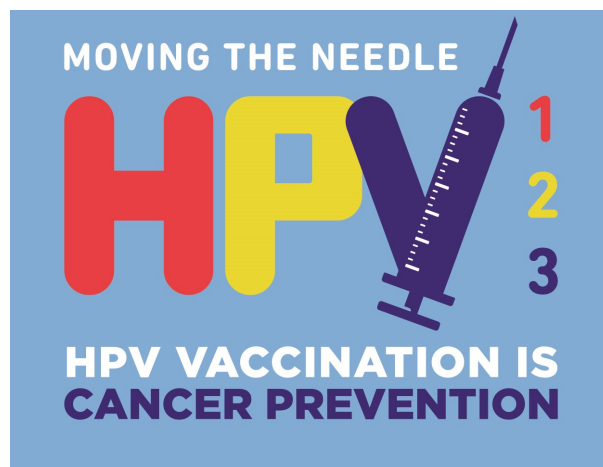
## **HPV Vaccination Initiative Advisory Talks Strategies for Raising Awareness among Providers, Parents, Teens**

On September 19, the healthcare professionals, community organization leaders, and educators that comprise the Foundation's HPV Vaccination Initiative advisory committee gathered to take stock of the cancer prevention campaign's progress, and to preview future efforts to protect more children and young adults through vaccination.

Kristen Mertz, MD, an epidemiologist from the University of Pittsburgh School of Public Health, offered an overview of vaccination data sources. She explained that starting in 2017, there will be a combined HEDIS (Healthcare Effectiveness Data and Information Set) measure that will rate providers on how often they administer recommended meningococcal, Tdap, and HPV vaccines. Including the HPV vaccine in the composite measure could raise awareness among providers of its cancer-preventing benefits, Dr. Mertz noted.

Lauren Brungo, MPH, BSN, RN, acting director of the Allegheny County Immunization Coalition (ACIC), explained that the ACIC is exploring ways to educate the public about the HPV vaccine, including through targeted mailings, customized Facebook ads, and short social media-friendly videos.

Brenda Cassidy, DNP, RN, MSN, CPNP-PC, an assistant professor at the University of Pittsburgh School of



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Nursing's Department of Health Promotion and Development, explained that the National Association of Pediatric Nurses offers a number of HPV vaccination resources. Cassidy has teamed with JHF to provide in-service training on adolescent vaccines to Pittsburgh Public Schools nurses.

Todd Wolynn, MD, from Kids Plus Pediatrics shared his experience as a co-representative to the National HPV Roundtable, which was established in 2014 by the American Cancer Society and the CDC. A coalition of public and private organizations as well as invited experts, the National HPV Roundtable works to prevent HPV-related cancers by strengthening provider recommendations of the vaccine and eliminating missed opportunities to administer the vaccine during an office visit.

## Sheila Fine, Nancy Davidson Honored by Distinguished Daughters of PA

Since 1949, the Distinguished Daughters of Pennsylvania has served as a Hall of Fame for women leaders whose careers and community service have improved the lives of residents across the Commonwealth and beyond. Each year, a select group of new women with backgrounds in education, science, law, medicine, public service, philanthropy, and the arts are inducted into the organization during an awards luncheon held at the Governor's Residence.



Sheila Fine (left), co-founder of the Fine Foundation and founder of LEAD Pittsburgh, and breast cancer researcher Nancy Davidson, MD, are among the newest inductees of the Distinguished Daughters of Pennsylvania.

On October 5, two of JHF's long-time partners—Sheila Fine and Nancy Davidson, MD—officially became Distinguished Daughters of PA. Gov. Tom Wolf and First Lady Frances Wolf presented new inductees with medals during the ceremony. Karen Feinstein, a 2006 inductee, attended the ceremony to celebrate Ms. Fine and Dr. Davidson's accomplishment.

Fine is the co-founder of The Fine Foundation, which collaborated with JHF to establish the [Fine Awards for Teamwork Excellence in Health Care](#). She is also founder of Leading Education and Awareness for Depression (LEAD) Pittsburgh, an organization that is dedicated to increasing awareness of depression, attacking its stigma, and getting mental health services to the people who need them. Dr. Davidson, an internationally recognized breast cancer researcher, directed the University of Pittsburgh Cancer Institute and was the Hillman Professor of Medicine at Pitt until she recently became executive director of the Fred Hutch/University of Washington Cancer Consortium

"Each of these women has shown a tremendous commitment to making the world around her a better place," Gov. Wolf noted during the ceremony. "Their dedication, commitment and compassion has

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enriched the lives of so many across Pennsylvania and the nation.”

## **JHF Board Member Neil Resnick Honored as Champion of Senior Causes**

Congratulations to JHF Board member Neil Resnick, MD, who was honored as the Grand Champion during UPMC’s eighth annual Celebrating Senior Champions event on October 26. The Senior Champions event, held at the Omni William Penn Hotel, recognizes community leaders who are devoted to enhancing quality of life for elderly residents.

Dr. Resnick is the Thomas Detre Professor of Medicine and the chief of the University of Pittsburgh Department of Medicine’s Division of Geriatric Medicine. He launched and serves as associate director of the Aging Institute of UPMC Senior Services and the University of Pittsburgh.

Other honorees during the event included Jim Withers, MD and Pittsburgh Mercy’s Operation Safety Net program (recognized as Community Champion), as well as Elaine Berkowitz, DMD (Caregiver Champion).



(L-R): JHF Board Secretary Debra Caplan, MPA; David Levenson, MD; and Neil Resnick, MD, who was honored as Grand Champion at the UPMC Celebrating Senior Champions event on October 26.

## **Karen Feinstein Talks “Collaba-tition” with Fellow Regional Health Collaborative Leaders**

On October 27, Karen Feinstein and two other leaders of regional health collaboratives explored the concept of “collaba-tition”—building consensus in a competitive environment—during a webinar co-hosted by Choosing Wisely® and the Network for Regional Healthcare Improvement (NRHI).

Choosing Wisely® is an initiative of the American Board of Internal Medicine designed to reduce unnecessary medical utilization through patient-provider interactions. The Pittsburgh Regional Health Initiative is a founding member of NRHI, which is an alliance of around 35 regional health improvement collaboratives from across the U.S. that collectively works to improve patient care and population health at lower costs, and influence policy analysis and development.

Dr. Feinstein discussed how PRHI promotes shared learning and consensus-building amid competing

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quality improvement initiatives with Randa Deaton, executive co-director of the Kentuckiana Health Collaborative and corporate director of the United Auto Workers/Ford Community HealthCare Initiative, and Claire Neely, MD, chief medical office for the Institute for Clinical Systems Improvement. Dianne Hasselman, NRHI executive director of federal and new programs, moderated the discussion.

To view the webinar, [visit NRHI's video webpage](#).

## **Karen Feinstein Challenges Pitt Public Health Students to Re-Imagine Health Care, Translate Knowledge into Action**

On September 21, Karen Feinstein stood before more than 30 first-year Master of Health Administration and Master of Public Health Students at the University of Pittsburgh and issued a challenge: reject the status quo. Think about health and health care like Toyota thinks about transportation.

Toyota isn't in the car business. Rather, its goal is to move people efficiently and safely from place to place. That's why Toyota's offices in Nagoya, Japan feature a museum of the future, filled with self-driving, single-passenger devices instead of a fleet of Camrys. It's time to envision a healthcare museum of the future—and to bring it to life through collective action.

Dr. Feinstein explored the evolving nature of education, disruptive innovations in health care, and the essential role of activism among health professionals with students who are taking the Introduction to the US Healthcare Delivery System taught by Samuel Friede, MBA, FACHE, an assistant professor in the Department of Health Policy and Management within Pitt Public Health.

During her interactive lecture, Dr. Feinstein encouraged students to participate in [JHF's fellowship and internship programs](#), which supplement in-class education by offering the chance to solve problems in an inter-professional setting, consider healthcare systems in a broader context, and network with other future health leaders.

She also offered a preview of JHF's latest initiative to mobilize and inspire reform-minded professionals: the Health Activist Network. The network, Dr. Feinstein explained, will be an online connector for health professionals who want to advance health reform, patient safety, and quality improvement.

## **2016 Heinz Awards Recognize Community Leaders**

In 1993, Teresa Heinz established a lasting tribute to her late husband, U.S. Senator John Heinz. The Heinz

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Awards, administered by the Heinz Family Foundation, annually recognize leaders from around the U.S. for their contributions in the areas of arts and humanities, environment, human condition, public policy, and technology, the economy, and employment.

This year's Heinz Award winners, announced during an October 4 ceremony at Carnegie Mellon University, included San Francisco pediatrician Nadine Burke Harris, MD, MPH, FAAP. Dr. Harris created the Center for Youth Wellness to address social and environmental factors that contribute to physical health problems.

## PRHI's Emily Stahl, Fellow Military Veterans Help Flood Victims in Louisiana

In August of 2016, Louisiana was deluged by flooding that destroyed entire neighborhoods and claimed more than a dozen lives. In September, PRHI Research Associate Emily Stahl and fellow military veterans traveled to Baton Rouge, LA, to assist communities in need.

During her vacation time, Stahl spent a week in Baton Rouge as a volunteer for Team Rubicon, a non-profit organization that harnesses the skills and experiences of military veterans and first-responders to rapidly deploy emergency response teams.

Stahl spent seven years as a PATRIOT Air Defense Artillery Operator in the U.S. Army, serving in Iraq, Kuwait, Korea, and Germany.



(L-R): Marge Petruska, a long-time director of The Heinz Endowments' Children, Youth, and Families program until her recent retirement; Ralph Smith, executive VP of the Annie E. Casey Foundation; and Karen Feinstein at the 2016 Heinz Awards reception.



PRHI Research Associate Emily Stahl makes repairs to a flood-damaged home in Baton Rouge, LA, as part of her volunteer work for Team Rubicon.

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