This month’s newsletter is all about making and sustaining change in the way we care for our patients and improve our Hudson Valley community. Below you’ll find exciting updates on the network’s efforts to build the health care workforce of the future for the Hudson Valley (starting as young as pre-school!). These efforts include training and residency programs that fill real needs for our patients.

Additionally you’ll find updates on the progress of MHVCs Communities of Care that aim to connect providers across the care continuum in the name of better health and better care. Interested in these efforts or think you have a model that should be shared? Tell us! This newsletter is for and by the network, so please continue to tell us about your innovations and success.
**CofC Kick-Off Meetings**  
*Regional Communities of Care identify localized needs*

MHVC’s inaugural Communities of Care (CoC) forums were developed as an “umbrella” for activities around provider engagement and performance improvement involving organizations within the same region. The first two forums, which were announced in the [MHVC Summer 2018 Newsletter](#), were held in May in Rockland and Orange Counties, building on the extensive collaboration and partnerships crafted through MHVCs Innovation Fund.

“We expected lively interaction between the partners,” said Marlene Ripa, MHVC’s Director of Network Design and Administration, “but we also got something even more valuable. When we asked what the partners wanted, we got very thoughtful and pragmatic responses, including comments on specific gaps and opportunities for improvement. We have already held follow-up webinars in both counties and a ‘Breakfast-and-Learn’ networking session in Rockland based on the feedback.” (See article below.)

Ripa and her team documented the results of the kick-offs and then produced separate webinars for partners in each county to discuss the key takeaways and proposed next steps. Rockland County had four large initiatives, and Orange County had three (link [here](#)).

Ripa and her team are highly energized by the enthusiasm. “We will use the MHVC newsletter to report on the Westchester CoC kick-off and subsequent projects or initiatives that came from the Rockland and Orange takeaways,” she said. “It is exciting to develop new ideas and programs that transform network wide projects into regional innovation and resources to drive sustainability; I think it’s a great indicator of how well our partners will work together and continue to create value beyond DSRIP.”

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**At Breakfast-and-Learn, “Speed-Dating” Makes Matches**

*Partners learn about each other and about local resources*

At the Rockland County Community of Care (CoC) meeting convened earlier in the year, partners told the MHVC team that they wanted to get to know each other, and the available resources in their community, better. “It was important to us that our local partners told us what they needed to work better in their community, provide the best care, and create a model that sustains those improvements” said Marlene Ripa, MHVC Director of Network Design and Administration. “What we heard was a real desire to understand more about the organizations, people, and services available in Rockland. We decided to try a new kind of networking, which would accomplish more, and in a more personal and interactive way, than standard PowerPoint presentations.”

On July 27, MHVC held its first CoC “Breakfast-and-Learn” at Meals on Wheels in Rockland County. The session focused on networking and included an opportunity for network partners to participate in a form of “speed dating” among the 17 organizations and 24 people in attendance (24 organizations were invited). Designed by Rachel Evans, LCSW-R, MHVC Manager of Community Engagement, each group had 3-4 minutes to interact with another, rotating around the room so everyone had the opportunity to learn about
innovations, valuable partnerships and try to find connections.

"To provide some structure, we developed a list of suggested questions as ice-breakers," said Evans. "It was important to let the organizations take the lead in these interactions, which resulted in many robust conversations." The suggested questions were tailored to the invited participants. "In a community where partners know each other well, the questions may be focused on furthering a work stream. In those that need more of an introduction, the questions will be designed to reveal the range of services or specialty," she said.

CANDLE "dates" Cornerstone -- an example of what happens when there's a match.

Is speed-dating right for your community? "At the very least we thought partners would get to know each other," continued Evans, "so we were delighted to see organizations create real value in even just a few minutes." Evans gave the example of CANDLE (Community Awareness Network For A Drug-Free Life And Environment, Inc.), whose mission is to prevent substance abuse and violence among youth. "CANDLE received an MHVC Innovation Grant to provide training, and ended up with resources for additional training. During their session together, CANDLE learned that Cornerstone expanded its footprint to Middletown and had additional staff that needed training. It was a match made at the speed-dating table!"

Future Breakfast-and-Learn sessions will address other topics identified in CofC kick-off meetings. "The kick-off meetings were rich sources of partner feedback," said Ripa. We are organizing another Breakfast-and-Learn for Rockland County on health homes. It is exciting for us at MHVC to provide the platform and content that our partners want."
Newburgh's "Project Hire" Leads Kids to Health Care Careers
Collaborative and innovative program develops pathways, provides opportunities

The Newburgh Armory Unity Center (NAUC) is more than a place for sports: MHVC partners have made it the place to go for kids to explore careers in health care. According to Margaret Deyo-Allers, RN, Chief Nursing Officer and Vice President, Patient Care Services, at St. Luke's Cornwall Hospital (SLCH), it all started with a call from Bill Kaplan, founder of NAUC, who was interested in career readiness.

PROJECT HIRE partners:
Access: Supports for Living
Crystal Run Healthcare
Hostos Community College
Mount St. Mary College
Newburgh Armory Unity Center (NAUC)
Newburgh Enlarged City School District
Newburgh Free Academy (NFA)
St. Luke's Cornwall Hospital (SLCH)

"We started the 'Scholars to Scrubs' health science education program for children as young as four years old, and it grew from there," said Deyo-Allers. The Saturday morning class features hands-on activities and presentations from health care professionals and educators to help students build an awareness of mindfulness, health, and safety while exposing them to professionals working in the field. "Then we added middle-school volunteer opportunities for K-6, and high-school students mentoring grades 7 and 8."
Project Hire grew, and now it embraces the entire educational continuum, even into college.”

Project Hire prepares youth for higher education and a career in health care through a comprehensive program that supports and enhances educational achievement in a traditional public school setting. It is a collaborative community project that brings together NAUC, The Newburgh Enlarged City School District, Newburgh Free Academy (NFA), Access: Supports for Living (Access), and SLCH. “Each of the partners are deeply invested in improving the community by having a positive impact on the lives of their students, employees, and patients,” said Lori Lentini, Access’s Senior Vice President for Human Resources and Talent. “Students are educated and prepared to be qualified applicants for rewarding careers in health care, and then provide high-quality care for patients in the local community. It is a ‘win’ for everyone.”

**PROJECT HIRE age groups:**

**K-6th grade program:** “Scholars in Scrubs” to introduce health care careers
**5th-8th grade program:** Explore career options and meet the people who work in them
**9th-12th grade at the Armory:** Mentoring the morning Scholars and Scrubs program
**High School:** Opportunity for CNA and career-readiness training

Once students enter high school in Newburgh, they are eligible to enroll in the Certified Nursing Assistant (CNA) program at NFA. The program, spearheaded and taught by Linda Romano, 2018 Association for Career and Technical Education (ACTE) National Teacher of the Year, combines classroom instruction and clinical experience at SLCH, which allows students to complete the CNA exam. Additionally, students can build on their skills and choose to continue onto college full time or immediately enter the workforce. They may also choose to work part-time while they are enrolled in college.

For those students with little or no work experience, career-readiness is a challenge. To address this, Access and SLCH developed a career conference at NAUC specifically for NFA’s students. Participants attended workshops on professional resume writing taught by Robin Rosenberg, LCSW, JD, from Mount Saint Mary College’s career placement office. The 72 students were “mock interviewed” by hiring managers from Access, SLCH, and Crystal Run Healthcare, and were taught how to build LinkedIn profiles. The formal conference experience introduced students to health care recruiting staff in the community and provided them an opportunity to learn how to professionally prepare for an interview through the coaching provided by the hiring managers.

Each of the partners has unique career opportunities for the CNA students. At Access, full-time direct care employees are eligible to participate in a newly launched, no-cost, apprenticeship program offered through a partnership with the Montefiore Health System and Hostos Community College. The apprenticeship program is a two-year training program that combines on-the-
job training with classroom instruction. At the completion of the program, apprentices receive a certificate in Community Health Work and earn nine college credits that can be transferred to an Associate’s degree at Hostos or other local community colleges.

According to Rachel Tarr, Access Senior Associate of Employee Engagement and Development, “The return on investment was realized within months of starting the program. Following the April 2018 career conference, Access was prepared to offer Direct Support Professional positions to 65 NFA CNA students. Of those, eight students have already applied for positions with Access.” Filling flexible, supportive, and entry-level positions is one of the greatest challenges that Project Hire addresses. As summarized by Lentini, “We see five-year-olds taking blood pressure and we know this is making a difference in lives and in the future of health care in our community. Project Hire is sustainable beyond DSRIP and certainly replicable in other communities with close partnerships such as ours.”

*Project Hire and NAUC partners (L to R): Linda Romano, William Kaplan, Lori Lentini, Jeanette Rodriguez Herrera, Sue Curry, Tara Kammarada, Robin Rosenberg*

*NFA’s CNA students pose with staff from partner agencies on the Unity Center soccer field*
35 MHVC partners certified as change management practitioners

It was clear that DSRIP would bring change to the MHVC network. MHVC recognized that how change is implemented can make the difference between short-term success and long-term sustainability. As Dr. Damara Gutnick, MHVC Medical Director, explained, “It’s easy to say, ‘don’t resist change, embrace it.’ We want to provide our partners with the tools to help them achieve positive, long-lasting results.”

Dr. Gutnick and Joan Chaya, MHVC Director of Workforce Development and Management, have developed MHVC’s change management curriculum, “Managing the People Side of Change,” asking the fundamental question, “How can a person’s reaction to a change impact project success?” One tool is the Prosci® change management training, which offers certification to those attending the multi-day program and completing work on a real-life project.

One of the Prosci® techniques is ADKAR®, the five building blocks of successful change -- Awareness, Desire, Knowledge, Ability, and Reinforcement®. According to Chaya, “We are showing partners that there is a clear path to achieve the change they want.” These change management strategies are especially helpful in planning for behavioral health integration of substance use screening and treatment for both of these provider groups. “We also asked the question, ‘How does your organization prepare for change?’” Using a Prosci® tool, participants looked at their change characteristics and organizational attributes, and plotted the results on a grid to reveal their score. “We asked partners to think about the implications of change. For each specific change, is the risk high, medium, or low? What is the impact on people, funding, and IT?” explained Chaya. “The proven effectiveness of using change management tools will influence our MHVC engagement strategy going forward,” she said.

MHVC Partners Embrace Change Management

There are 35 certified change management practitioners in the MHVC network, including Katherine Brieger, Chief, Patient Experience and Staff Development for HRHCare. “When we moved our project teams through ADKAR® we saw why our Lean plans weren’t working. ADKAR® shows us how to incorporate a communications plan to foster long-lasting change.” Brieger had two major takeaways. “Unless you have a formal process to make change happen you will not achieve permanent change.” The other area of great interest was how to address interdepartmental change. “This was a big challenge for most participants; they realized that if they had a formal change management plan they would be able to move forward more successfully,” Brieger said.

Change management is inextricably connected to business results, and good results always include an understanding of the impact of the change on people. “The MHVC change management training was perfect for the productivity and revenue enhancement project I brought to the program,” said Mark Sasvary, LCSW, Director of Clinical Services, Hudson Valley Mental Health, Inc. (HVMH), Poughkeepsie. “We operate eight adult outpatient mental health clinics and are dealing with very high no-show rates, which affects our productivity, morale, and bottom line. We are using these change management techniques to figure out strategies to solve this problem.”

HVMH started their project in November and will conclude at the end of 2018.
ADKAR surveys were designed for specific teams -- management, senior leadership, directors, clinical staff, etc. -- to identify barriers at each level, for each sector. "We learned that the areas with the greatest need for improvement are around ability and reinforcement; that we had good awareness, and our staff desired knowledge. We saw that our 'barrier points' -- challenges -- started at knowledge, so we could focus there as a starting point," said Sasvary.

Adapting change management to HVMH's clinical work accelerated buy-in. "As a clinician, I was most familiar with cognitive behavioral therapy (CBT), which is about teaching and changing behaviors based on evidence, practices, and advances over time. Prosci® is also based on changing behaviors and thinking to get different results, so I could use 'CBT language' with our clinicians to explain Prosci®, which is based on what they do every day in their clinics. It was very powerful."

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**CHW Apprenticeship Program Responds to Workforce Need**

*Remotely hosted training program, designed with Hostos, underway with two partners*

After a year of development, the newly-launched MHVC training program for Community Health Worker (CHW) apprentices is underway at two partner sites and is proving to be a viable template for future MHVC workforce training programs. Maria Gerena, MHVC Workforce Development Manager, credits MHVC partners with defining workforce needs and being open to the apprenticeship model. "We learned from our extensive partner outreach that there was a great need for staff training in community health, education, and outreach, and for increasing competencies in general. We began to research available training programs, and discovered that Hostos's comprehensive program was a great fit for our partners."

In September 2017, Gerena attended an informational session on the CHW apprenticeship at Hostos Community College. "Hostos was looking for employers to participate in the program, and we knew that our partners could benefit from this great opportunity," said Gerena. MHVC connected with Evelyn Fernandez-Ketcham, Executive Director of Workforce Development at Hostos, to map out a strategy for tailoring the Hostos curriculum to meet MHVC partner needs. "We facilitated meetings with Hostos and MHVC partners so partners could provide input on the curriculum and learning platform, schedule, target participants, and other program logistics. We worked extensively with Hostos to incorporate the feedback and develop a program tailored to our partners' needs."

The CHW Apprenticeship at Hostos is a two-year training program that includes classroom instruction and on-the-job training (OJT). The apprenticeship is grant funded, so there is no tuition cost for the employer or apprentice. Apprentices who successfully complete the program will receive a certificate of completion and can earn up to nine credits that may be applied to an associates degree at Hostos Community College. MHVC also facilitated an agreement with SUNY Orange to accept the credits earned in the program.

"This program was developed for incumbent full-time staff, so we wanted to
use a flexible class schedule, leverage technology, and have it delivered remotely. We worked with Hostos on using technology to bring the classroom into the Hudson Valley," continued Gerena. "We decided to use Google Hangouts and Google Classroom, and we helped Hostos repackage their program so it could be delivered seamlessly from the Bronx to our partner sites."

The two-year program was launched August 21 with two partners, Human Development Services of Westchester (HDSW) and Access: Supports for Living (Access). HDSW identified two full-time employees for the apprentice program; Access has nine. As part of the program, both sites have committed to having internal coaches and supervisors.

"MHVC and Hostos transformed this CHW program into a unique training opportunity for our partners," said Gerena. "We had such a good experience working with Hostos that we are exploring how to adapt their medical technician curriculum for a future training program."

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**CHW Apprenticeship inaugural class**

**CHW Apprenticeship coaches orientation**

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**Partners Focus on Current Recruitment Trends at Recruitment Roundtable**

On September 12, MHVC hosted its second Recruitment Roundtable, sharing recruitment strategies in the Hudson Valley with attendees from partner
organizations. The event, held at the Emergency Services Center in Goshen, included panel presentations and discussion on how to leverage technology, diversity and inclusion; and how to use HR data to recruit for top talent.

Recruitment Roundtable attendees don their "What Matters to You" patient-centered lenses while learning about recruitment strategies in the Hudson Valley.

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News and Alerts

**Next NYS DOH Conducts Next Annual Medical Records Review: September 2018 through March 2019**

Throughout the DSRIP program achievement of annual clinical performance targets is an important component of how MHVC is monitored and evaluated. As in prior years, medical records review is one of three ways (along with Claims Data Review and CG-CAHPS Survey Data Review) used by DOH to measure clinical performance.

To that end, starting September 2018, providers will once again be contacted by MedReview Inc., a HIPPA-compliant New York State vendor, to schedule chart abstraction audits. We ask that you continue to cooperate with the New York State vendor if you are contacted for any charts related to this audit. As in years past, please make every effort to schedule and keep your abstraction appointment, or to comply with any written requests to submit patient charts.

The chart abstraction process is expected to conclude by March 2019. Once again patient charts will be randomly selected for auditing clinical performance and documentation on the following quality measures:

- Screening for Clinical Depression and Follow Up
- Controlling High Blood Pressure

For Measures Specifications please click [here](#).

Please let us know if you have questions or concerns related to the chart review process: Manav Surti (MHVC), msurti@montefiore.org or Janet Stieg (MedReview), Janet-Stieg@medreview.us.

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Around MHVC | Partner activities
Project ECHO Brings Alzheimer’s Expertise to Practitioners
CEAD applies ECHO’s technology and hub-and-spoke system

When Jessica Zwerling, MD, Director of the Montefiore Hudson Valley Center of Excellence for Alzheimer’s Disease (CEAD), heard about Project ECHO(Extension of Community Healthcare Outcomes) it was a natural fit for CEAD’s mission. “One of the goals of the State Department of Health in providing funding for CEADs is to offer training and consultation services to physicians and other clinicians who care for people with Alzheimer’s disease and related dementias,” said Dr. Zwerling. “Project ECHO gives us the structure to use technology to share our expertise so partners in remote areas or those without specialized training can serve patients and families with this disease.”

Project ECHO, described in the April 2018 MHVC Newsletter, is a “hub-and-spoke” system that uses videoconferencing to enable board-certified specialists in a central location -- “a hub” -- to provide their expertise to community clinicians -- the “spokes” -- who are not specially trained. It is different from telemedicine because it builds capacity for clinicians at the spoke sites to manage their complex cases themselves, unlike traditional telemedicine, in which the specialist directly manages the patient remotely.

“We are funded by the state and tasked with increasing Alzheimer’s diagnoses and screening in the MHVC region. To facilitate that, we want to link providers to best practices and make sure that they have access to expert consultations so they can provide state-of-the-art care,” said Steven Matthews, Project Manager for CEAD and Director of Grants Management and Communications for the Montefiore Care Management organization. “With Project ECHO, we can remotely help primary care providers (PCPs) properly diagnose difficult cases and prepare appropriate care plans. And they can get CME credits when they participate in ECHO calls.”

The Center for the Aging Brain is the “hub” for the CEAD Project ECHO model, with the CAB’s interdisciplinary team of neurologists, geriatricians, neuropsychologists and a geriatric psychiatrist available to participants at 22 spoke sites. The project will launch on October 9th, with sessions every second Tuesday of successive months from 8-9 AM. Two weeks prior to each session, providers will fill out a form describing what services they need for each case and what the challenges are. The site leader will present the case to team for discussion. “The goal is to rotate through all of the sites for the call-in so everyone has a chance to present to us,” said Dr. Zwerling. “Once we have a traditional format we will provide the sites with evidence-based literature to enhance their continued learning.

“We expect cases to range from the worried well (whether they are at risk for the disease) to atypical presentations of dementia; and from the oldest to young onset. We have a lot of patients with co-morbid risk factors that allow us to work closely with PCPs to optimize control of vascular risk factors, and also include community-based resources in our recommendations,” said Dr. Zwerling. “We can also advise providers about state of the art clinical trials.”

CEAD is funded through March 2021, and will continue with Project ECHO for the duration of CEAD. For information on how to join Project ECHO, contact Erka Amursi, eamursi@amontefiore.org.
Is your organization or staff being honored or recognized? Let us know so we can share the news with the MHVC network.

October is Breast Cancer Awareness Month

If you have special events or activities around breast cancer awareness, let us know so we can feature them in our upcoming newsletters and post them on our MHVC website. Contact us at MontefioreHVC@montefiore.org.

Go to MHVC Website

Partner Highlights

**Peds PCPs Learn to Call Project TEACH for Mental Health Services**
*Free, unlimited consultations, referrals, and training “brings the teaching to us where we are in the community”*

Michele Bailey-Ingram MD, had never heard of Project TEACH (Training and Education for the Advancement of Children’s Health) before she received a flyer last year for CME programs at her Mayfield Pediatrics practice. The programs were free and at convenient times, so she attended two -- and found them so helpful that she has returned for even more programs this year. “Even though I had been in practice for over fourteen years, most of us are not always confident taking care of patients with mental health issues. These programs are very welcoming and teach us how to integrate mental health care into a busy general pediatrics practice,” said Dr. Bailey-Ingram.

Project TEACH, which is funded by the NYS Office of Mental Health, supports Pediatric Primary Care Providers (PCPs) who deliver care to children and families who have mental health concerns. The program comprises consultations, referrals, and training, and is easy to use -- just make a phone call to access a child and adolescent psychiatrist within four hours. Project TEACH is completely free for all pediatric primary care providers and other prescribers who treat children, including child and adolescent psychiatrists, general psychiatrists, and nurse practitioners. The program was recently expanded by Gov. Cuomo to include screenings for maternal depression.

“So far, I have used Project TEACH services three times with three different patients,” continued Dr. Bailey-Ingram. “Not many local psychiatrists will take the time to speak with us, but after speaking with a social worker liaison at Project TEACH, I got a call back from a child psychiatrist within two hours. We discussed clinical presentation, past history, and past therapies; they also assist with complicated patients and will provide assistance to get them into a
psychiatrist’s office or outpatient clinic. The patient can get the help they need sooner than if I was trying to do it on my own. They provide cognitive, psychiatric, and medication consultations and follow up. The services are very responsive and very helpful.”

Dr. Bailey-Ingram was impressed with the quality of the CME programs, which include lectures and distribution of resource materials. “I found that the laminated ADHD medication guide was a very practical tool: How to start, what to start with, and what is safest for children.” In addition to the educational value, the training programs are venues for PCPs to meet their peers and learn from them. “At one training, other pediatricians were able to share how they incorporate this into their busy practices. I have not experienced this elsewhere,” she said.

Project TEACH also offers the opportunity to train on-site for groups of five or more -- whether or not the participants are from the same practice. The topics can be very broad: ADHD, childhood depression, childhood anxiety, suicide, and even reimbursement for mental health care components. The training also discusses screening tools, the best way to use them, and how to interpret and to incorporate them into the flow of a busy practice.

“Project TEACH brings the teaching to us where we are in the community,” said Dr. Bailey-Ingram, “and has given me new confidence and tools to treat my patients and families with mental health issues.”

Contact Us

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