



30 Years of Leadership  
in Compassion, Integrity  
and Innovation

# 2020-2022 Strategic Plan

## *Statements of Vision, Mission, Values and Strategic Plan Direction*

*Approved by the Executive Committee on 03/27/2020*

*Approved by the Steering Committee on 04/06/2020*

During the extraordinary crisis of the COVID-19 pandemic, the Center for Ethics is refocusing its expertise and resources to respond to the unprecedented needs created by this unfolding emergency.



## **Vision**

We envision a health care system that is compassionate, just, and respectful.

## **Mission**

To improve the health care of our community by serving as a resource for ethics education, professionalism, and compassionate communication in health care.

## **Values**

Integrity

Moral Courage

Self Determination

Dignity and Respect for all persons



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## **Strategies**

Local and statewide ethics education

Leadership in Compassionate Communication

Engagement with patients and families

Advancing professionalism in health care 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*



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## **Goal 1: Build an expansive program in compassionate communication that will become a national model.**

*This goal supports OHSU 2025 of being the destination for transformational learning.*

The need for empathetic, respectful, and human communication is greater now than ever. The Center is broadening the focus of the Program in Compassionate Communication to address urgent needs for skilled communication with patients and families during the pandemic crisis.

- Conduct a national search to recruit the inaugural Doris and Mark Storms Chair in Compassionate Communication.
- Develop a program to enhance empowerment, respect, and whole person care by improving compassionate communication skills in all settings of care and throughout the life span:
  - Build on OHSU's national model for testing OHSU medical students as a graduation requirement by continuing to refine curriculum and testing for compassionate communication skills.
  - Share curriculum development and testing results with other medical schools.
  - Foster OHSU's community of master educators in compassionate communication.
  - Develop curriculum for the School of Pharmacy to underscore their professional obligations to assure patient safety.
- Extend the reach and scope of the Program in Compassionate Communication



*Doris and Mark Storms, whose values inspired the Chair in Compassionate Communication and the vision to transform health care across the life span and in all settings of care.*

## Goal 1(A): Expand teaching of compassionate communication skills in serious illness.

*This goal supports OHSU 2025 of being the destination for transformational learning.*

The Center is expanding its focus on Serious Illness Education to serve the most vulnerable populations during the coronavirus pandemic and other emergencies.

- Build the Ronald W. Naito Directorship in Serious Illness Education as a component of the Program in Compassionate Communication:
  - Raise the endowment fund base by an additional \$2 million to fully support 50% of the Director's salary.
  - Further incorporate serious illness communication skills into statewide conferences.
- Train four cohorts of skilled faculty as VitalTalk Instructors to enhance communication in serious illness throughout OHSU:
  - Implement VitalTalk training sessions for faculty, fellows, and residents, initially in the departments of Pediatrics, Internal Medicine, Critical Care, Palliative Care, Nephrology, Family Medicine, OB/Gyn, Trauma Surgery, and House Call Providers.
  - Host a regional VitalTalk instructor training session in Oregon in 2021.
- Develop a link between serious illness education and POLST implementation.



*Dr. Katie Stowers, a national expert in communications training, holds the inaugural Ronald W. Naito Directorship in Serious Illness, with Dr. Ron Naito.*

## Goal 2: Provide leadership for the Portable Orders for Life-Sustaining Treatment (POLST) program, and enhanced research in end-of-life care.

*This goal supports OHSU 2025 of enhancing health and health care in every community.*

The COVID-19 pandemic has underscored the importance of the POLST Program. The Center is increasing POLST access, distribution, and information to focus on the appropriate and compassionate use of POLST during this pandemic.

- Recruit a medical director to oversee POLST policy, education, and research.
- Reinforce the Center’s foundational policy of accepting no industry funding.
- Develop and promote education, research, and quality improvement strategies:
  - Continue to serve as the administrative home for the Oregon POLST and chair the Oregon POLST program.
  - Further develop the POLST website and other communication networks to promote Oregon POLST and share effective policies and materials.
  - Expand educational outreach for patients through collaboration with community advocates.
  - Build a POLST research program.
  - Measure success of the program by quantifying adherence to patient wishes.
- Collaborate with the Oregon POLST Registry and others:
  - Upgrade the electronic POLST system and enhance quality improvements.
- Develop and cultivate relationships with public leaders and organizations:
  - Help guide POLST policy and system changes.
  - Develop stronger ties with patient advocacy groups such as AARP.
- Expand serious illness education and the Oregon VitalTalk Initiative to include POLST conversations.
- Raise additional \$1 million to complete the POLST endowment to support medical director position.

**OREGON POLST™**  
Portable Orders for Life-Sustaining Treatment™

Follow these medical orders until orders change. Any section not completed implies full treatment for that section.

Patient last name: \_\_\_\_\_ First name: \_\_\_\_\_ Middle name: \_\_\_\_\_  
 Patient name: \_\_\_\_\_ Date of birth (mm/dd/yyyy): \_\_\_\_\_ Gender:  M  F  X Birth (optional): \_\_\_\_\_  
 Address (street / city / state / zip): \_\_\_\_\_

**A CARDIOPULMONARY RESUSCITATION (CPR): Unresponsive, pulseless, & not breathing**  
 Attempt Resuscitation/CPR  Do Not Attempt Resuscitation/DNR  
 One: If patient not in cardiopulmonary arrest, follow orders in B.

**B MEDICAL INTERVENTIONS: If patient has pulse and is breathing**  
 Comfort Measures Only. Provide treatments to relieve pain and suffering through the use of any medication, by any route, positioning, wound care and other measures. Use oxygen, suction and manual treatment of airway obstruction as needed for comfort. **Patient prefers no transfer to hospital for life-sustaining treatments. Transfer if comfort needs cannot be met in current location.**  
 Treatment Plan: Provide treatments for comfort through symptom management.  
 Limited Treatment. In addition to care described in Comfort Measures Only, use medical treatment, antibiotics, IV fluids and optical monitor as indicated, no intubation, advanced airway interventions, or mechanical ventilation. May consider less invasive airway support (e.g. CPAP, BiPAP). Transfer to hospital if indicated. Generally avoid the intensive care unit.  
 Treatment Plan: Provide basic medical treatments.  
 Full Treatment. In addition to care described in Comfort Measures Only and Limited Treatment, use intubation, advanced airway interventions, and mechanical ventilation as indicated. Transfer to hospital if indicated.  
 Treatment Plan: All treatments including breathing machine.

**C DOCUMENTATION OF WHO WAS PRESENT FOR DISCUSSION** See reverse side for adult info.  
 Patient  Surrogate for patient with developmental disabilities or significant mental health condition (Note: Special requirements for completion - see reverse side)  
 Person appointed on advance directive  Relative or friend (without written appointment)  
 Court-appointed guardian  
 Discussed with (list all names and relationship): \_\_\_\_\_

**D PATIENT OR SURROGATE SIGNATURE**  
 Signature (print): \_\_\_\_\_ Relationship (write "self" if patient): \_\_\_\_\_  
 This form will be sent to the POLST Registry unless the patient wishes to opt out. If so, check opt out box [ ]

**E ATTESTATION OF MD / DO / NP / PA / ND (REQUIRED)**  
 By signing below, I attest that these medical orders are, to the best of my knowledge, consistent with the patient's current medical condition and preferences.  
 Print: Signer MD / DO / NP / PA / ND Name: \_\_\_\_\_ Signer Phone Number: \_\_\_\_\_ Signer License Number (optional): \_\_\_\_\_  
 Date: \_\_\_\_\_ Date dictated: \_\_\_\_\_ Patient means a physical signature, electronic signature is not valid unless accompanied by an electronic signature.  
 MD / DO / NP / PA / ND Signature: \_\_\_\_\_ Date dictated: \_\_\_\_\_ Patient means a physical signature, electronic signature is not valid unless accompanied by an electronic signature.

SEND FORM WITH PATIENT UNLESS TRANSFERRED OR DISCHARGED.  
 SCAN COPY OF BOTH SIDES OF FORM TO REGISTRY IF PATIENT DOES NOT OPT OUT IN SECTION D.

*Oregon POLST continues to lead improvements in care for those with advanced illness or those who are very frail.*

### **Goal 3: Empower, inspire, and educate health care professionals throughout the region to provide ethical and compassionate patient care.**

*This goal supports OHSU 2025 of partnering with communities for a better world.*

To inspire ethical and compassionate patient care during this time of crisis, the Center is preparing new teaching materials for health care professionals facing the unprecedented challenges of the COVID-19 pandemic. The Center is consulting on policy development and resource allocation decisions related to the COVID-19 pandemic.

- Enhance the teaching and evaluation of ethics and professionalism at OHSU and throughout the state:
  - Build upon existing educational initiatives including: the statewide Kinsman Conference; regional conferences; Living with Life-Threatening Illness course; Daniel Labby Seminar in Medical Ethics; Madeline Brill Nelson speaker series; Portland All-City Palliative Care Lecture series; Bioethics Study Group; and faculty development workshops.
  - Strengthen partnerships with communities across Oregon to expand educational outreach.
  - Promote excellence in professionalism through research and scholarly projects, as well as active participation in regional and national discussions on ethics and professionalism.
  - Increase educational focus on the pressing issue of Conflict of Interest.
- Participate in OHSU policy development about issues in ethics and Professionalism.
- Raise additional \$0.3-million to increase corpus of Miles J. Edwards Chair endowment to support 50% of the director's salary.



*Dr. Tyler Tate, Director of Professionalism and Comfort Care, joins the Center for Ethics with support from the Miles J. Edwards Chair.*