

## JOURNEY INTO THE FUTURE OF ACADEMIC MEDICINE

## CLEVELAND TEAM VISITS ISRAEL CENTER FOR MEDICAL SIMULATION

Representatives of both The Mt. Sinai Health Care Foundation and Case Western Reserve University School of Medicine paid a visit to the Israel Center for Medical Simulation in March to formulate a three-year partnership to strengthen surgical simulation at both the Israeli Center and the Mt. Sinai Skills and Simulation Center (MSSSC) at Case. The MSSSC is the result of a multi-million dollar commitment on the part of the Foundation. The partnership is supported by an additional \$300,000 grant from the Foundation.

The Israel Center for Medical Simulation, known as MSR (pronounced MESSER), is a world leader in both high-tech (e.g., virtual reality environments and equipment) and low-tech (mannequins, communication skills, etc.) simulated medical training. MSR has developed training curricula in many areas of medical simulation and is currently concentrating its efforts on “customized simulation”—simulating individual patient diagnosis and treatment, especially for special or complex cases. It has developed expertise in battlefield simulation and most recently has been asked to screen medical school applicants in simulated medical situations using professional actors as patients.

Reducing medical errors is a major impetus for increasing and enhancing medical simulation training. Beginning as early as October 2008, Medicare and Medicaid will not contract with hospitals that exceed medical error benchmarks.

Yaron Munz, MD, a surgeon at Chaim Sheba Medical Center who is leading the MSSSC/MSR surgical simulation partnership for MSR,

notes that surgical simulation is not just about clinical/technical competency; it's about skill in decision-making. Surgical simulation training must include cognitive skills, technical skills, communication skills and decision-making skills.

## ROLE OF SIMULATION IN SURGICAL TRAINING

Due in large part to Jewish law, Israel does not use cadavers in medical training, and the public is also questioning the use of animals for such purposes. In the absence of these “organic” opportunities, inorganic surgical simulation is critical. Inorganic simulation includes synthetic mannequins, and other task training equipment, as well as electronic virtual reality.

The so-called “low-tech” aspects of surgical simulation training include simple organ models, basic mannequins and the use of standardized patients for case studies and the development of communication skills. “High-tech” components include computer-based/screen-based simulation, virtual reality procedural simulations, and virtual reality interactive patient simulators (for anesthesia, chest drains, IV lines, bleeding, convulsions, etc.).

Among the objectives of the MSSSC/MSR partnership will be to demonstrate the value of surgical simulation training by examining medical errors in practitioners who received such training vs. those who did not. The simulation field in medicine is still very young and surgical simulation lags behind other disciplines such as anesthesia. The Cleveland/Israel partnership hopes to improve surgical training at the partner institutions while making significant contributions to the field of surgical simulation as a whole.

“Surgical simulation is not just about clinical/technical competency; it's about skill in decision making.”

Yaron Munz, MD  
Chaim Sheba Medical Center



*Left:* Amitai Ziv, MD, (*right*), director, Israel Center for Medical Simulation, with Kim MacMillan, associate director of the Center.

*Middle:* The Cleveland team on its visit to MSR are (*left to right*) Dan Ornt, MD, vice dean, Case School of Medicine; Kathleen Rosen, MD, faculty director, Case/Mt. Sinai Skills and Simulation Center; Foundation President Mitchell Balk. • *Right:* Dr. Ornt examines a simulated patient.

## FALL 2007/WINTER 2008 GRANT AWARDS

The Board of Directors takes pleasure in announcing its fall 2007 and winter 2008 grants:

### HEALTH OF THE JEWISH COMMUNITY

#### **Bikur Cholim of Cleveland**

\$90,000 over three years for general support and to initiate and maintain a kosher food pantry at the Cleveland Clinic.

#### **Jewish Community Federation of Cleveland**

\$59,000 for medical advocacy for Holocaust survivors.

#### **Montefiore**

\$155,000 to launch a community-based palliative care program.

### HEALTH OF THE URBAN COMMUNITY

#### **Alzheimer's Association – Cleveland Area Chapter**

\$45,750 to document the effects of Reiki on Alzheimer's patients and caregivers.

#### **Beech Brook**

\$20,000 to expand the family drop-in center at Carl B. Stokes Social Services Mall.

#### **Care Alliance Health Center**

\$20,000 for leadership transition project.

#### **City of Cleveland Department of Public Health (fiscal agent)**

\$126,875 for the Making Greater Cleveland Lead-Safe project.

#### **Cleveland Rape Crisis Center**

\$15,000 in support of the trauma and addictions program.

#### **Cleveland Sight Center**

\$66,960 over two years for early detection/intervention of vision loss in infants/toddlers.

#### **Eliza Bryant Village**

\$99,500 for Chronic Care Comes Home - establishment of an on-site medical clinic.

#### **The First Tee of Cleveland**

\$10,000 for Health and Fitness Initiative.

#### **The Free Medical Clinic of Greater Cleveland**

\$150,000 over 15 months for expansion of Clinic hours and service.

#### **Greater Cleveland Health Education and Service Council (GCHESC)**

\$118,590 special operating grant for Mt. Sinai-initiated minority health agency.

#### **Scenarios USA!**

\$50,000 for the Responsible Sexuality program dealing with masculinity.

#### **Senior Transportation Connection of Cuyahoga County**

\$75,000 for Year III support of a countywide senior transportation system.

#### **Transportation Consortium Coordinating Committee (TC3)**

\$20,000 in bridge funding.

### ACADEMIC MEDICINE & BIOSCIENCE

#### **BioEnterprise Corporation (via the Fund for Our Economic Future)**

\$300,000 over two years to develop the bioscience sector in Cleveland.

#### **The Cleveland Clinic Foundation**

\$75,000 for activities of the Mathile and Morton J. Stone Chair and Professorship.

#### **The Gathering Place**

\$20,000 for education in integrative care for health care professionals.

#### **Preterm Cleveland**

\$20,000 for education in abortion care for medical residents.

#### **University Hospitals of Cleveland**

\$10,000 for stem cell research to benefit cardiovascular patients.

#### **University Hospitals of Cleveland**

\$15,000 for Robert S. Garson Neurology Lectureship.

### HEALTH POLICY

#### **The Center for Community Solutions (fiscal agent)**

\$50,000 for groundWork™ for Ohio children's health and well-being.

#### **Planned Parenthood of Northeast Ohio (fiscal agent)**

\$60,000 for Phase II of the Prevention First Initiative.

#### **United Labor Agency**

\$16,000 for the Senior Voice! coalition advocating on behalf of senior health issues.

#### **Voices for Ohio's Children**

\$120,000 over two years for children's health policy advocacy efforts.  
\$20,000 for enrollment outreach for Ohio children's health expansion.

**The Mt. Sinai Health Care Foundation  
seeks to assist Greater Cleveland's organizations  
and leaders in improving the health and  
well-being of the Jewish and general communities  
now and for generations to come.**

## JEWISH HEALTH CARE FOUNDATIONS AROUND THE COUNTRY

The 1990's saw the creation of many health care conversion foundations, including a number of Jewish hospital conversion foundations similar to Mt. Sinai. Believing that there were lessons to be learned from one another, **Mitchell Balk**, president of **The Mt. Sinai Health Care Foundation**, recently organized a conference of the chief executives of the nine Jewish health care conversion foundations. The meeting was held in Washington, DC, in February 2008, and provided an opportunity to learn about each foundation's grantmaking impact, as well as challenges and frustrations.

Attending the conference were representatives from **The Healthcare Foundation of New Jersey**, **The Jewish Foundation of Cincinnati**, **The Jewish Fund** (Detroit), **Jewish Heritage Foundation** and **Menorah Legacy Foundation**, both of Kansas City, **Jewish Healthcare Foundation** (Pittsburgh), the **Rose Community Foundation** (Denver) and **The Mt. Sinai Health Care Foundation**. Representatives from the **Mount Zion Health Fund** in San Francisco and the **Michael Reese Health Trust** in Chicago were invited but were unable to attend.

A 3-hour morning session was devoted to a city by city foundation "show and tell." Of those attending, the Jewish Healthcare Foundation of Pittsburgh is the oldest, founded in 1990. The largest is the Rose Community Foundation of Denver with assets of \$325 million. In the foundation community one often hears, "if you've seen one conversion foundation, you've seen one conversion foundation," and this is certainly true among the successor philanthropies to Jewish-sponsored hospitals. Each has its own unique programs and activities, often based upon the nature of the hospital from which each emanated and the history of the local community each serves (see the list on page 4).

The afternoon sessions included a presentation by **Ann Weiss**, senior program officer at the **Robert Wood Johnson Foundation**. She gave an update from the nation's largest health grantmaker and discussed opportunities for local foundation collaboration. **Lauren LeRoy**, president of **Grantmakers in Health**, discussed current issues and trends in health philanthropy. **William Daroff**, senior vice president of **United Jewish Communities**, presented an overview of domestic policy priorities of the organized Jewish community.

"Among all of our sister grantmaking organizations in Cleveland and beyond, these are the most similar to Mt. Sinai—we're of the same mold," said Mt. Sinai President Mitchell Balk. For this reason, the group hopes to convene more often than in the past. The only previous meeting was in 2003.

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### Strategic Philanthropy – A Mindset of Being Impactful

by Mitchell Balk

What's all this talk about philanthropy being strategic? Isn't the purpose of philanthropy to use our passion and values to improve the human condition rather than engage in tactical exercises? According to Paul Brest, president of the Hewlett Foundation in Palo Alto, CA, values and passion is the start, but strategic grantmaking must take over to achieve measurable goals and maximize impact. At the same time, according to Brest, a former dean of the Stanford Law School and author of the upcoming book, *Money Well Spent: A Strategic Guide to Smart Philanthropy*, metrics are not always achievable or important. Strategic philanthropy is more a way of thinking, a mindset to be impactful in the grantmaking enterprise.

Many believe that the term "strategic philanthropy" is limited to programs with specific

goals. Yet according to Brest, strategic grantmaking can include operating support or program-specific investments, whatever it takes to meet the donor's mission and the grantee's goals. Virtually no goal or method is not included in strategic philanthropy. All that is required are goals and the strategy to achieve them. Brest describes the difference between routine grantmaking and strategic grantmaking as the difference between taking a Sunday drive vs. a trip with a destination; the former is for simply enjoying the scenery, while the latter requires the driver to examine the dashboard once in a while. The analogy continues, as donor, like driver, must check the speedometer, navigation (landmarks and yardsticks along the route to the destination), and use a theory of change that equates to a reliable road map.

Another parallel links strategic grantmaking with the investment field's asset allocation process. Consider allocation of strategic grantmaking resources according to expected returns... spend according to what the expected return will be. Consider "how much bang is in that buck."

Strategic philanthropy also emulates life. You plan, you make decisions based on today's realities, but you cannot control what tomorrow may bring. Instead of simply rolling with the punches, strategic grantmakers must work with grantees to make midcourse corrections and attune goals based on changing realities.

By utilizing strategic grantmaking, The Mt. Sinai Health Care Foundation strives to become an ever more impactful grantmaker in its chosen areas of grantmaking focus.

*Mitchell Balk has served as president of the Foundation since its establishment as an independent grantmaker in 1996.*

## JEWISH HEALTH CARE CONVERSION FOUNDATIONS *A Brief Overview*

### HEALTHCARE FOUNDATION OF NEW JERSEY

**Location:** Milburn, New Jersey **Created:** 1996 **Staff Size:** 6 **Board Size:** 24

**Assets:** \$173 million (as of 12/31/07) **Grants Awarded:** \$6.5 million (2007)

**Mission:** To support health care initiatives for vulnerable individuals in the greater Newark area & the greater MetroWest Jewish community. Supports medical education & clinical research initiatives that investigate disease prevention & mitigation; invest in public health & community wellness.

### JEWISH FOUNDATION OF CINCINNATI

**Location:** Cincinnati, Ohio **Created:** 2005 **Staff Size:** 5 **Board Size:** 10

**Assets:** \$91 million (as of 12/31/07) **Grants Awarded:** \$5.5 million (2007)

**Mission:** To support, promote, advance & strengthen the Jewish community and Jewish causes in Greater Cincinnati & throughout the world. May also support The Jewish Health System, Inc., & The Jewish Hospital of Cincinnati, Inc.

### THE JEWISH FOUNDATION

**Location:** Bloomfield Hills, Michigan **Created:** 1997 **Staff Size:** 1.5 **Board Size:** 30

**Assets:** \$68 million (as of 12/31/07) **Grants Awarded:** \$2.5 million (2007)

**Mission:** To carry out the legacy of Sinai Hospital by providing care to those in need in metropolitan Detroit. Focus is on the Jewish community (health & social welfare); general community (health-related programs); Sinai Hospital (priority capital projects); and strengthening relations between the Jewish & general communities.

### JEWISH HEALTHCARE FOUNDATION

**Location:** Pittsburgh, Pennsylvania **Created:** 1990 **Staff Size:** 31 **Board Size:** 45

**Assets:** \$142 million (as of 12/31/07) **Grants Awarded:** \$5.4 million (2007)

**Mission:** To support & foster provision of healthcare services, education and medical and scientific research & to respond to medical, custodial & other health-related needs of elderly, underprivileged & underserved people in the Jewish community & throughout western Pennsylvania.

### JEWISH HERITAGE FOUNDATION

**Location:** Kansas City, Missouri **Created:** 1994 **Staff Size:** 3 **Board Size:** 24

**Assets:** \$52 million (as of 12/31/07) **Grants Awarded:** \$2.6 million (2007)

**Mission:** To promote health & well-being in the Greater Kansas City area, with a priority to serve the Jewish community.

### MENORAH LEGACY FOUNDATION

**Location:** Kansas City, Missouri **Created:** 1957/2003 **Staff Size:** 2.5 **Board Size:** 27

**Assets:** \$30 million (as of 12/31/07) **Grants Awarded:** \$1.3 million (2007)

**Mission:** Supports healthcare-related services within the Greater KC metropolitan area by focusing on programs, services, research & education that promote & foster healthy living through all stages of life, current community healthcare needs (PE4Life), a healthy Jewish community.

### MICHAEL REESE HEALTH TRUST

**Location:** Chicago, Illinois **Created:** 1996 **Staff Size:** 4 **Board Size:** 17

**Assets:** \$132 million (as of 12/31/07) **Grants Awarded:** \$4.6 million (2007)

**Mission:** To improve the health of people in Chicago's metropolitan communities through effective grantmaking in health care, health education, and health research. A portion of funding is focused on Jewish institutions & issues to fulfill the 110-year legacy of MR Hospital. The remainder of grants is to fulfill Jewish responsibilities to general community needs & problem solving, primarily for needs of vulnerable & underserved Chicagoans of all races & ethnic origins.

### THE MT. SINAI HEALTH CARE FOUNDATION

**Location:** Cleveland, Ohio **Created:** 1994 **Staff Size:** 5.2 **Board Size:** 32

**Assets:** \$162 million (as of 12/31/07) **Grants Awarded:** \$6.8 million (2007)

**Mission:** To assist Greater Cleveland's organizations & leaders to improve the health and well-being of the Jewish and general communities now and for generations to come.

### ROSE COMMUNITY FOUNDATION

**Location:** Denver, Colorado **Created:** 1995 **Staff Size:** 20 **Board Size:** 17

**Assets:** \$325 million (as of 12/31/07) **Grants Awarded:** \$11.2 million (2007)

**Mission:** The Foundation has adopted 5 program areas that encompass the World Health Organization's definition of a healthy community – aging, child & family development, education, health & Jewish life. Resources are directed toward systemic change.



## COMMEMORATIVE GIFTS & BOARD OF DIRECTORS

The Mt. Sinai Health Care Foundation expresses its sincere appreciation to its friends and supporters for their many generous contributions. In addition to honoring or remembering loved ones, gifts to the various funds help to improve the health status of the Greater Cleveland community through the Foundation's grantmaking program.

The following contributions were received between October 1, 2007, and March 31, 2008.

### SPECIAL GIFTS

#### Robert Gelb Memorial Fund

In Honor of *Victor Gelb*

Richard Osborne and Elizabeth Osborne

### CONTRIBUTIONS

#### The Mt. Sinai Health Care Foundation General Fund

In Honor of *Warren Ornstein*

In Memory of *Florence Perlmutter*

Mr. and Mrs. Robert S. Reitman

In Memory of *Sidney Katz, M.D.*

Herb and Carole Harris

Marjorie Kempner

Annette Kleinman Markell

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#### Dr. William Herman Pediatric Lectureship Fund

In Memory of *Dr. William Herman*

Sarah Dick

#### Victor Vertes Chair & Professorship Fund

In Honor of *Victor Vertes, M.D.*

Dick and Ruth Kyman

### ESTATE GIFTS

*Trusts*

The Mt. Sinai Health Care Foundation is pleased to acknowledge that the following bequests and distributions were recently received:

Dr. Hans J. and Betty Rubin Trust

Lewis Miller Memorial Fund of  
The Jewish Community Federation of Cleveland

TUESDAY, JUNE 17, 2008 AT 5:15 PM  
2008 ANNUAL MEETING · SEVERANCE HALL  
REINBERGER CHAMBER HALL

*Decision 2008: What's at Stake for Health Policy  
in the November Election*

Presentation of the 2008 Maurice Saltzman Award  
to Sanford Markowitz, MD, PhD



Legacy is published for friends of The Mt. Sinai Health Care Foundation  
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# Legacy

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## NEWS IN BRIEF

Foundation Board Chair **vic gelb** will be initiated into the **City Club of Cleveland Hall of Fame** along with **Reverend Dr. Otis Moss, Jr.**

Foundation Director **Susan Ratner** was honored, along with **Norma Lerner**, by Autism Speaks, the world's leading autism advocacy organization. The event honoring Ms. Ratner took place at the Rock and Roll Hall of Fame and Museum on April 12, 2008.

Foundation Director **Avrum I. Froimson, MD**, was recognized for lifelong accomplishments by the Golden Age Centers of Greater Cleveland with The Golden Achievement Award for Medicine 2008. In each of six categories the recipients are honored for commitment to excellence which is directed beyond self-interest and serves as an exemplary model for others to follow.

Foundation Director **David Goldberg** was recently elected chair of the Board and Distribution Committee of **The Cleveland Foundation**.

**The Mt. Sinai Health Care Foundation** was recognized for the Foundation's support of Bikur Cholim's new Hospitality Room and Kosher Food Pantry. The Cleveland Clinic has provided the room, and the Foundation grant supports the staffing of Bikur Cholim for the hospitality room and the pantry. The Hospitality Room provides a place for those who require strictly kosher food to get it while their family members are patients at the Cleveland Clinic. Frequently, the family members seeking hospitality and kosher food are from around the world.

**The National Transit Institute** recently featured the **Senior Transportation Connection of Cuyahoga County (STC)** as part of a training course for transportation officials entitled, "Coordinated Mobility: A Transportation Management Solution." The STC was cited as an "innovative program that is working" in the area of senior transportation. The National Transit Institute at Rutgers University is funded by the Federal Transit Administration. **The Mt. Sinai Health Care Foundation** has played a prominent role in the establishment of the Senior Transportation Connection of Cuyahoga County.



(left) Foundation Board Chair **vic gelb** and Foundation President **Mitchell Balk** accepted the **Northeast Ohio Nursing Initiative (NEONI) Community Leader Award for The Mt. Sinai Health Care Foundation** on May 3, 2008, at the Legacy of Nursing Gala. This event was co-sponsored by **Cleveland Clinic Nursing and University Hospitals Case Medical Center** in celebration of Northeast Ohio as a center of excellence for nursing.