Leadership Message | Damara Gutnick, MD

As I review our network’s activities during the past few months, I appreciate even more how substantive and creative our MHVC partners continue to be. This was on display at the December 6, 2018, NYC RING Convocation, co-sponsored by MHVC and the Albert Einstein School of Medicine. You could see it in the high number of partners in attendance, the number and quality of the posters, and the lively and informative discussions. We have a lot to be proud of. In addition to MHVC’s work being recognized regionally, our network’s focus on “What Matters to You?” (WMTY) garnered national and international attention during the IHI National Forum held in Orlando a few days later. We will continue to be standard-bearers for WMTY, and we look forward to presenting quantitative results of its impact at future conferences.

This newsletter also highlights exciting news from MHVC’s continued chronic disease and public health efforts. Below you will read about coding tips for blood pressure (see a short video here), and an exciting anti-vaping initiative for high-school students, a growing health hazard that has impacted our community’s youth (link).

As DSRIP enters its final year, we all need to think about what will sustain our efforts in the long term. One of the best ways to see “what works” is to join us in February at the next New York State DSRIP Learning Symposium in Saratoga Springs, NY (see the article below for more information). It is never too late to ask, to learn, and to make another partnership that will help advance DSRIP principles in your communities.

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Join Us at the All-PPS Learning Symposium, February 11-13
Ten MHVC partner efforts to be featured!

The fourth annual New York State DSRIP Learning Symposium will be held on February 11-13, 2019, at the Saratoga Springs City Center in Saratoga Springs, NY. MHVC is pleased to announce that participants will include members of the MHVC team and partners Arms Acres, HRH Care, Montefiore Nyack, Rockland Paramedics, Westchester Jewish Community Services, Yonkers Public Library, Catholic Charities, CAPE, the National Guard, and HealthLinkNY.

With an ambitious goal of reducing avoidable hospital use by 25% by 2020, DSRIP is one of the largest Medicaid transformation efforts in the nation. Each year, as part of the DSRIP program, the DOH convenes the Performing Provider Systems (PPS) and partners in a statewide Learning Symposium to take stock on their progress, share and learn together, and accelerate the system-wide transformation.

This year’s keynote speakers include:
-- **Don Berwick, MD**, former Administrator, Centers for Medicare and Medicaid Services and Founding CEO, Institute for Healthcare Improvement.
-- **Jody Hoffer Gittel, PhD**, Professor of Management at Brandeis University Heller School for Social Policy and Management, Executive Director of the Relational Coordination Research Collaborative, and Chief Scientific Officer of Relational Coordination Analytics, Inc.
-- **Lisa Bielamowicz, MD**, Co-Founder and President of Gist Healthcare, a strategic advisory service that provides guidance to health care industry leaders.

For more information related to program, registration, and hotel follow the link [here](#).

Look who is donning MHVC’s “WMTY Person Centered Frames”! Damara Gutnick MD with Dr. Don Berwick MD at the IHI Forum Meeting, Orlando, FL, Dec 2019.

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MHVC Out Front | Leading initiatives and collaborations in the region

**15th Annual NYC RING Convocation Marks the Launch of MHVC Research Roadmap**
*Research Roadmap, Bevan keynote, and posters highlight December 6th event*

On the evening of December 6th, 2018, the 2018 New York City Research and
Improvement Networking Group (NYC RING) Convocation of Practices hosted over 170 attendees, representing over 32 partner organizations in Tarrytown, NY. This year's 15th anniversary event was a successful collaboration between NYC RING, MHVC, the Albert Einstein College of Medicine, and Montefiore Health System.

Acknowledging NYC RING’s leadership in research, MHVC was proud to be part of the announcement at the Convocation of the collaborative "Research Roadmap" with NYC RING, Einstein, and Montefiore Health System. "The Research Roadmap highlights the potential for future collaboration around research related to innovative care models and quality improvement paving the way towards value-based payments (VBP)," said Dr. Damara Gutnick, Medical Director of MHVC. "We are pleased that MHVC’s Innovation Fund has made such significant projects possible, and even more excited that these projects show the value of our Roadmap partnership to MHVC partners and Convocation attendees."

There were 62 poster presentations which featured a grouping of posters on MHVC Innovation Fund grant projects and marked with the new Research Roadmap logo.

There were 62 poster presentations which featured a grouping of posters on MHVC Innovation Fund grant projects, demonstrating the meaningful and inspiring work being done in the region. Research Roadmap posters at the NYC RING Convocation included:

**1st Prize** Combating the Opioid Epidemic: Using Real-time Data to Inform Coordinated Response (Council on Addiction, Prevention & Education of Dutchess County, Inc.; New York National Guard Counterdrug Task Force; HealthlinkNY; St. Luke’s Cornwall Hospital; MHVC; Catholic Charities Community Services of Orange and Sullivan; The OneLife Project)

**2nd Prize** More Than Books: Community Partnerships to Reduce Health Disparities at the Library (Yonkers Public Library, Cluster Community Services)
-- Addressing Social Determinants of Health: Drivers of Burnout, Staff Resiliency & “Joy in Work” (MHVC, Einstein)
-- Recovery Coaches Building the Bridge for Care Transition: Keeping Patients Engaged in Outpatient Care (Arms Acres, MHVC, Einstein)
-- Stopping the Revolving Door: Advancing Community Paramedicine to Engage High Utilizers (Rockland Paramedic Services, Inc., Montefiore Nyack Hospital, MHVC)
-- The Evolution of the Montefiore Hudson Valley Collaborative Research Roadmap (MHVC, Einstein, Montefiore Medical Center)
-- Understanding the Role of Teamwork Across Organizations and Job Roles(Einstein, MHVC)

According to Bruce Rapkin, Professor, Einstein’s Department of Epidemiology &
Population Health and Department of Family and Social Medicine, "The MHVC Research Roadmap has really opened the door to innovation. Bringing research methods and evidence-based strategies to our partners helps to ensure that we are promoting best practices across our network. At the same time, conducting research in close conjunction with partners and the communities they serve offers an opportunity gain information that would not be possible otherwise. A win-win!"

In addition to the Research Roadmap announcement, Convocation attendees heard from keynote Dr. Helen Bevan, Chief Transformation Officer, British National Health Service (see Bevan article below).

Established in 2003, NYC RING is one of only a few practice-based research networks (PBRNs) in the US focused exclusively on the urban underserved. NYCRING promotes research and quality improvement to improve outcomes for the patients we serve and enhance the evidence base for urban primary care. Over 35 practices and other stakeholders participate in NYCRING research projects.

"Change Agents" Learn about "Leading Change in a Changing World"
Dr. Helen Bevan’s NYC RING keynote and workshops part of MHVC leadership support strategy

When MHVC’s Dr. Damara Gutnick, Medical Director, and Joan Chaya, Senior Director of Workforce Development and Management, heard the presentation of Dr. Helen Bevan, Chief Transformation Officer, British National Health Service, at the 2018 All-PPS Symposium, they recognized that her “School for Change” and lessons on being a change agent were consistent with MHVC’s leadership development support strategy and training curriculum in change management.

Dr. Helen Bevan, Chief Transformation Officer, British National Health Service

Prior to the NYC RING Convocation on December 6th, 2018, MHVC hosted an afternoon instructor-led workshop on “Leading Change in a Changing World,” featuring Dr. Bevan. In this lively and interactive session, Dr. Bevan helped participants explore some of the latest ideas, tools, and approaches from leading practitioners of large scale change around the globe.

“Dr. Bevan's message is both inspirational and aspirational," said Dr. Gutnick. Participants learned to recognize opportunities that environments filled with change (i.e. healthcare reform) provide. They were able to share collective
knowledge and ideas that can be applied to foster others to embrace and lead change (including downstream staff), and develop insight into the importance of empowering and inspiring staff at all levels as “change agents.”

Following the workshop, Dr. Bevan gave the keynote address at the NYC RING Convocation. In her presentation, Dr. Bevan shared the “ways change is changing,” and the implications for future change agendas. (Her keynote presentation can be seen here.) On the following day, Dr. Bevan met with a small group of 25 executives representing MHVC partners, speaking about “Mindsets, Attitudes and Behaviors for a New Era of Leadership.” Her presentation and discussion facilitation was part of MHVC’s leadership development workshop, “New Approaches to Large-Scale Healthcare System Transformation,” held in Yonkers, NY. In this highly interactive, intimate session, Dr. Bevan responded to real-time leadership challenges identified by invitees and shared the mindsets, attitudes and behaviors that are shaping the “new era” of leadership in health care systems globally.

“Our goal was to have our partners leave the session refreshed, hopefully with new collaborative relationships in formation, along with new and energized approaches to use to develop and plan for large-scale transformative impact,” said Dr. Gutnick, Medical Director of MHVC. “Given the response from attendees, Dr. Bevan succeeded in inspiring everyone.”

Dr. Bevan’s work will be woven into MHVC events, training, webinars, and learning collaboratives throughout 2019, culminating with a “School4Change” (S4C) in May or June, and world-wide What Matters to You Day in June 2019. As a prelude to this years S4C, Dr. Bevan will host two webinars specifically for our MHVC and MHS partners; check our website in the Spring for details.

ECHOing Success: Expanding Access to Buprenorphine for Opioid Use Disorder
Using Project ECHO for prescribing and non-prescribing practitioners

Last year, Montefiore Health System launched Project ECHO (Extension for Community Healthcare Outcomes) and has expanded it to include a project for Opioid Use Disorder (OUD) for prescribing practitioners in October 2018.

Responding to requests from social workers and others, MHVC is pleased to announce that Project ECHO for OUD is being offered to a new audience, behavioral health and non-prescribing practitioners. Launched on December 6, 2018, this ECHO project is targeted to social workers and nurses. The project started with 7 spokes and 25 participants, and is managed by Alissa Mallow, DSW, LCSW, Director, Social Work, Assistant Professor of Family and Social Medicine, Albert Einstein College of Medicine. After the initial session on December 6, 2018, the team will convene via video conferences on first Thursdays, 9-10 AM.

Developed at the University of New Mexico, Project ECHO uses the hub-and-spoke method and video-conferencing technology to develop the capacity to
safely and effectively treat chronic, common, and complex diseases in rural andunderserved areas, and to monitor outcomes of this treatment.

The focus of the Montefiore Project ECHO Opioid Use Disorder Treatment for BH Providers is to mentor behavioral health providers (LMSW/LCSW, PsyD, PhD, LMHC, LMFT) who are treating or would like to treat opioid use disorder in office-based settings. Prescribing team members (NP, MD, PharmD, etc.) may audit this Project ECHO for Opioid Use Disorder Treatment with the goal of supporting medical providers and patients in their practice.

At the introductory session on December 6th, Mallow gave an introduction to evidence-based OUD treatment, and led a discussion on how to best implement evidence-based practice. She reviewed the Project ECHO Participant Guide (i.e. curriculum, ground rules for participation, how to use the case presentation form) and answered questions. For more information, contact Erka Amursi at eamursi@montefiore.org.

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**Working It | Training and workforce development**

**Got Five Minutes? HEDIS Coding Tips for Blood Pressure Control**
*Brief training video provides eight high-yield documentation tips*

Learning from the key features of the successful Kaiser Permanente model, MHVC has developed a short five-minute video that can help your organization’s documentation of blood pressure (BP) control, which is a HEDIS (Health Effectiveness Data Information Set) measure. The video, with the eight high-yield documentation tips, can be accessed here. According to Marlene Ripa, MHVC Senior Director, Network Integration, “The goal is for partners to continue the great work they are doing and to get credit for it!”

<table>
<thead>
<tr>
<th>Blood Pressure Control</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Update Problem Lists to include HTN as a Diagnosis</strong></td>
</tr>
<tr>
<td><strong>2. Take a BP at EVERY visit</strong></td>
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<tr>
<td><strong>3. Don’t Round Up!</strong></td>
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<tr>
<td><strong>4. Document ALL BP Readings in Chart</strong></td>
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<tr>
<td><strong>5. Document additional BP readings in free text note if needed</strong></td>
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<tr>
<td><strong>6. If BP is above goal, RELAX, then REPEAT</strong></td>
</tr>
<tr>
<td><strong>7. Use the right size cuff</strong></td>
</tr>
<tr>
<td><strong>8. Document ALL BP Readings in Chart</strong></td>
</tr>
</tbody>
</table>

BP control is defined as less than 140/90 for patients 19-59 and those 60-85 with diabetes, and less than 150/90 for patients 60-85 without diabetes. In addition, New York State is gathering cohort data from organizations through chart reviews. The state is interested in documented outcomes, not treatments, and we encourage you to participate when the state’s consultant, MedReview, calls.
Let MHVC Help You Find "Joy": Sponsorships Available for IHI Training

MHVC has an exciting unique opportunity for partners to participate in an IHI 12-week Virtual Training program entitled "Finding and Creating Joy in Work: How Can We Turn Burnout into Engagement?" beginning on March 5, 2019. MHVC will sponsor up to two people per organization. Finding and Creating Joy in Work is designed for anyone interested in fostering joy in work, including leaders, managers, administrators, clinicians and their teams, and anyone responsible for organizational outcomes in quality, safety, patient experience, staff satisfaction, and financial results.

The course is broken down into six lessons—each which will last for two weeks. The IHI Joy in Work Framework provides a foundation for the course and represents the critical areas in which leaders at all levels must focus to drive improvement and nurture joy in work. Each of the lessons builds off — and cuts across — multiple domains of the framework.

Participation in the course requires approximately 1-3 hours per week, including didactic education (video segments, readings), coaching, and time applying the new knowledge and skills in learners’ own organizations. Time commitments will vary slightly each week. For the course syllabus, please click here. If your organization is interested in participating, please contact Jasmine Cruz, jascruz@montefiore.org for more information.

What Matters To You | How partners are implementing WMTY

Happy Anniversary, WMTY! April 4 and June 6 Celebrate "What Matters"
"What Matters to Us?" and "What Matters to You?" dates set for 2019

Since 2017, MHVC has encouraged partners to be creative with ways they can ask, "What Matters to You?" International WMTY Day 2019 is on June 6, and MHVC and its partners are asked to put on their patient-centered lenses, take out their WMTY trees and questions, and get ready to celebrate WMTY that day -- and every day.

Join us in celebrating:

April 4, 2019 is "What Matters to Us" Day

June 6, 2019 is "What Matters to You" Day
The worldwide "What Matters to You" initiative was introduced by the Institute for Healthcare Improvement (IHI) in 2012. The first WMTY Day was started in Norway in 2014 and has been held annually around the world since then. Every year, on or around June 6, MHVC encourages partners to have the WMTY conversation with patients. "The goal is to encourage partners to keep having these conversations beyond WMTY day," said Dr. Damara Gutnick, Medical Director of MHVC.

"What Matters to Us?" Day was born with the success of WMTY Day. Staff around the world recognized that their questions and answers were different than those of patients, so we hope our partners will dedicate April 4, 2019, to celebrating WMTU Day -- a day dedicated to staff and joy in work! "Joy in Work" is one of the most significant movements to impact health care in many years," said Dr. Gutnick. "WMTU Day gives extra attention to the tireless efforts of those who provide professional and support services, and often need support and a voice as well."

There's more to come soon, so please continue to follow the WMTY page on our website!

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**American Heart Association Launches Community Impact Committee**

The American Heart Association (AHA) announced the launch of their Community Impact Committee (CIC), which is charged with building a culture of health in the Westchester community while improving cardiovascular health for all. The CIC is a standing committee of the Westchester American Heart Regional Board and responsible for advising the Board on local and statewide health issues related to cardiovascular disease, and on programs it supports or initiates. CIC volunteer members are leaders from a wide range of public and private health organizations including many MHVC CBO partners.

After completing a local needs assessment, based on the Association's health priorities, the CIC will create a comprehensive plan with recommendations to fill in the gaps and health needs in the market. Some initial projects will address high blood pressure control, healthy food access and increasing physical activity opportunities for residents. To learn more about American Heart Association events and programs in the Westchester area, contact Jennifer Miller at Jennifer.miller@heart.org.

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**WMTY on Your Commute: Listen to a Podcast on "Putting Patients' Goals First"**

*Podcast first aired in December, available online*

Damara Gutnick, MD, discusses the world-wide campaign to ask patients, "What Matters to You?" on the podcast "Healthcare Communication: Effective Techniques for Clinicians", sponsored by the Academy of Communication in Healthcare (ACH) and DocCom, an online communication skills learning
platform for physicians and medical students. Dr. Gutnick’s podcast, "What Matters to You? Putting Patients’ Goals First,” can be heard here.

MHVC@IHI: Report from the National Forum

The Institute for Healthcare Improvement’s National Forum on Quality Improvement in Health Care was held December 9-12, 2018, in Orlando, FL, and MHVC was front and center. The annual meeting brings together health care visionaries, improvement professionals, world leaders, industry newcomers, and beyond. This 30th annual forum focused on “sharing our stories,” a theme very familiar to MHVC partners. MHVC presented its work on “What Matters to You?” and impacting patient experience and Joy in work at two sections of the conference, and a poster on the Arms Acres recovery coaches, a project funded by the MHVC Innovation Fund.

The MHVC team met many of its international WMTY peers at the Forum, and shared the MHVC patient-centered frames. (L to R): Maura Porricolo (Wakefield), Lorraine Horgan (Cabrini of Westchester), Shaun Maher (WMTY, Scotland), Andres Vege (WMTY, Norway), Dr. Damara Gutnick and Joan Chaya (MHVC).

Around MHVC | Partner activities

“It’s Up to You(th)”: SAS Hosts PSA Contest and Anti-Vaping Leadership Event

MHVC Innovation Grant helps spread the message

MHVC is sponsoring an exciting contest designed to empower high-school students across the Hudson Valley and the Bronx to spread the message about the harmful effects of e-cigarettes ("vaping") to their peers. The "It’s Up to You(th)" Public Service Announcement (PSA) contest, coordinated by Student Assistance Services (SAS), was launched at SAS’ student leadership event in White Plains YMCA on November 28th, 2018. Sixty-five students from 32 Westchester Schools participated in a student leadership event held at the YWCA in White Plains.

Students will submit short videos on the following themes: Most teens are NOT vaping; refusal skills (ways to say NO); how vaping ads target youth; and the costs of vaping to health. A presentation describing these effects, and the contest rules, can be viewed here. Submissions are due March 30, 2019; later in the spring, these short videos will be premiered and one will be chosen to win a grand prize of $1,500.
Student Assistance Services (SAS) is a longstanding organization in Westchester County, established in 1985. Their mission is to provide support and training to a variety of members in the community -- students, parents, educators, and more -- in order to prevent substance use and bullying among high- and middle-schoolers. The National Youth Tobacco Survey (NYTS) found that there is an alarming increase in e-cigarette use among kids within the past year. Its widely-used poster (link here) illustrates a 78% increase in use among high school students and a 48% increase in use among middle school students from 2017 to 2018.

The initiative is part of coordinated strategy by MHVC that began last year with vaping training for pediatricians and parents, and will reach a key milestone at the May PSA “Red Carpet” award ceremony. MHVC will continue its anti-vaping campaign by disseminating the winning PSAs on social media and communications platforms, and making information available to partners, such as these “101 on e-cigarettes” posters here and here.

Judy Mezey, Director of Community Based Programs at SAS, said “To me, it’s not the kids that are the problem, it’s the adults. Young people are doing what their brains are wired to do: they’re looking for risks, they’re looking to fit in. This crisis is a product of what we adults have created.” Mezey is hopeful that this type of programming and the support that SAS offers will help change things, starting with the students who attended this meeting. “I love working with student leaders; you just have to help amplify their voices.” For more information, contact judy.mezey@sascorp.org.

Is your organization or staff being honored or recognized? Let us know so we can share the news with the MHVC network.

February is Heart Disease Awareness Month
Find out more and get your toolkit here! If you have special events or activities around heart disease awareness, let us know so we can feature them in our upcoming newsletter and post them on our MHVC website. Contact us at MontefioreHVC@montefiore.org.

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