2017-2019 Strategic Plan
Approved by Center for Ethics Steering Committee July 11, 2016
Approved by Center for Ethics Executive Committee July 18, 2016

Statements of Vision, Mission, Values
and
Strategic Plan Direction
Effective January 1, 2017
Mission
Improving the health care of our community through leadership in ethics education, research and policy

Vision
Health care that is compassionate, just and respectful for all people.

Values
Respect for all persons
Beneficent health care
Justice
Responsible stewardship
Diversity of people and ideas
Goal 1: Empower, inspire and educate health care professionals to provide ethical patient care.

Enhance the teaching and evaluation of ethics and professionalism at OHSU and in the statewide professional community.

- Support the development, implementation and evaluation of culturally proficient curricula in ethics and professionalism for OHSU education programs.
- Convene faculty development workshops related to ethics, professionalism and communication.
- Build and maintain case-based collections.
- Convene and Co-Chair Statewide Kinsman Conferences.
- Develop and present educational speaker series:
  - Dr. Daniel Labby Senior Clinicians Seminars
  - Bioethics Study Group
  - Madeline Brill Nelson Speaker series

Promote the importance of professionalism and ethics in patient care.

- Contribute via conferences, research, scholarly publications and presentations to regional and national discussions on ethics and professionalism.
- Serve as an educational resource.
- Collaborate in the growth of ethics and professionalism in interprofessional education across the University.
- Sustain and expand the infrastructure for securing grants and publishing research.

Expanding education in ethics and professionalism

to promote respectful healthcare.
Goal 2: Promote excellence in end-of-life care through education, research, and statewide collaboration.

Build upon successful existing educational initiatives
- Expand the Living with Life-Threatening Illness course.
- Create end-of-life curriculum for School of Medicine enrichment sessions and intercessions
- Mentor scholarly projects related to end-of-life care
- Explore ways to expand educational opportunities for learning in palliative care.

Partner with statewide agencies to increase visibility of end-of-life care
- Convene statewide palliative care conferences
- Enhance the Portland area All-City Palliative Care Lecture Series with national visiting speakers
- Address educational and professional development needs of hospice and palliative care professionals in rural areas.

Identify and explore new areas for research in ethics and humanities related to end-of-life care.
Goal 3: Build compassionate communication skills through a sustainable program that will serve as a national model.

Enhance empowerment, respect and whole person care by improving the skills of compassionate communication.

- Develop a curriculum for compassionate communication for OHSU health care professionals.
- Promote a shared understanding of the fundamental importance of communication to the safe and ethical care of patients.
- Foster a cadre of master educators in compassionate communication.

Prepare and execute a plan to raise an endowed chair in compassionate communication.

- Develop the scope of responsibility for the new endowed chair.
- Identify and educate prospective donors with guidance from the Steering Committee.
Goal 4: Promote ethics in health care research and policy through analysis of emerging technologies

Sponsor a visiting speaker series to highlight trends, innovations and new challenges in health care.

- Identify cutting edge activities and research interests that would benefit from ethical analysis.
- Host a retreat to explore target areas of focus in the basic and clinical sciences.

Partner with local, regional and national groups about innovative solutions for improving health care.

- Support the institutional ethics committee.
- Serve as a resource for the Oregon legislature on ethics in health care issues.
- Respond to emerging policy challenges.

Identify the implications of innovations for health care access and stewardship with a broad view to population health.
Goal 5: Provide Nationwide Leadership for the Physician Orders for Life Sustaining Treatment (POLST) Paradigm

Participate in National POLST Paradigm activities.
- Serve on national POLST committees.
- Share new innovations and trends with national partners.

Develop and promote education, research and quality improvement strategies related to the Oregon POLST Program.
- Chair and direct the Oregon POLST Task Force activities.
- Develop and maintain an online presence for the Oregon POLST Program.
- Facilitate sharing of effective policies and procedures related to POLST.
- Expand educational outreach for patients, focusing on greater collaboration with members of the public.
- Build a research program related to POLST.

Participate in the OREGON POLST Registry (OPR).
- Maintain a close relationship with OPR staff.
- Facilitate the on-going development and implementation of the electronic POLST system.

Develop and cultivate relationships with legislators, public agency leaders and health-related commissions related to the Oregon POLST Program and OPR.
- Conduct research related to the effectiveness of the OPR and the POLST Paradigm.
- Develop stronger ties with patient advocacy groups such as American Association for Retired Persons.

Offering POLST to patients with advanced illness

and those who are very frail.
Goal 6: Ensure the continued viability of all Center for Ethics in Health Care programs.

Secure operational and/or endowment funding for current programs.
- Maintain the Steering Committee and Advisory Council membership and involvement in donor stewardship, prospect development and solicitations.
- Strategically use key events to enhance donor stewardship and engagement.
- Optimize faculty and student participation in donor stewardship activities.

Increase the depth of the Center for Ethics donor base and philanthropic support system.
- Partner with the OHSU Foundation to expand the base of philanthropic support of both current and planned gifts.

Secure a funding base for growth and development while maintaining the Center’s independent voice by declining support from drug and health care industry sources.
- Strengthen collaboration with the OHSU Foundation to complete the Center’s $10 million endowment campaign. Raise the balance of:
  - A $4 million new endowment fund for the POLST Program.
  - A $3.5 million endowment for the Program in Compassionate Communication.
  - A $2.5 million endowment for Innovation with Integrity Fund (to support Center’s capacity to address new issues).
  - $5 million in operations funds.