2017-2019 Strategic Plan

Revision last approved by Center for Ethics in Health Care Executive Committee & Steering Committee
11/12/2018

Statements of Vision, Mission, Values

and

Strategic Plan Direction
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
Dignity and Respect for Persons
Justice
Moral Courage
Strategies

Collaboration among Health Care Professionals
Empowerment of the Patient
Inclusivity and Diversity Across Campus
Compassionate Communication

OHSU Center for Ethics in Health Care
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 professionalism and comfort care through education, research and statewide collaboration.

Build upon successful existing educational initiatives
- Enhance the Living with Life-Threatening Illness course.
- Mentor scholarly projects.
- Expand educational opportunities for learning in professionalism including conflict of interest.

Partner with statewide agencies to increase visibility of professionalism and end-of-life care
- Convene regional conferences.
- Enhance the Portland area All-City Palliative Care Lecture Series.

Identify and explore new areas for research in ethics and professionalism.
- Engage in scholarly research.
- Participate in the development of a research program in end-of-life care.

Participate in OHSU policy development and revision about issues in ethics and professionalism by serving on the OHSU Institutional Ethics Committee.
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, refine and publish curriculum and testing for compassionate communication skills for OHSU medical students as a graduation requirement.
- Foster a cadre of master educators in compassionate communication.
- Develop empowerment curriculum for the School of Pharmacy.

Complete fundraising for an endowed chair in compassionate communication.

- Develop the scope of responsibility for the new endowed chair and other program leaders.
- Identify and educate prospective donors with guidance from the Steering Committee.
Goal 4: Expand teaching of Communication Skills in Serious Illness

Create a Professorship in Serious Illness as a distinct component of the Program in Compassionate Communication
- Complete fundraising for the professorship
- Conduct a search for a national leader in serious illness communication

Train a cohort of skilled faculty in VITALtalk
- Implement training sessions for faculty, fellows and residents initially in the department of Pediatrics, Nephrology & Family Medicine.
- Establish logistics to support VITALtalk.

Develop a link between serious illness education and POLST implementation.
Offering POLST to patients with advanced illness and those who are very frail.

Goal 5: Provide leadership for the Physician Orders for Life Sustaining Treatment (POLST) Program and enhanced research in end-of-life care

Develop and promote education, research and quality improvement strategies related to the Oregon POLST Program.

- Serve as the administrative home for Oregon POLST
- Chair the Oregon POLST Program.
- Develop and maintain the web site and communication network of 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.
- Measure the success of the program by the degree to which it honors patient wishes.

Collaborate with the OREGON POLST Registry (OPR) and others.

- Facilitate the on-going evaluation of the electronic POLST system and the POLST Program.

Develop and cultivate relationships with legislators, public agency leaders and health-related commissions related to the Oregon POLST Program and OPR.

- Help guide policy and system changes.
- Develop stronger ties with patient advocacy groups such as American Association for Retired Persons.

Participate in the development of a research program in end-of-life care.
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 refusing 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 $4.5 million endowment for the Program in Compassionate Communication.
  - A $1.5 million endowment for Serious Illness Education
  - $5 million in operations funds.

OHSU Center for Ethics in Health Care
Health Care with Compassion
Together we are wiser than any one of us alone.