

THE WINDOW



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

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

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

To jump-start those efforts, the Jewish Healthcare Foundation (JHF) in September launched the Salk Health Activist Fellowship—an 11-week deep dive into changing practice, policy, and perspectives around a health issue. Twenty-seven Fellows, from undergraduate students to more seasoned professionals in the field, will receive mini-stipends and work alongside experienced community organizers and activists across disciplines to form an action group, advocate effectively, shape winning strategies, and build a case for action.

The Fellows come from a constellation of disciplines, including healthcare administration, education, social work, nursing, pharmacy, exercise physiology, physical and occupational therapy, psychology, public health, public policy, healthcare ethics, and law.

The health issues that stoke their passion are just as varied. The Salk Health Activist Fellows are working to address challenges that include preventing and managing chronic health conditions in minority communities; improving youth health literacy;

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boosting access to nutritious foods in underserved neighborhoods; making technology more accessible for individuals with disabilities; advocating for evidence-based use of medical marijuana; and bridging the gap between medical and social services with community health workers.

During the first Fellowship session on September 19, JHF President and CEO Karen Wolk Feinstein, PhD, explained the Foundation's activist philosophy and its history of health advocacy around topics including breast cancer, women's heart health, childhood vaccinations, and end-of-life care.

"We're going to teach you how to start your own revolution," Dr. Feinstein said. "But first, you need to understand the anatomy of a revolution: defining a strategy to deliver value and developing a method for intervention, demonstrating value, aligning incentives, and then spreading what works. You also need to know who the adversary is. It could be a stereotype, a virus, culture and habit, a perverse payment system, or a whole establishment. We want to help you take something that you're passionate about, identify the problem, and build a coalition."



The 2017 Salk Health Activist Fellows.



Using past successful health movements as inspiration, Salk Health Activist Fellows develop a playbook to advance their own health campaigns.

During session two, Mary Hawk, DrPH, shared the story of how a coalition of HIV/AIDS activists banded together to form The Open Door, Inc., an organization that provides safe and supportive housing to HIV-positive individuals who are ineligible for traditional housing programs. Dr. Hawk is a founding board member of The Open Door, Inc. and an assistant professor of behavioral and community health sciences at the University of Pittsburgh Graduate School of Public Health.

During future sessions, the Salk Health Activist Fellows will tackle advocacy components that include using investigative reporting and storytelling to educate and mobilize the public, being a health activist in work settings, and influencing policy. The Fellows will team with community partners to implement their health campaigns, and showcase their work during a health activist expo event in late November.

Mike Millenson Demands Medical Excellence, Encourages Next Generation during Health Activist Network Speakers Series Event

Back in 1982, Mike Millenson covered the healthcare beat for the *Chicago Tribune*. He mostly wrote about the rising cost of care—a concern even back when health care consumed about 10% of the country's GDP, rather than its current rate that's closer to 20%. But Millenson's focus shifted one day when he received a news tip. Illinois wasn't paying its bills on time, and because of that, the state's most disadvantaged residents on Medicaid weren't able to get medical supplies. Millenson heard horror stories, including that of a 25-year-old with paraplegia who had resorted to tearing up diapers after he couldn't get an ostomy bag.



Mike Millenson, president of Health Quality Advisors, LLC and author of "Demanding Medical Excellence," shares career journey from journalist to health advocate during a Health Activist Network Speakers Series event on September 18.

"That was a turning point," Millenson said. "I saw how health care, and how it's financed, affected lives. It made me think about healthcare problems that lead to activism, and how the stories that you tell can lead people to want to change."

Millenson became an advocate for safer, higher quality, and more person-centered care. He went on to author "Demanding Medical Excellence," a book that spotlights the depths of the patient safety crisis—the preventable errors, and the patients and families whose lives are harmed.

Millenson shared his path from journalist to activist during the second [Health Activist Network](#) Speakers Series event, held on September 18 at City of Asylum @ Alphabet City in the North Side.

Launched in the spring of 2017, the Health Activist Network empowers professionals to create the health system they want to work in by accelerating policy and care delivery improvements. Through the Network, interdisciplinary health professionals who are passionate about patient safety, healthcare quality, and affordability of care have the opportunity to [attend in-person and virtual events](#), learn from [national health reform advisors](#), and acquire the tools and training needed to lead improvements in their work settings. The Pittsburgh Regional Health Initiative (PRHI) manages the Health Activist Network, with funding from the DSF Charitable Foundation and JHF.

"I don't think that any of us would be here without Mike Millenson," said JHF and PRHI President and CEO Karen Wolk Feinstein, PhD, while welcoming around 100 attendees to the Speakers Series event, which

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included a Q&A session and networking. “His work was a game-changer for PRHI.”

Millenson, who is currently president of Health Quality Advisors, LLC, told Health Activist Network members that he sees a difference between health care’s meeting room reality and frontline reality. While many people talk a good game about healthcare quality and safety, fewer display the conviction required to make real change happen. He cited the country’s proliferation of deaths from preventable medical errors—estimated to be as high as a quarter of a million per year—as an example.

“Zero preventable medical errors should be the goal,” Millenson said. “It’s achievable, but this goal hasn’t progressed into being the norm. It’s not bad people or bad actors. But invisibility, inertia, and income continue to cause these errors. We have to continue fighting for the right thing, which is zero preventable errors.”

During the Q&A session, Millenson said that the healthcare industry has been slower to embrace a culture of safety and quality than he had expected. But he implored the next generation of activists to march forward, and to see the cup as slowly filling rather than being half empty.

“I believe the medicine is a holy profession,” Millenson said. “Why join the Health Activist Network? Simply put, because you can save lives. You must persevere and keep fighting for change because there’s no alternative.”



Mike Millenson’s work revealing health care’s errors and inefficiencies “was a game-changer for PRHI,” Karen Feinstein says while welcoming attendees to the September 18 Health Activist Network Speakers Series event.

RSVP for 10/17 Health Activist Network Meetup with CSPI’s Margo Wootan

As VP of nutrition for the Center for Science in the Public Interest (CSPI), Margo Wootan, PhD, is a warrior for creating a healthier food system and a counterweight against food industry forces with multimillion-dollar advertising budgets. Dr. Wootan and the CSPI played a leading role in empowering consumers with nutritional information on food labels and in restaurants, giving kids greater access to healthy foods in schools, and curbing junk food advertising aimed at youngsters, among other accomplishments.

On October 17, Dr. Wootan will discuss her civic-minded career journey and offer guidance on changing

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policies, perspectives, and behaviors during the latest Health Activist Network Meetup event. The event, which will include an interactive discussion with Dr. Wootan and networking opportunities, will take place from 5:30-7:30 PM at the Energy Innovation Center (1435 Bedford Avenue, Pittsburgh, PA 15219). To RSVP, [click here](#) or visit the events tab on the Health Activist Network website (healthactivistnetwork.org/upcoming-events-public).



Margo Wootan, PhD, VP of nutrition for the Center for Science in the Public Interest.

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

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

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



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

JHF Receives Pittsburgh Business Group on Health Philanthropic Excellence Award

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



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

NRHI Affordability Summit Tackles Healthcare Cost Drivers

The U.S. devotes nearly one-fifth of its annual GDP to healthcare costs, but has among the worst population health outcomes among peer nations despite the investment. It's estimated that around 30% of America's health spending is wasted on low-value care and inefficiencies. Stakeholders across the country are seeking a path toward higher quality, cost-efficient health care.

On September 28, the Network for Regional Healthcare Improvement (NRHI) convened more than 150 of the country's leading healthcare providers, purchasers, payers, policy makers, consumer advocates, and executives of regional health improvement collaborative for a National Affordability Summit in Washington, D.C. The

summit, sponsored by the Robert Wood Johnson Foundation, was designed to examine the drivers of escalating U.S. healthcare costs and develop ideas for lowering costs through new care and payment models, greater cost transparency, and cross-sector partnerships.



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

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

Why does healthcare cost so much?

The diagram features a central illustration of an elephant. Eight labels are connected to different parts of the elephant by thin lines, representing various factors that contribute to high healthcare costs:

- Prices**: Points to the elephant's back.
- Wrong Incentives**: Points to the elephant's head.
- Poor Health Outcomes**: Points to the elephant's trunk.
- Lack of Transparency**: Points to the elephant's leg.
- Underinvestment in Social Determinants of Health**: Points to the elephant's tail.
- Fragmented Delivery System**: Points to the elephant's front leg.
- Medical Errors and Waste**: Points to the elephant's side.
- Lack of Data Access**: Points to the elephant's ear.

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

NRHI Plans for Long-Term Success, Shared Projects

On September 28, NRHI members convened for a “charrette,” or community planning session, designed to identify key collaborative initiatives and to position members for sustained success in a changing healthcare environment. NRHI’s regional health improvement collaborative members



The ideas and projects identified by NRHI members were captured by a graphic illustrator.

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bring a variety of complementary skills to the table, including expertise on developing and implementing new care models, convening community stakeholders, producing actionable data, analyzing payment reform initiatives, providing quality improvement-focused coaching and training, and engaging consumers in their care.

Karen Feinstein kicked off the September 28 meeting by sharing how PRHI and its parent organization, JHF, have used charrettes to advance community health initiatives related to senior services and adolescent behavioral health.

Nancy Zionts, Cynthia Shapira Receive Hadassah's Highest Honor

Hadassah, the Women's Zionist Organization of America, has demonstrated a commitment to women's empowerment and Jewish values in action for more than a century. On September 10, Nancy Zionts and JHF Board Trustee Cynthia Shapira, MPA, were among four local leaders who received the highest honor given by Hadassah to individuals who advance Jewish life: the Myrtle Wreath Award.

Zionts and Shapira were recognized by Hadassah Greater Pittsburgh during an awards ceremony at the University Club in Oakland along with fellow award winners Yoel Sadovsky, MD, executive director of the Magee-Womens Research Institute; and Bill Strickland Jr., president and CEO of the Manchester Bidwell Corporation.



JHF COO/CPO Nancy Zionts, MBA, with JHF Board Chair Nancy Rackoff, JD.



JHF Board Trustee Cynthia Shapira, MPA, accepts the Myrtle Wreath Award.

AIDS Free Pittsburgh Joins Other Leaders Working to End AIDS at Conference

Community leaders and HIV/AIDS service advocates from around the globe gathered in Washington, D.C. from September 7-10 for the 21st U.S. Conference on AIDS. Representatives from [AIDS Free Pittsburgh](#) (AFP)—a multi-stakeholder initiative to eliminate new AIDS diagnoses in Allegheny County and reduce new HIV infections by 75% by 2020—took part in a panel discussion along with other jurisdictions across the U.S. that have made a commitment to end AIDS as an epidemic.

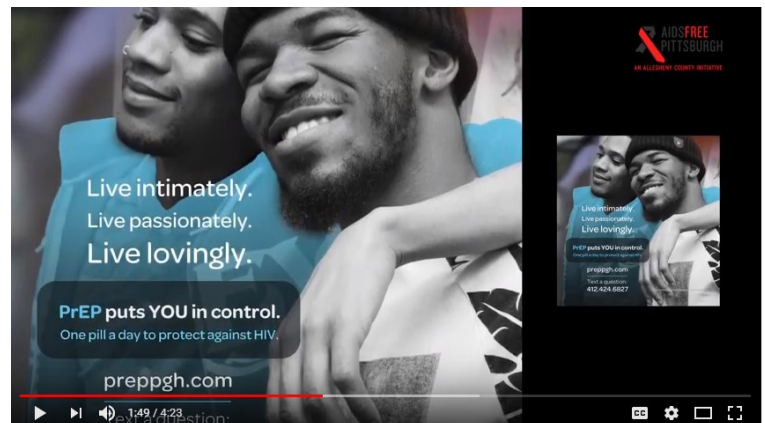
AFP Project Manager Julia Och discussed the strategies that AFP has deployed since its launch on World AIDS day on December 1, 2015. Those strategies include conducting community outreach; forming an advisory committee comprised of clinicians, researchers, and service providers; connecting with other regions in the U.S. that are working to eliminate HIV/AIDS; and launching a [multi-pronged campaign](#) to increase awareness of and access to the HIV prevention medication Pre-Exposure Prophylaxis (PrEP).

During last year's U.S. Conference on AIDS, AFP and more than 20 other HIV/AIDS advocacy organizations banded together to form the ACT NOW: END AIDS coalition. These organizations, all of whom are dedicated to increasing the quality and accessibility of HIV treatment and prevention services, are featured in a [new video](#) that debuted at the 2017 U.S. Conference on AIDS.

AFP is financially supported by the Allegheny Singer Research Institute (Allegheny Health Network) and UPMC Presbyterian Shadyside, and is managed by JHF.



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



AIDS Free Pittsburgh is featured in a new YouTube video created by the ACT NOW: END AIDS Coalition. Click on the image above to view the video.

JHF Leading Learning Collaborative for Ryan White HIV/AIDS Service Providers

During the spring of 2017, JHF completed a multi-faceted [HIV Regional Needs Assessment](#) to identify opportunities to enhance the quality of HIV/AIDS services in southwestern PA, and to gauge which learning and technical assistance topics are most important to Ryan White service providers.

In August and September, JHF hosted a pair of brainstorming meetings with case managers, social workers, and agency directors to sharpen the focus of the Foundation's newly-formed Ryan White Learning Collaborative. On a bi-monthly basis, JHF will facilitate sessions for regional Ryan White service providers that include shared learning and networking, education, and reflection that spurs action.

The summer meetings featured a Ryan White agency spotlight, with providers getting the chance to highlight their organization's capabilities and service areas. The Ryan White Learning Collaborative members also voted on which sub-topics they want to explore in greater detail with JHF during future sessions. The collaborative expressed interest in exploring options for emergency and transitional housing, utilizing harm reduction approaches when working with consumers, increasing agencies' behavioral health service capacity, creating programs tailored to the needs of youth and seniors, and developing updated resource lists that are accessible in the field, among other topics.



Becky McDermott (left picture), senior social worker with the UPMC Pittsburgh AIDS Center for Treatment, and Christina Hughey, medical case manager with Macedonia FACE (Family and Community Enrichment Center), share their respective organization's capabilities and service areas during an "agency spotlight" exercise. The exercise was part of a Ryan White Learning Collaborative that JHF facilitated in September.

Who's Next in Health Care? JHF's Robert Ferguson

Though he just recently celebrated his 31st birthday, Robert Ferguson has packed a few decades worth of work into his time at JHF. The Foundation's director of government grants and policy has managed large-

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scale, federally funded projects to deliver integrated primary care, and has played a key role in growing JHF's fellowship and internship alumni into a more than 900-person strong network. He's currently leading JHF's Adolescent Behavioral Health Initiative, while also working to advance the role of community health workers and managing a learning network for those working towards patient-centered medical home status.

Those accomplishments, and the promise of more to come, recently earned Ferguson a spot in The Incline News' inaugural group of Who's Next in Health. Ferguson and 15 other up-and-coming health leaders in Pittsburgh who made the list were recognized during a party at the Ace Hotel on September 27.



JHF Director of Government Grants and Policy
Robert Ferguson, MPH.

The 1889 Foundation: Fellow Conversion Organization, PCRC Supporter

Susan Mann helped to establish the Conemaugh Health Foundation 25 years ago, and was named president of the non-profit Conemaugh Health System's philanthropic arm in 1997. When the health system was sold to a for-profit entity three years ago, the foundation was reborn as the 1889 Foundation, with Mann at the helm. Named for the year that produced the great Johnstown flood and the subsequent generosity that created the Conemaugh hospital, the foundation supports innovative programs and initiatives that improve the health of residents in Cambria and Somerset Counties.



(L-R): Robert Ferguson; 1889 Jefferson Center for Population Health Executive Director Trina Thompson, DrPH, BSN; Karen Feinstein; 1889 Foundation President Susan Mann; and Nancy Zions.

"Prior to the acquisition of the health system, I met with Karen Feinstein and Nancy Zions to learn about JHF's experience as a conversion foundation," Mann recalls. "That was one of the most helpful meetings that I could have had—learning some of the do's and don'ts in creating something new."

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In September of 2017, Mann—together with Trina Thompson, DrPH, BSN, executive director of the foundation's new Jefferson Center for Population Health—again met with JHF leadership to share the 1889 Foundation's progress. The 1889 Foundation made a five-year, \$7.5 million commitment to create the center in partnership with Jefferson University and the Jefferson College of Population Health. The population health center is developing research and interventions around four key focus areas: drug addiction, diabetes, obesity, and mental health.

In addition, we at JHF were pleased to hear that, by providing non-hospital support to Conemaugh Health System's Primary Care Resource Center (PCRC), the foundation is helping to ensure the ongoing impact on community health and well-being of what was originally a PRHI project.

Conemaugh Health System was one of six regional hospitals to participate in the PCRC Project, a PRHI initiative funded by the Center for Medicare and Medicaid Innovation (CMMI). The PCRC is a hospital-based support hub that aims to preventable avoidable readmissions by bridging the gap between inpatient and outpatient settings for individuals with common chronic illnesses. When the CMMI grant phase of the project concluded in 2015, Conemaugh Health System saw the value of the models and decided to self-fund the hospital components of its PCRC.



In 2015, staff from Conemaugh Health take part in a quality improvement training session offered by PRHI as part of the Primary Care Resource Center Project. Through the PCRC Project, PRHI provided local community hospitals with the QI and disease management expertise needed to offer complex patients one-stop, coordinated outpatient care, and prevent avoidable readmissions.

The PCRC Project revealed that preventing avoidable hospitalizations and managing health requires a community-wide effort. Recognizing this, the 1889 Foundation is funding post-discharge transportation for individuals enrolled in Conemaugh's PCRC so they can more easily travel to appointments and pick up medications. The 1889 Foundation is also paying for scales, blood pressure cuffs, and other medical supplies that promote health monitoring and disease management.

"The PCRC is an exciting way for us to support the programs that are so important in the community," Mann says.

PRHI's internal evaluation of the nearly 9,000 patients seen across PCRC sites showed that the average 30-day readmission rate dropped by 25% and 90-day total cost of care declined by \$1,000 per patient. The final evaluation by CMMI's contracted evaluator (NORC at the University of Chicago), looking at the

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project's impact relative to a comparison group 180 days after discharge, found significant decreases in total cost of care and emergency department visits and improvements in seven and 30-day practitioner follow-up visits.

AARP, JHF Graduate First Class of Park Ambassadors

Local seniors who are looking to hit the trails in both Frick and South Park are in luck: there are 13 newly-minted park ambassadors ready to enhance your journey. The Foundation has teamed up with AARP to recruit volunteers who will help older adults learn about exercise and recreation opportunities in local parks, and accompany them on outings. On September 19, the first class of park ambassadors graduated after a half-day training session that was led by Venture Outdoors.

The park ambassador training, held in South Park, offered volunteers a primer on safety issues, leadership, group dynamics, and developing themes for guided adventures with seniors. The ambassadors also had the chance to demo a new, web-based mapping tool that will help seniors of varied abilities navigate local parks and engage in exercise and recreation programming. The park ambassadors will provide some of the content for the tool, which is being developed by the Allegheny County Parks Foundation.

If you're interested in becoming a park ambassador, contact Jen Blatz (jblatz@aarp.org).

Additional trainings are in the works and will be announced in the near future.

JHF is also sponsoring an ongoing "Walk with a Doc" program, which offers seniors the opportunity to learn more about maintaining health and managing health conditions from local specialists during guided



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



Terry Starz, MD (back row, far left), leads an arthritis-themed "Walk with a Doc" event.

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outings in South and Frick Park. You can learn more about upcoming walks that focus on diabetes and heart health by visiting the [Venture Outdoors website](#).

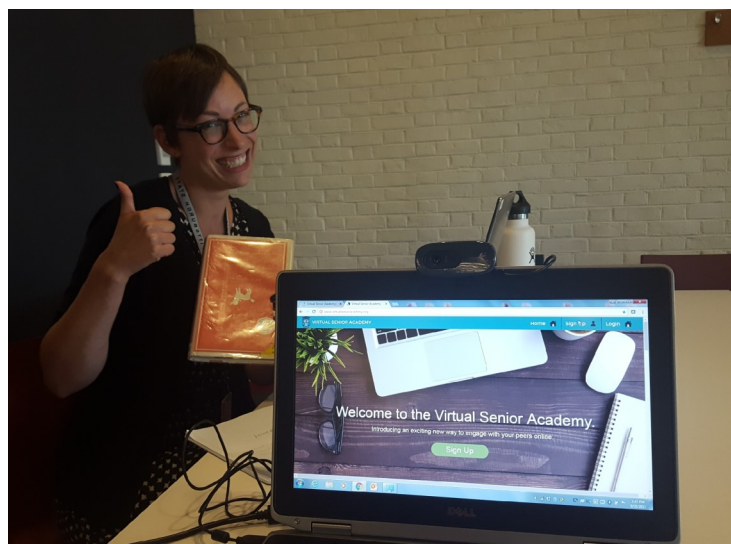
These initiatives are part of JHF's larger *Senior Connections* program, which aims to strengthen service opportunities for older adults, related to transportation and housing, exercise and recreation, geriatric-friendly health care, nutrition, and caregiver supports.

Virtual Senior Academy Expands Course Offerings, Partner Sites

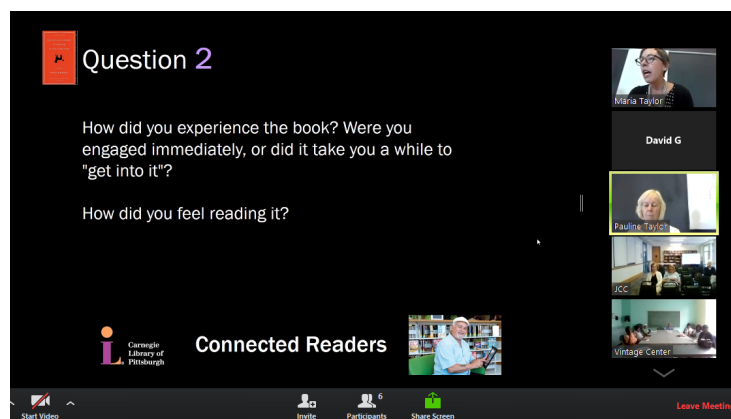
Older adults who are looking to expand their horizons, and grow their social network should try out JHF's new [Virtual Senior Academy](#). Launched in August of 2017, the Virtual Senior Academy is a web-based platform that connects adults age 50 or older in the Pittsburgh region through interactive,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

The Virtual Senior Academy is being piloted by seniors at home and at a number of partner locations, including all senior centers within Allegheny County. Recently, the Virtual Senior Academy kicked off a monthly book club series in partnership with the Carnegie Library.

In October, course offerings include: Global culinary tours; health and wellness classes from local physicians and the American Heart Association, Alzheimer's Association and Breathe PA; history of Pittsburgh neighborhoods, art history, how to prepare for your next doctor's visit and how to be your own health advocate; history of the National Parks, emergency preparedness, and much more.



Maria Taylor from the Carnegie Library of Pittsburgh facilitates the first Virtual Senior Academy book club on September 25.



Any older adult with access to a computer, internet connection, and a web cam can participate in the Virtual Senior Academy's interactive courses.

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To sign up for the Virtual Senior Academy and start taking classes, visit virtualsenioracademy.org.

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

RSVP for 11/9 Event on New Frontiers in Community-Based Senior Housing

On November 9, JHF will host a pair of “charrettes,” or multi-stakeholder planning sessions, to explore innovative community-based housing models that maximize seniors’ safety, independence, and overall quality of life. Community advocates, seniors and their caregivers, and leaders with backgrounds in industries ranging from architecture to entrepreneurship to government will gather to discuss housing options for older adults of all physical and cognitive states, and of all income levels.

The charrettes will take place at the QI²T Center (Centre City Tower, Suite 2600, 650 Smithfield Street, Pittsburgh, PA 15222).

The morning session is scheduled for 8:30 AM to 1PM (lunch included), and the evening session is scheduled for 4-8 PM (dinner included). To RSVP for one of the sessions, contact Ben Johnston (bjohnston@prhi.org).

The charrettes advance JHF’s larger *Senior Connections* initiative. The sessions will also help identify models that support Pennsylvania’s implementation of Community HealthChoices (CHC). CHC aims to increase opportunities for seniors and individuals with disabilities to remain in their homes and communities by using managed care organizations to coordinate physical health care and long-term services and supports.



Stefani Pashman Named CEO of Allegheny Conference on Community Development

JHF congratulates Stefani Pashman, who was [recently appointed CEO of the Allegheny Conference](#) on Community Development (ACCD). The ACCD unites public and private-sector leaders from a ten-county

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region in southwestern Pennsylvania to spur economic and workforce development, and to enhance quality of life. Pashman previously served as CEO of Partner4Work, an organization that connects funding, expertise, and opportunities to create a thriving workforce in the Pittsburgh region.



Stefani Pashman, CEO of the Allegheny Conference on Community Development.

Health Activist Network Members, JHF Fellows Meet with Leader of U.S. Health Care's 'Upstreamist' Movement

On September 25, a group of JHF's [Health Activist Network](#) members and Fellows met with Rishi Manchanda, MD, MPH, president and founder of HealthBegins. Dr. Manchanda is a leader in creating a national "upstreamist" movement, which acknowledges and addresses the social and environmental determinants of health as part of health care.

During the meeting, Dr. Manchanda discussed how creating change involves harnessing the power of storytelling, using a theory of change based on capability and readiness, and leveraging quality improvement methods and tools.



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

"When I was exhorting about social determinants of health, and taking care of patients in a fee-for-service world, I was burning out and feeling jaded, which is often a symptom of disconnect," Dr. Manchanda said. "So I started to listen more, hear my patients' stories, and think about storytelling."

He described how people who lead change tell the "story of me, the story of us, and the story of now." He also advised JHF's Health Activist Network members and Fellows to "assess an organization's pulse and readiness around an issue, identify the organization's capacity, strengths, and weakness, and plan

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accordingly.” To operationalize ideas, he suggested leveraging quality improvement and Lean rapid-cycle learning principles.

“Let’s get precise and rigorous about not looking at poverty overall and getting paralyzed, but actually getting power to say we know we can do something about it by leveraging the tools of quality improvement and change management,” Dr. Manchanda said.

Share What’s Working in Health Care—Enter the Right Care Action Week Story Jam and Attend 10/18 Celebration

The Pittsburgh chapter of the Right Care Alliance is awarding \$1,000 for a story about patients and providers who collaborated to find breakthrough solutions providing “Right Care” to a healthcare problem and achieved outstanding results. Typically, we only hear stories of how the healthcare system fails patients and providers alike. Instead, the Right Care Alliance is looking for positive stories of how individual providers and patients in everyday care discovered a better approach to a specific healthcare cost or quality problem that deserves to be shared and replicated.



The Right Care Alliance is a grassroots coalition of clinicians, patients, and community members organizing to make health care institutions accountable to their communities and to put patients at the heart of health care.

These stories may describe how hospitalizations and emergency rooms visits were avoided, or how better health was achieved with a novel approach that conserved resources. This is your chance to share a great example of how right care in the right place at the right time changes lives—stories that celebrate Right Care.

This Story Jam is part of the nationwide Right Care Action Week (October 15-21) when thousands of advocates from across the U.S. mobilize to bring us closer to creating the safe, responsive, and cost-efficient health system that we all deserve. [Click here](#) or visit healthactivistnetwork.org/rightcarestoryjam to submit a written story (approximately 500 words in length) or an audio or video narrative (approximately 2 minutes) by Friday, October 6.

The top stories will be shared at the Right Care Story Jam on Wednesday, October 18 from 5:30 to 7:30 PM at the QI²T Center (650 Smithfield Street, Suite 2600, Pittsburgh, PA 15222). Whether or not you submit a positive story, you can [click here](#) to RSVP for the event and celebrate Right Care.

JHF Meets with Evaluator of Skilled Nursing Readmissions Reduction Initiative

JHF serves as the lead education partner for RAVEN, a Centers for Medicare and Medicaid Services-funded initiative to improve the quality of care and reduce avoidable hospitalizations among long-stay nursing home residents in Pennsylvania. On September 25, JHF leadership met with the CMS-contracted evaluator for the initiative, RTI, to discuss progress during RAVEN's second phase.

During the first phase of the UPMC-guided RAVEN initiative, participating nursing homes reduced avoidable hospitalizations by 24%, readmissions by 22%, and ER visits by 41%, while decreasing Medicare spending by 12%. CMS renewed the RAVEN initiative through 2020 for a second phase, which includes increased financial incentives to nursing homes for reducing avoidable hospital admissions for six conditions (pneumonia, dehydration, congestive heart failure, urinary tract infection, skin ulcers/cellulitis, and COPD/asthma).

During the meeting with RTI, JHF's Nancy Zions provided an overview of the customized RAVEN training and coaching developed by Senior Quality Improvement Specialists Stacie Bonenberger, MOT, OTR/L, and Anneliese Perry, MS. These offerings include focus on quality improvement, palliative care, POLST (Pennsylvania Orders for Life-Sustaining Treatment), dementia, and Condition-Specific Assessment and Communication Tools (CS-ACTs, used to improve nurse-physician communication). She discussed how JHF customizes training to fit within the daily work of nursing home staff, and how care models for the six conditions identified as a high-priority during RAVEN'S second phase may vary depending upon whether nursing home residents have cognitive challenges.

RTI's evaluators also expressed interest in the role JHF plays in educating facilities about changing policy and the impacts on skilled nursing facilities.

Nancy Zions Leads Online Event on Advanced Care Planning, Changing Expectations around End-of-Life Care

On September 28, Nancy Zions led an online learning event to discuss the changing field of end-of-life care in the U.S. and strategies to support providers as they engage in difficult conversations around life-limiting illnesses and advanced care planning.

The learning event was designed for the more than 200 practice facilitators and program managers who are participating in the Network for Regional Healthcare Improvement's (NRHI) High-Value Care Support and Alignment Network (SAN). NRHI is among ten organizations selected by the Center for Medicare and



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Medicaid Innovation (CMMI) to lead CMMI's Transforming Clinical Practice Initiative (TCPI). TCPI aims to prepare clinicians for valued-based payment initiatives, greater information sharing with patients and other providers, and ongoing practice improvement activities.

During the event, Zions discussed some of the educational tools and opportunities for providers to strengthen their end-of-life conversation skills, as well as methods for engaging communities around end-of-life planning. She gave an in-depth overview of [Closure](#) — JHF's education, planning, and community outreach program to improve end-of-life care and communication — and stressed the importance of advanced care planning at the primary care level.

RSVP for 11/16 Continuing Education Workshop on “Meaningful Use” of Conversation in the Medical Encounter

Effective communication is one of the six “core competencies” that physicians are meant to master in residency training. Yet the hidden curriculum of time pressures, procedure-based billing, and overwork leaves little time for teaching this crucial skill. No wonder that patients report feeling dehumanized and devalued when their providers interrupt them, rush them to make critical decisions, fail to explain diagnoses and procedures, and misunderstand or ignore the real reason they have sought medical attention.

On November 16, JHF Consultant Jonathan Weinkle, MD, FAAP, will lead [a continuing education workshop](#) on building a covenant between patient and provider based on deep, respectful communication. Participants will be able to choose to hone their skills in agenda setting, reflective listening, or negotiating a plan of care. In addition, all participants will take part in a session on practice inquiry, a technique for exploring cases where communication has become difficult and is interfering with the provision of care.

The workshop will take place on November 16 from 5:30-8:30 PM at the QI²T Center (650 Smithfield Street, Suite 2600, Pittsburgh, PA 15222). The cost is \$30 (need-based scholarships are available), and dinner will be served. To RSVP, contact Ben Johnston (bjohnston@prhi.org). Please make checks payable to the Jewish Healthcare Foundation.

In addition to his role at JHF, Dr. Weinkle is a general internist and pediatrician at the Squirrel Hill Health Center, a clinical assistant professor in the Departments of Pediatrics and Family Medicine at the University of Pittsburgh School of Medicine, and medical director of the Masters of Physician Assistant



Jonathan Weinkle, MD,
FAAP

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Studies program at Chatham University. His first book, entitled “Healing People, not Patients: Creating Sacred Relationships in Modern Healthcare,” will be published in December 2017.

Leaders from Pittsburgh, Scotland Tackle Health Disparities Together

Pittsburgh and Glasgow, Scotland, are both post-industrial cities that have authored compelling, if incomplete, comeback stories. They have been reshaped from hubs for steelmaking and trade into beacons for technology, education, and culture. But the “new” Pittsburgh and Glasgow are both still working to address longstanding health inequities in their respective communities.

On September 5, some of the leading providers and funders of primary physical and mental health care in Pittsburgh and Glasgow met at the QI2T Center to share and learn strategies for better serving disadvantaged populations. The event was part of a grant awarded by the Robert Wood Johnson Foundation to the Consumer Health Coalition for the development of a Pittsburgh community health strategy focused on resilience and equity.



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The September 5 Pittsburgh-Glasgow event featured welcoming music from one of Carnegie Mellon University's renowned bagpipe players.

During the September 5 event, attendees learned more about Glasgow's efforts to eliminate health disparities from Graham Watt, MD, an emeritus professor and honorary senior research fellow at the University of Glasgow. From 2009-2016, Dr. Watt led the Deep End Project—an initiative to provide high-quality primary care and amplify consumer voices in 100 of the most disadvantaged communities in Scotland. Leaders from local foundations and federally qualified health centers then took part in a discussion focused on ways to adapt successful strategies from Glasgow to Pittsburgh, and vice versa.

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