



2023 – 2025 Strategic Plan

Approved by the Executive Committee and Steering Committee in 07/11/2022

Vision

A health care system that people experience as compassionate, comprehensible, just, and empowering.

Mission

To transform the healthcare of our communities as leaders in ethics education, professionalism, ethics research, policy, and compassionate communication.

Values

Integrity

Moral Courage

Compassion

Equality, Respect, and Dignity for all persons

Strategies

Strengthening our steadfast commitment to maintaining an independent voice within a health care system where conflicts of interest abound

Empowerment, equity, and inclusion of all patients and families

Innovation in ethics education

Leadership in Compassionate Communication and health care policy

Transformation of practice and policy through ethics research, scholarship, and collaboration

Advancement of professionalism in Oregon and beyond

The Center for Ethics in Health Care strategic plan aligns with and complements key areas of the OHSU 2025 strategic plan

ETHICS AND COMPASSIONATE COMMUNICATION SKILLS EDUCATION

GOALS:

- Train new generations of health care professionals in compassionate and empowering communication skills to enhance equity, respect, and dignity in health care delivery
- Expand capacity to educate new ethics leaders to identify and respond to emerging ethical issues
- Build the infrastructure to create a regional center for humanism education and scholarship
- Lead statewide compassionate communication skills education for practicing professionals

STRATEGIES:

- Expand Serious Illness Education training to create a network of trained faculty in more regions of Oregon
- Integrate RELY (Resilience and Empowerment in Later Years) into Serious Illness Education curriculum
- Expand Oregon Bioethics and Humanities Colloquium series
- Focus statewide outreach conferences on serious illness communication training in rural communities
- Integrate clear communication practices into medical education programs
- Raise additional funds to expand RELY to combat ageism in health care

PROFESSIONALISM & MORAL COURAGE

GOAL:

- Advance professionalism, moral courage, and inclusion in health care
- Address the hidden burdens of moral courage to empower health care professionals to have a strong moral voice

STRATEGIES:

- Improve the culture of health care to better integrate ethics principles into all settings of care and better support moral courage of health care professionals
- Become a leading voice for moral courage throughout the region through education, scholarship, and policy development

RESEARCH & SCHOLARSHIP

GOAL:

- Develop a nationally and internationally recognized ethics and communication skills research program, building on the Center's core strengths and values

STRATEGIES:

- Expand research and scholarship around equity, diversity, and representation in marginalized populations
- Map current programs to identify critical knowledge gaps and design new research projects to improve these programs
- Improve support and mentorship for faculty scholarship and identify funding opportunities to support research projects
- Build collaborations across Oregon and beyond to foster mutual learning, shared scholarship, and broader impact on patient care and health systems

ETHICS POLICY

GOALS:

- Renew commitment to morally courageous leadership of POLST program
- Increase viability and accessibility of Oregon POLST program

STRATEGIES:

- Use national leadership platform to challenge any conflict of interest that undermines POLST integrity
- Create new culturally respectful, clear language lay POLST materials in 13 languages
- Expand Serious Illness Communication training to include POLST conversations
- Disseminate guidelines for POLST use for people with significant disabilities

OHSU Center for Ethics in Health Care Supplemental Material for 2023-2025 Strategic Plan

Founded in 1989, the OHSU Center for Ethics in Health Care is recognized as one of country's most influential leaders in transforming health care through ethical practice. Inspired by the principles of compassion, moral courage, integrity, and respect and justice for all persons, the Center is a pioneer in developing innovative and expansive education, research and policy programs to create a new paradigm for how health care should be taught and practiced.

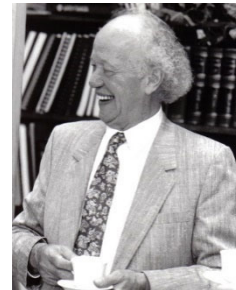
The Center is deeply grateful to those whose generosity and leadership have made these programs possible.



Susan Tolle, MD & Cornie Stevens

The **Cornelia Hayes Stevens Chair of the Center for Ethics** was established in 1999 to support dedicated time for the Center's director. These foundational gifts have allowed **Susan W. Tolle, MD**, director of the Center since its founding, to take an ambitious leadership role in all aspects of the Center's growth and development.

In 1989 **John Kinsman** established the annual Kinsman statewide bioethics conference, which addresses pressing ethical issues in health care and attracts health care professionals from all corners of Oregon. In addition, the **Kinsman Foundation** has provided renewable grants to focus on statewide outreach and education in rural communities.



John Kinsman



Madeline Brill Nelson

Madeline Brill Nelson established the **Madeline Brill Nelson Chair in Ethics Education** in 2007 to honor the exemplary service of her father, Dr. Isidor C. Brill. International ethics leader, **Maureen Kelley, PhD**, recently recruited from the University of Oxford, leads this expansive, program in ethics education, research and scholarship, which includes the Kinsman Conference and Labby Senior Clinician Seminars. The other half of Dr. Kelley's salary is supported through grants that fund her international program of ethics research promoting the health of women. She has transferred her Wellcome Trust grant award and is building the center's program of ethics research.



Maureen Kelley, PhD



Miles J. Edwards, MD

Beloved OHSU physician and ethics leader, Dr. Miles J. Edwards, was the inspiration for the **Miles J. Edwards Chair in Professionalism and Comfort Care**, established in 2002. **Tyler Tate, MD, MA** directs teaching and scholarly programs for students, health care professionals, and ethics leaders to promote the highest levels of professionalism and humane, thoughtful care for patients with life-threatening illness.



Tyler Tate, MD, MA



Bill and Karen Early

The **POLST (Portable Orders for Life-Sustaining Treatment) endowment program** was established by Bill and Karen Early in 2013, and built further by many generous contributors, to fund innovations, education, and research to support Oregon POLST's mission to ensure that nearing-end-of-life care wishes are documented as medical orders and honored across different settings of care, while remaining free of industry influence.

Shortly before his untimely death in 2019, revered physician Dr. Ronald W. Naito, established the **Ronald W. Naito Directorship in Serious Illness Education**. Inaugural director **Katie Stowers, DO**, a national expert in communications training, has built expansive communications training programs for students and practicing professionals throughout the state, and oversees a groundbreaking communications skills testing program for graduating medical students.



Katie Stowers, DO & Ronald W. Naito, MD



Doris and Mark Storms

The Storms Family Foundation established the **Doris and Mark Storms Chair in Compassionate Communication** in 2021 to honor the inspirational values of Doris and Mark Storms. Inaugural chair **Cliff Coleman, MD, MPH**, leads this ambitious program to transform communication and care across the health care disciplines through innovative teaching programs to promote care that is compassionate, comprehensible, respectful and empowering.



Cliff Coleman, MD, MPH

An additional generous gift from the Storms Family Foundation launched an innovative program RELY (Resilience and Empowerment in Later Years) to combat the insidious effects of ageism in health care. The intention is to grow this program over time with additional funding, developing new curriculum and communication skills training to ensure that all older adults receive respectful and empowering care that supports the unique needs of each individual, wherever they may be on the health continuum.



Bill and Helen Jo Whitsell

In 2021 Helen Jo and Bill Whitsell established the **Bill and Helen Jo Whitsell Endowment for Ethics** to further strengthen the Center's vital ability to retain its independent voice and integrity within the complex world of health care where conflicts of interest abound.

The Center's most recent endowment, the **Educate Future Health Care Ethics Leaders Endowment Fund**, was established in 2022 to prepare future ethics leaders to effectively identify and manage the health care ethics issues of the 21st century. The endowment's overarching goal is to ensure that the Center's core values of equity, justice, moral courage, compassion, and the management of conflicts of interest remain at the forefront of patient care and the institutions that support them.



Educating future health care ethics leaders

The Center for Ethics is deeply grateful to all those whose generous philanthropy has allowed the Center to retain its independent voice

