

Liftoff PGH: Regional stakeholders unite to prepare for September 2020 innovation summit

Thought leaders across various sectors of health care, research, and technology packed JHF's top-floor conference room last month, brainstorm plans to Liftoff next year.

That's Liftoff PGH, the much-anticipated un-conventional convention that JHF is planning for Sept. 15-16, 2020. It's an opportunity for the Pittsburgh region's health care practitioners, technologists, entrepreneurs to step back, breathe and bring a fresh, imaginative, even playful mindset to the future of health care.

"We want to make sure Pittsburgh is prepared for the changes in healthcare in the coming decades – for the sake of patients, medical professionals, insurers, entrepreneurs, and working people," said JHF President and CEO Karen Wolk Feinstein. "You are either structured for innovation, or you're not. If we don't start now, we are going to be left behind by other regions."

To that end, JHF's Liftoff PGH Team on July 25 brought together more than two dozen practitioners, researchers and funders to brainstorm on the 2020 summit's five themes. The meeting was the first of several that JHF is hosting over the coming months to craft the Liftoff gathering.



Thought leaders across various sectors of health care, research, and technology brainstorming ideas for next year's Liftoff PGH summit.

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Liftoff participants will learn about and play with those themes in Exploration rooms at the David L. Lawrence Convention Center. The themes are shaping up as:

- Workforce and Education
- Technology Advancements and Entrepreneurship
- Health Spaces New and Old
- The New Patient
- Payment and Regulation



JHF Director of Innovation Mara Leff leads a Liftoff brainstorming session on July 29.

Attending the first advisory committee meeting were thought leaders from the region's leading universities and medical research organizations, industry, startups, medical professionals and nonprofits focused on workforce development.

"It's exciting to see such a diverse group of stakeholders provide different perspectives around the key themes," said Mara Leff, JHF's director of innovation and staff lead on Liftoff PGH. "They are really bringing these ideas to life."

Additional advisory committee meetings are planned for the fall, as are subcommittees that will develop the Exploration rooms. To get involved, contact Leff at 412-594-2579 or leff@jhf.org. Watch for updates at LiftoffPGH.org.

HIV/AIDS team earns substantial boost in state funding

Several months of persistence by the Jewish Healthcare Foundation's HIV/AIDS team has paid off in a big way. On June 27, the Pennsylvania Department of Health announced it will provide an additional \$895,388 for the 2019-2020 fiscal year – a 17 percent increase from current funding levels.

This infusion of funds will go directly to five nonprofit organizations that provide early intervention services for HIV prevention and wraparound care services, transportation, case management, and peer support. The funding will also be used to expand congregate meals at Shepherd Wellness Community. With this new funding, those organizations will be able to serve an estimated 500 additional individuals, said JHF's HIV/AIDS Project Director Richard Smith (MSW).

"This is a significant increase," Smith said. "It shows the state's trust in JHF and our agencies. A lot of good work is being done here by people who are not only passionate about what they do but are good stewards of the funds."

The proposal was the result of visits to the region by Department of

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Health staff, as well as one-on-one assistance by Smith, Program Coordinator Sue Steele and Program Associate Ashley Chung to the nonprofits that applied.

Part of the funding has been used to help [The Open Door, Inc.](#), renovate its supportive housing for high-risk people living with HIV.

JHF's HIV/AIDS team and its agents serve approximately 3,000 individuals living with HIV in the 11-county Pittsburgh region.

PRHI concludes five-year Quality Innovation Network contract

The Pittsburgh Regional Health Initiative has concluded its five-year Quality Innovation Network-Quality Improvement Organization subcontract with Quality Insights, successfully engaging 8,480 participants across five states in quality improvement education.

Quality Insight's Centers for Medicare and Medicaid Services contract aimed to reduce health disparities, promote chronic disease management, and lower costs across Pennsylvania, West Virginia, New Jersey, Delaware, and Louisiana. As a subcontractor, PRHI leveraged its expertise in data-driven quality improvement through its Lean-based Perfecting Patient CareSM curriculum, as well as its web-based quality improvement education and collaboration tool, Tomorrow's HealthCareTM (THC).



JHF President and CEO Karen Wolk Feinstein congratulates staff on QIN grant conclusion.

Tomorrow's HealthCare created active virtual learning communities for providers to share best practices and resources, further their education, and receive virtual technical assistance.

"This was a great opportunity for us to use the Tomorrow's HealthCare platform to help thousands of providers across five states tap into resources that enabled them to improve the quality of the care and outcomes," said Nancy Zions, JHF's Chief Operating Officer and Chief Program Officer. "We brought the talent and experience together to create an online portal with a single login, making it easy for providers to access information in the course of their daily work. It's been really gratifying to see the high levels of utilization."

The QIN contract outlined seven initial tasks related to cardiac health, diabetes, Health Information Technology (HIT)/Regional Extension Centers (RECs), hospital infection, nursing homes, care coordination, and value-based quality reporting.

The learning modules on THC were revamped for the QIN project, with Lean-specific training offered in a variety of formats including videos, webinars, and podcasts to accommodate different learning styles. The QIN team also developed extensive accredited subject matter resources and task-specific learning communities where providers can get advice from peers and mentors.

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While the contract has concluded, the THC platform continues to provide support to other JHF/PRHI projects including RAVEN, Patient Centered Medical Homes, and PA Centers of Excellence, among others.

Women of Impact gather in DC to strengthen leadership, consider action

Some 40 members of Women of Impact gathered in Washington DC last month to strengthen relationships and discuss actions – individual and shared – related to increasing women executive leadership and representation in health care, members’ initiatives and legacies, and collaborations that could further healthcare quality and patient safety in the United States.

Formed in July 2013, Women of Impact is a small, by-invitation-only group of female executives from diverse sectors of the healthcare industry. They aim to apply the concept of collective impact to address complex problems in health care. At its annual meeting [in Washington DC July 18-19](#), several Women of Impact members expressed interest in patient safety and working together for greater accountability in systems.

Founding member Karen Wolk Feinstein, president and chief executive officer of the Jewish Healthcare Foundation, raised the question: what if the Women of Impact did for medical error what a consortium of Children's Hospitals have done for patient safety?

“What if we made a collective commitment to work together across competitive and organizational boundaries to dramatically reduce preventable medical errors in five years?” Feinstein asked in a written proposal presented to the group for consideration and possible future action.

Among WOI members are at least 15 CEOs or equivalents of hospitals and health systems, 11 with leadership roles in healthcare institutions, and more than 23 affiliated with organizations concerned about quality and safety. Eight members representing such research powerhouses as the National Institutes of Health, AcademyHealth, the RAND Corp., and others. Noted Feinstein: “We have excellent foundations on which to build our own collaboration.”

The group also identified possible impact strategies — at the government, hospital, and individual levels; discussed the possibility of rolling out a public statement or an update to the “*To Err is Human*” report cards and expanding and widely circulating “Karen’s 20 Favorite Excuses to Explain Away High Medical Error Rates & Resulting Mortalities.”

Also speaking at the meeting was Esther K. Choo, MD, MPA, founder of [Time’s Up Healthcare](#), who underscored that the organization’s mission is to end workplace discrimination, harassment, and abuse and create equitable and safe cultures within the healthcare industry.



Participants in the annual meeting surround JHF CEO and President Karen Wolk Feinstein and Dr. Joann Conroy, CEO and president of Dartmouth-Hitchcock Health and the organization’s founder.

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“There is currently no measure of the impact of unconscious bias or harassment and assault on the industry,” Choo said. “We are trying to change culture and employment norms in our industry. “People tend to shut down when they hear the words ‘harassment in the workplace,’ but it’s crucial to talk about these issues.”

Dr. Leana Wen, who was abruptly removed as Planned Parenthood Federation of America’s president just two days earlier, was present as previously scheduled. The group was able to speak with her privately about the reproductive justice landscape and challenges that face women executives in disruptive times.

Coming up next for Women of Impact is the meeting of two dozen members of its inaugural Public Health cohort. The women are gathering in Pittsburgh to drill down on shared goals. That meeting is supported by the deBeaumont Foundation and hosted by the Jewish Healthcare Foundation.

Findings about Spain’s senior care shared with trustees

JHF staff, board members, and guests broke bread July 29 while discussing how Spain cares for its seniors and those living with dementia.

Trustees David Ehrenwerth, Debra L. Caplan, Elliot Oshrey, and Steve Irwin; and Tomi Waters, DEd., a member of the Health Careers Futures Board of Directors joined JHF’s staff for a special Aging and Dementia Lunch & Learn on July 29.

JHF COO and Chief Program Officer Nancy Zionts presented findings from the April visit to Barcelona, Madrid, and Valencia she made with JHF President Karen Wolk Feinstein, Women's Health Specialist Kate Dickerson and trustee Caplan.



Nancy Zionts, COO and Chief Program Officer presents at the Aging and Dementia Lunch & Learn on July 29.

Spain has one of the world's highest longevity rates, and is developing models of care to address the expected increase in neurological disorders such as Alzheimer's and Parkinson's disease. Spain's approach to Alzheimer's emphasizes early identification and diagnosis, personal attention to patients, and programs for families. People living with the disease are kept in the community for as long as possible. Other strategic areas include increasing awareness to reduce stigma, training professionals and promoting research in areas such as epidemiological studies, risk factors, new drug therapies or non-drug therapies.



Following the presentation and lunch, Senior Quality Improvement Specialists Stacie Bonenberger and Anneliese Perry provided a 60-minute, interactive Dementia Friendly information session. Feinstein as well as board members Caplan, Oshrey, Irwin, guest McLaughlin, and eight JHF staffers became dementia friends, bringing the number of Dementia Friends across the state to 1,659 friends.

Adieu, 2019 Summer Interns

The staff of the Jewish Healthcare Foundation bids a fond farewell to 11 emerging healthcare leaders who shared their enthusiasm, talent, and insights through the 10-week summer 2019 internship.

The interns explored the foundational principles of healthcare safety and quality; and helped to advance ongoing initiatives related to maternal health, adolescent behavioral health, HIV/AIDS, healthcare innovation, and seniors. Elizabeth Balskus, a doctoral student in healthcare ethics at Duquesne University; Sarah Morgan, an MPH student at the University of Pittsburgh; Corina Paraschiv, who studies healthcare policy and management at Carnegie Mellon University; and Janelle DeBaldo, a recent graduate in communication management from the University of Dayton; took the opportunity to also participate as fellows in the Patient Safety Fellowship this summer. The Fellowship focused on using quality improvement and implementation science methodology to look at maternal health programs from across Pennsylvania.



2019 Summer Interns (from left to right): Sarah Morgan, Andrew Fingeret, Corina Paraschiv, Janelle DeBaldo, Cindy Vincente, Kyle Terrill, Adele Flaherty, Kyla Christensen, Elizabeth Balskus, Kandis Mason, and

The interns were especially insightful in helping to develop strategic materials for the September 2020 Liffitt PGH conference, focusing on healthcare innovation. Morgan and Paraschiv developed media and marketing strategies to engage various audiences, including developing personae for different stakeholder groups and the right messaging strategy to reach each audience. They also researched thought leaders, compelling research, influencers, and journalists from across the nation that could contribute to the goals of Liffitt PGH, and presented a database of resources.

Others supported the Senior Connections initiative, researching best practices for keeping older adults active, engaged, and healthy physically and emotionally throughout their lives. They were Kyla Christensen, an MSW student at the University of Pittsburgh; Andrew Fingeret, who will be pursuing a bachelor's degree in international affairs at George Washington University; Adele Flaherty, a doctoral student in healthcare ethics at Duquesne; Diane Smith, a recent graduate in communication science and disorders from Ohio University; and Kyle Terrill, who is pursuing a master's degree in social work and public health at the University of Pittsburgh.

They compiled research on best-practice models for seniors in several U.S. metropolitan areas on such issues as housing options, preventative care and services, access to transportation. The interns also helped to develop materials for the upcoming GRAN senior academy and inter-generational reading programs.

Terrill said he especially appreciated going out across Pittsburgh with JHF's community health worker program. "I'm specializing in direct practice with individuals, families and small groups," he said. "I got hands-on experience in community, organization, and social action that otherwise would not have been available to me just through my studies."

Assisting the work of WHAMglobal was Janelle DeBaldo and Kandis Mason, MPH from State University of New York. Cindy Vicente, an MSW student specializing in community, organization, and social action at Pitt, supported the HIV/AIDS team, and Elizabeth Balskus worked on JHF's Adolescent Behavioral Health Initiative.

Geisinger Health System shares maternal healthcare practices

Nestled in the hills of northeastern Pennsylvania is one of the commonwealth's leaders in healthcare innovation. Geisinger Health System played host on July 17 to more than two dozen Pittsburghers eager to learn from its best practices around maternal care.

Geisinger, with its flagship hospital in Danville, about 70 miles northeast of Harrisburg, serves nearly 3 million patients across eastern Pennsylvania and southern New Jersey. It has managed the Northeastern arm of the Pennsylvania Perinatal Quality Collaborative (PA-PQC) since 2018. Geisinger is experienced with sharing their work to improve healthcare on a broader scale, and they exposed JHF's visitors to their maternity bundled payment model, opioid use disorder programming, model for midwives, and measurement dashboards.



JHF Team arrives on the Geisinger campus in Danville.

Joining JHF in Danville for the study tour were partners from JHF's Reinvesting in Health initiative, two JHF summer interns, and a team of this summer's Patient Safety Fellows. In the morning, staff met with Dr. John Bulger, Chief Medical Officer at Geisinger Health Plan, to discuss the maternity bundle payment they have had in place since 2009. As an integrated delivery system, Geisinger manages all facets of the patient experience from payers to providers to administration oversight. This enabled them to implement a bundled payment for maternal care to work towards standardizing unjustified variations in their maternal outcomes. The bundle has supported Geisinger to set up best practice elements with milestones at each visit and trimester, then at delivery and postpartum.

The visit continued with meetings about Geisinger's Free2BMom and women's health opioid use disorder (OUD) programs. Geisinger staff discussed ways to reduce stigma, to better integrate behavioral health and patient advocacy staff into multi-disciplinary care teams, a new Right of Access form, and processes and challenges around screening. Notably, Geisinger discussed their quality improvement initiatives around substance use disorder screening during pregnancy and time to severe hypertension treatment that were generated in response to the PA PQC Learning Collaborative kickoff in April.



Patient Safety Fellows speak with Geisinger staff.

Geisinger staff shared their various models for midwifery integration at the community hospital level, as well as at their specialized tertiary care hospitals. They noted the value that midwives add to perinatal care but emphasized that "women are cared for by the appropriate provider in the appropriate facility." Care teams differ at each Geisinger facility based on patients' needs. .

The day concluded with a powerful first-person story from a patient participating in the opioid use disorder program shared her experience. She is now 36 weeks pregnant. Speaking to the stigma and fear that often plagues pregnant moms with OUD, she said: "I trust these doctors and nurses. You won't get your baby taken away. I won't get in trouble for getting help."

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Though Geisinger's unique context gives them an advantage to innovate faster than other systems with less control over all the pieces of the patient experience, ultimately Geisinger demonstrated their willingness to think outside the box and focus on best practices and patient outcomes as the primary drivers of their work.

Visiting group from Pittsburgh at Hughes Center, the headquarters of Geisinger Health Plan.



JHF Trustees Profiles: Debra L. Caplan, Executive-in-Residence of The Forbes Funds; President of HobartHumphrey LLC

Debra L. Caplan has never shied away from a challenge. Throughout her working life, she has jumped enthusiastically into new situations, putting in long days and nights, and learning by doing. The reward has been a fulfilling career studded with healthcare firsts.

Fresh from Mount Holyoke College with a bachelor's degree in Sociology, Caplan joined the Massachusetts Department of Public Health. Modern emergency medicine was just coming into its own, and she helped to create the state's first emergency medical system – creating policy and protocols, and establishing training programs for emergency medical technicians and paramedics. Launching the state's first poison control program and a statewide trauma system was next. After serving in a leadership role at the state Office of Emergency Medical Services for five years, she went on to join the storied Brigham and Women's Hospital, a Harvard Medical School Teaching Hospital. There, as a young vice president with an array of operational responsibilities, she developed the program that performed the first heart transplant in New England.



Debra Caplan at home in Pittsburgh with the ceremonious cooler from the first heart transplant.



Debra L. Caplan with the Brigham and Women's physician team that performed the first heart transplant in New England.

A native of Squirrel Hill, Caplan returned to Pittsburgh with a master's degree in Public Administration from Harvard's Kennedy School. She joined Allegheny General Hospital as a vice president and had oversight of many operational departments, academic programs, and strategic and community development initiatives.

Debra L. Caplan serves on several boards, including: Jewish Healthcare Foundation's Vice Chair; Chair of Women's Health Activist Movement Global (WHAMglobal) and past Chair of JHF's Distribution Committee. Caplan also serves on the boards of WQED (where she also served as chair), Partner4Work, and the Pittsburgh Symphony

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Orchestra. She is the incoming President of the Pittsburgh Chapter of the International Women's Forum. Her family includes husband David J. Levenson, M.D.; daughter Jessica Levenson Durst Ph.D., son-in-law Evan Durst Esq., and granddaughter Emerson Durst; and son Joshua E. Levenson, M.D.

You spent 27 years as a top administrator at West Penn Allegheny Health System and Allegheny Health Network. What was the hardest part of that job?

I was part of the senior leadership team that led the parent organization of Allegheny General Hospital out of bankruptcy and into the merger with West Penn Hospital. *[Rapid expansion in the mid-1990s had built AHERF (Allegheny Health, Education, and Research Foundation) to 30,000 employees across the state in two medical schools and 14 hospitals. Its 1998 bond default was at that time the largest nonprofit insolvency in U.S. history.]*

No other hospital system had been through a bankruptcy. There was no guidebook. We were all learning as we went along, breaking new ground. It was challenging, rewarding – and the most stressful time of my life. But we kept 5,000 jobs, a talented medical staff, and maintained patient quality and satisfaction. We were able to re-position a huge healthcare system for success.

What was especially rewarding about it?

Allegheny General always had a reputation for serving the community, and I oversaw a team dedicated to growing that relationship. The AGH Northside Partnership was created so that we could work side-by-side with the community on issues like jobs, housing, business development, food security, and health. It was, and continues to be, one of the most wide-ranging partnerships of its kind between a hospital and a community. Today there is a lot of talk about [“population health.”](#) We were doing that 25 years ago.

What makes your contributions to JHF unique among its board members?

What I think is unique is my experience and knowledge of health care as an administrator, a community activist, and through my personal family involvement with Montefiore Hospital *[the sale of which led in 1990 to JHF's creation]*. In the late 1940s through the early 1950s, my mother, Minnie Caplan, was the director of Montefiore's outpatient department. She was an officer of the hospital auxiliary (also known as the Ladies Hospital Aid Society), as was my aunt, Gertrude Caplan. My uncle, Paul Caplan, was a senior physician at Montefiore. As a teenager, I worked there as a patient escort during the summers. And my father, Joseph Caplan, worked at Blue Cross Blue Shield as a hospital management engineer. I didn't want to be a physician, but I knew I'd be involved with health care. It's in my blood. Serving on the board of JHF is perfect; my life has come full circle.

What do you enjoy most about serving on JHF's board?

Overall the Foundation tackles significant issues, and that's a credit to Karen *[Wolk Feinstein, JHF's CEO]*. It's through her vision and leadership that JHF has been on the cutting edge of policy, advocacy, and reform. She is always pushing the boundaries to effect change. JHF is truly a force.

I am excited about [WHAMglobal](#) *[the Women's Health Activist Movement Global, of which Caplan became chair in April]*. It was started in 2016 to build networks of experts and advocates so that we

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can improve delivery and outcomes, equity, and leadership for women in health care. We're working to support mothers and families throughout the entirety of their care; to raise awareness about the unacceptably high rate of maternal mortality in this country; and to help expand enrollment by Pennsylvania families in the federal WIC supplemental nutrition program. It's incredibly important work. WHAM truly is a global, activist board and there are outstanding, strong women from across many related fields who are deeply involved and love being part of it.

What other work have you been doing since retiring from the Allegheny Health Network in 2015?

Along with operating HobartHumphrey, a small healthcare consulting practice, I'm part of The Forbes Funds' [Executive-in-Residence](#) program, advising nonprofit leaders. Basically, at any time I'll have two or three individuals -- generally executive directors or board chairs -- to whom I provide support and coaching. We engage in generative discussions: they get to bounce ideas off me, and develop greater knowledge and confidence in their decision-making.

I've gone from managing large operations and large staffs to coaching people one-on-one, from being a doer to being an advisor. It's taken a little bit of adjustment, but it's good to reinvent yourself from time to time. It's been very satisfying.

What advice would you give women in the workforce?

Be a risk taker. Obviously, you need to prepare yourself for the challenge at hand. Focus on your job and doing the best you can. But don't be afraid to push yourself. Take the most senior job you can -- even if you don't feel 100 percent ready. Don't be afraid to change jobs if that will move you up to the next level. You have to be opportunistic in a positive sense, to try to reach the highest level you can, because that's where you can make the biggest impact.

JHF Staff Profiles: Anneliese Perry, MS, Senior Quality Improvement Specialist

Anneliese Perry began her career working with young people, but found her calling with older adults.

"I volunteered to work with 93-year-old woman named Evelyn," Perry said. "She lived on her own in a senior high-rise, and needed help with shopping, and hoped to find someone who would read to her. We became extremely close and I learned so much from her, and began spending part of every weekend with her."

Perry shifted career gears, and began working as a case manager in home and community-based services with seniors in the Mon Valley living on their own. Intrigued to learn more about long-term care, she spent the next two years as a family support liaison in a nursing facility while earning a master's in professional leadership from Carlow University.



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She then became a nursing home administrator in Pittsburgh, and was able to combine two passions: seniors and leadership.

“While an administrator, I was introduced to Teepa Snow, a nationally recognized dementia expert. Perry said.” She piloted much of her work at our organization. That lead me to focus on ensuring all residents had the same opportunities and supports, including our residents living with dementia.”

Shortly after, though, she was impacted as a family. “My grandma lived with vascular dementia.” she said. “I saw the changes in her, and the impact that had on my family. It’s about so much more than memory loss. It impacts everyday life.”

In 2014, Perry joined the Jewish Healthcare Foundation, initially supporting the RAVEN Initiative to reduce avoidable hospitalizations using evidence-based interventions for nursing facility residents. As a senior quality improvement specialist, she and colleague Stacie Bonenberger co-coordinate the statewide program Dementia Friends Pennsylvania, part of an international movement to raise awareness and combat the stigma of dementia. She is also an active member of the Dementia-Friendly Greater Pittsburgh work group.

Other JHF work includes Senior Connections charettes, the upcoming “GRAN” intergenerational reading program, and educating community health workers.

“Working at JHF has allowed me to step out of my long-term care silo and experience the entire healthcare continuum. The field of aging is ripe with opportunity and I enjoy being able to work on initiatives bringing innovative change to our area.”

Perry recently returned from a two-day “Deep Dive” event of National Emerging Leadership Summit for Health and Aging Services Executives. She was one of just 12 of the organization’s 270 alumni – and the only one from Pennsylvania -- invited to the special event to connect and strategize with other emerging health care leaders to innovate the future of the health and aging services executive profession.

Perry earned her bachelor’s degree in psychology from Westminster College, as well as a certification in Ethics and Compliance Management from St. Louis University. She and her husband, Josh, live in Moon Township with son Josef, 6; daughter Norah, 3 and a Lab named Jack.

Recent social work/public health graduates join Jewish Healthcare Foundation



Kylea Covalleski, MPH, MSW, is a Program Assistant primarily focused on Senior Connections. Previously she worked as a program coordinator for the Geriatric Workforce Enhancement Project at the University of Pittsburgh, as a graduate research assistant in adolescent behavioral health, and as a patient care technician at UPMC. While finishing her graduate studies at the University of Pittsburgh, Covalleski was a Juanita C. Evans Fellow, receiving comprehensive training to prepare future social work and public health leaders. She is a graduate of two of JHF’s Fellowships — Patient Safety and Quality Improvement Technology, and a former JHF summer intern. She earned a bachelor’s degree in Psychology and dual master’s in Public Health and Social Work from the University of Pittsburgh.

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Rachel Schaffer, MPH, MSW, is a Program Associate working with the HIV/AIDS team to support sub-recipients of all Commonwealth program grants and Minority AIDS Initiative grants. As such, she assists in research, planning, evaluation, and reporting on the Ryan White Law and Health Resources and Services Administration (HRSA) policies, the Southwest PA Regional HIV Needs Assessment, and agency outcome measures for the Commonwealth program. She graduated from the University of Pittsburgh with a master's degree in Social Work, with a focus on community organizing and social administration, and a master's degree in Public Health, with a focus on behavioral and community health. Schaffer has worked as an HIV tester and counselor at a non-profit agency and was also a suicide prevention counselor for a national, non-profit organization. During her graduate studies, she interned at the Hillel Jewish Community Center and the VA Pittsburgh Healthcare System.

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