



Quality Institute Newsletter

A bi-weekly look at the Business & Politics of
Health Care in New Jersey



MARCH 14, 2019

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A PRESCRIPTION FOR BETTER HEALTHCARE IN NEW JERSEY

Have You Had The ‘Conversation of Your Life?’

At the Quality Institute, we’re changing the culture around end-of-life care. In libraries and senior centers, town halls and houses of worship, parks and colleges, we’re bringing people together for education — and for thoughtful conversations that provide clarity to loved ones.

We started [Conversation of Your Life \(COYL\)](#) in 2014 with three mayors and today we’re in over 11 counties.

I’ve attended many COYL events and I am invariably impressed by the earnest questions of those who attend and the generous and compassionate spirit of our



volunteers.

People leave with greater understanding of how to select a health care proxy, and what documents are legally binding. They understand the differences among Living Wills, Advance Directives, and POLST (Practitioner Orders for Life-Sustaining Treatment). COYL events help guide people in discussions with their families and healthcare providers, and make these often-difficult conversations easier.

I'm writing about COYL now because throughout April each of our COYL Task Forces will hold Advance Directive signing events — from Bergen County to Atlantic County. At each venue, we'll have subject matter experts, such as nurses and social workers, answering questions and providing advance directive forms. The events fall around National Health Care Decisions Day on April 16. You can download a list of the events [here](#).

I'm asking all of our members to attend one of their local events, and to invite their colleagues, family and friends. Sign your advance directive and then share your thoughts on the need for everyone to receive the health care they want — and only the care they want — in their final days. Consider sharing your “signing” on social media using these hash tags: **#NHDD #ConversationOfYourLife #NJHCQI**

Already scheduled for a signing event is New Jersey Health Commissioner Sheeref M. Elnahal, M.D., M.B.A. So far, we have five mayors confirmed for our signing events: Hammonton Mayor Steve DiDonato; Tenafly Mayor Peter Rustin; Mayor Robert Jackson of Montclair; Mayor Reed Guscoria of Trenton; and Mayor Gayle Brill Mittler of Highland Park. We'll also have local leaders, hospitals CEOs, and many Quality Institute members participating.

Every member of the Quality Institute has a stake in improving end-of-life care in New Jersey. We started COYL as part of our Mayors Wellness Campaign with three courageous mayors, Tenafly Mayor Peter Rustin; Princeton Mayor Liz Lempert; and Gloucester Township Mayor David Mayer.

We realized that together we could change the culture in New Jersey and start talking openly about our wishes for end-of-life care. Culture change is hard. Yet despite the challenges surrounding the topic, people filled our educational events and steadily COYL grew. Now COYL is part of [Goals of Care Coalition of New Jersey](#), a statewide group working on this issue.

Thanks to the Horizon Foundation for New Jersey and our mighty volunteers, we are making a measurable difference in people's lives by sharing critical information — and providing people with the tools to support conversations and to document their wishes. Join us in action. I look forward to seeing you at one or more signing events in April.



Former Utah Governor, and HHS Secretary, Michael Leavitt,

Mike Leavitt is the founder of Leavitt Partners, where he helps clients navigate the future as they transition to new and better models of health care. In previous roles, Leavitt served in the Cabinet of President George W. Bush (as Administrator of the Environmental Protection Agency and Secretary of Health and Human Services) and as a three-time elected governor of Utah. He is the Keynote Speaker at 2019 Annual Innovation Showcase on March 21.

The theme of this year's Showcase is "Using Data to Drive Value Innovation." As the former Secretary of Health and Human Services and as a three-time elected governor of Utah, what does that mean to you?

We're entering a new frontier of innovation. In the past, we've seen innovation as a new chemical or new device or some form of new care model, a CMS billing number and an FDA approval — and if you had those things, you were in the innovation business.

In the future, you'll need to have something else and that's a value proposition. You will have to be able to demonstrate in a value-based world that the product or service that you're offering will provide better care at a lower price. The construction of a value proposition is the new frontier in innovation in healthcare. So to me, what it means is that I have to make my case with data. I have to demonstrate that this innovation will change the cost curve.



You founded Leavitt Partners to help clients such as payers, providers, and government navigate the future as they transition to new and better models of care. What do you see as opportunity hot

spots?

The primary skillset can be defined as collaborative IQ. In the past, payers and providers and even the government have viewed healthcare as a negotiation to see who could get the best rate or the highest rate or the lowest rate, depending on your perspective. In the future, the hotspots are going to be developed by those who have the ability to align interests — as opposed to a win or lose negotiation. We have learned over time how to make computers talk to each other. We still have work to do in learning to get people to work collaboratively. Aligning incentives requires collaborative IQ.

How do you see healthcare IT and interoperability improving and disrupting the healthcare system, let's say over the next five years?

The last month, the Centers for Medicare and Medicaid Services released a new proposed rule that revolutionizes the way we manage Information Technology. CMS is saying we're going to liberate the data. There are a series of rules that those who are managing patients will be required to use and that would fundamentally change the way patients interact with their medical information. Anyone who is in the health IT business or has any interest in interoperability should closely study the new rule. There's a lot of work still to do before it begins to be implemented, but behind it all is this change in philosophy. The idea is to liberate the data and let the power of patients using their health care information in standardized ways begin to reshape the landscape.

You have overseen the implementation of large-scale programs such as the Medicare Part D prescription drug program. What kind of innovation in government and healthcare was needed to make that successful?

In the past, Medicare has been one-size-fits-all. In rolling out Medicare Part D, a new benefit to 43 million people, a decision was made that we would create basic requirements for plans, but then let plans deliver what consumers wanted — and then let the power of consumerism drive what was ultimately adopted. So consumers now choose from a series of prescription drug plans, all of which meet federal requirements. But they're able to choose a plan that meets their needs. It unleashed the power of consumerism and it's impacted an entire generation of healthcare consumers. It is among the only benefits like this in history that has actually been less expensive than forecast and that people like. You might be curious to know that the default government plan (if people did not choose a plan) attracted just six percent of people. So something the government created just six percent was happy with; 94 percent wanted something different. ... I think a big part of the future is the power of consumerism.

At the Innovation Showcase, there will be many health care companies committed to innovation. What is your advice to them?

I think I go back to the first question. They need to learn to construct a value proposition. A proposition that uses data to demonstrate in a replicable way the ability to drive costs down and improve care. That's how we now define value. Data will be required to demonstrate that you have a value proposition, payers are more and more saying, "I see you have a chemical or a device or a care protocol. Show me that if I make that expenditure that somehow it's going to improve care and do it at a lower cost." That is the formula that the future will depend on.

Upcoming Quality Institute Events

3.21.2019 | [Register today](#) for the **5th Annual Innovation Showcase** hosted by NJII and the Quality Institute on **next Thursday, March 21**, at the NJIT Wellness and Events Center in Newark. This year's theme will be *Using Data to Drive Value and Innovation*. **Former Utah Governor, and HHS Secretary, Michael Leavitt**, will be the **keynote speaker**. Also speaking is former **Chief Technology Officer of the United States, Aneesh Chopra**, and **New Jersey Commissioner of Health, Shereef Elnahal**. Stay through the afternoon for breakout sessions focused on Government, Innovation, and Value. Participation in this conference is free of charge and complimentary light breakfast will be served. *Open to the public.*

4.25.2019 | Join us for our next **CE accredited webinar in the GPTN Webinar Series: Cultural Intelligence: Breaking Barriers in End-of-Life Care** on **Thursday, April 25th, from 12-1 pm** with Dr. David Barile, Founder and Chief Medical Officer of Goals of Care Coalition of New Jersey. *Open to the public.* [Register now](#).

5.21.2019 | [Register now](#) for the **Quality Institute's Spring All Council Conference, Racial Bias in Health Care: A Diagnosis and Treatment Plan**, on **May 21, 2019, at 2 pm**. This year's conference will feature **keynote speaker Tiffani Johnson, MD, MSc**, a faculty member at PolicyLab at Children's Hospital of Philadelphia (CHOP) and Assistant Professor of Pediatrics in the Division of Emergency Medicine at CHOP and the Perelman School of Medicine at the University of Pennsylvania. A networking reception will immediately follow the Conference. Find the agenda and more details about this event [here](#). **Members and invited guests only.**





New Member

Please welcome our newest member **Salem Medical Center**. [Salem Medical Center](#) will transform how healthcare is delivered while increasing jobs and employment and also serving as a key driver in the future economic growth of Salem County.

By focusing on the needs of our community, and through the services of a high quality and committed medical staff, Salem Medical Center will be the hospital of choice for patients in greater Salem County.

As a not-for-profit hospital, Salem Medical Center will focus on patients first, ensuring that the highest quality of care is always priority number one.



Medicaid Policy Center

Research has shown that using doulas can reduce C-section rates and lead to lower complications from deliveries. So, in an effort to make delivering babies in the state of New Jersey safer, Governor Murphy has proposed adding \$1 million to the Medicaid Program to provide coverage for the use of doulas. The role of a doula is to provide non-medical support to women before, during, and after the birth of their babies, in order to help them understand and prepare for the birthing process and becoming a mother.

The additional budget support for doula coverage in Medicaid, coupled with many recently introduced bills in the state legislation, which aim to strengthen the systems and care available for pregnant women, is all part of a statewide, multi-faceted approach to reduce infant mortality, maternal morbidity and mortality. Much of this work is under Nurture NJ; read more about the work of Nurture NJ and the accomplishments from the first 6 months [here](#).

If you have questions, please contact Matt D’Oria at mdoria@njhcqi.org or Kate Shamszad at kshamszad@njhcqi.org.

The Quality Institute’s Medicaid work is funded by [The Nicholson Foundation](#).



Quality Corner



Safety Grade Review Period Open March 7 – March 25

Currently, hospitals receiving a Spring 2019 Leapfrog Hospital Safety Grade have an opportunity to review the data Leapfrog will use to calculate their Spring 2019 Safety Grades. Letter grades will not be available until after the close of the Review Period on March 25.

Hospitals receiving a Spring 2019 grade can access the secure Safety Grade Review Website [here](#).

- Leapfrog Hospital Survey Participants: An email was sent to your hospital’s CEO and Primary Survey Contact on March 7 with a username and password (same login as the Fall 2018 Hospital Safety Grade review period). Please add “@leapfroggroup.org” to your safe senders list.
- All Other Hospitals: A letter with a username and password was mailed to your hospital’s CEO.
- If you did not receive an email or letter, or have a question about whether you will be receiving a

Spring 2019 Hospital Safety Grade, contact the Leapfrog Help desk [here](#).

To learn more, contact Adelisa Perez at aperez@njhcqi.org.

Shout Outs

Kudos to the newly elected Executive Board members of New Jersey Association of Health Plans (NJ AHP), with a special shout out to our members: **AmeriHealthNJ** – Jill Squires; **Wellcare** – Alison Dorsey; **Horizon BCBS** – Uli Diaz; **NJ AHP** – Ward Sanders, **Aetna** – Maggie Moree (Legislative Chair); and **AmeriGroup** – Pat Gillespie (Medicaid Chair). Read more [here](#).

Congrats to Quality Institute member, **Monmouth Medical Center – RWJBarnabas**, for partnering with WEforum Group for their 4th Annual Fit Crawl, which will be held on **April 13th**. The Quality Institute thanks you for your continued efforts to make the Monmouth County community healthier by educating and empowering women to take charge of their healthcare choices. Read full story [here](#).

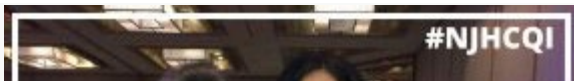
In an effort to give the gift of unconditional love, Quality Institute member **Samaritan Healthcare and Hospice** is looking for pet therapy volunteers with the use of their already-certified therapy dog, to provide direct support to Samaritan's patients and their families. The Quality Institute applauds this work and encourages our members to connect any employees, family, or friends interested in pet therapy volunteering with Samaritan. Connect [here](#).

Cheers and congratulations to all recipients, especially the **Quality Institute's President & CEO, Linda Schwimmer**, on receiving the Princeton YWCA 2019 Tribute to Women Award for embodying the YWCA mission of eliminating racism and empowering women. Read more about this prestigious award [here](#).



Industry Events

3.21.2019 | [An NJ Spotlight Roundtable: Envisioning Better End-of-Life Care in New Jersey](#). The Quality Institute Director of Quality and Conversation of Your Life (COYL) lead, **Adelisa Perez, RN**, will be among a panel of experts, including **Cathy Bennett**, President and Chief Executive



Officer of the New Jersey Hospital Association, and **Dr. Shereef Elnahal**, Commissioner of the New Jersey Department of Health, to discuss how to evolve and improve end-of-life care in the New Jersey.

3.24.2019 | [National Quality Forum's 20th Annual Conference](#). **Linda Schwimmer**, the Quality Institute's President & CEO and Chair of the National Quality Forum's (NQF) Consensus Standards Approval Committee (CSAC), will be among the speakers at the NQF Annual conference. The Quality Institute encourages all health care leaders to attend and to learn about the latest opportunities to improve quality for their communities and patients. [Learn more and register now](#).

3.30.2019 | [The Changing Landscape of Concussion](#). Join Quality Institute member **Capital Health Capital Institute for Neurosciences on Saturday, March 30, from 8 a.m. – 2:30 p.m** at Princeton University for this educational program focusing on the changing concept of concussion and evolving research that suggests potentially more serious and long-lasting consequences. Professionals caring for young people with concussions or traumatic brain injuries, as well as healthcare providers, educational systems, health departments, and youth sports groups, may benefit from this program. [Register today](#).

6.5.2019 | [World Congress' 4th Annual Oncology Management Summit](#). Join World Congress for their 4th Annual Oncology Management Summit, Leverage Value Based Initiatives to Improve Quality and Better Manage Costs in the Delivery of Cancer Care, in Chicago, IL. Speakers at this event include some Quality Institute members, such as Steven Peskin, MD, MBA, FACP, Executive Medical Director, Population Health, from Horizon Blue Cross Blue Shield of New Jersey; Terrill Jordan, President and Chief Executive Officer, Regional Cancer Care Associates; and Jeffrey W. Langsam, DO, Medical Director, New England, Regional Care Market, Aetna. [Learn more and register now](#).

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