

## The ACE Project Advocating for Clinical Excellence

Linda F. Piotrowski, MTS, BCC  
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## Session Objectives



As a result of this workshop, participants will:

1. Guarantee successful projects by utilizing the SMART Goal Refinement method.
2. Learn how to advocate for change using lessons learned at the City of Hope Cancer Center's ACE project for chaplains, social workers and psychologists.
3. Appreciate and embrace the moral imperative to act as change agents.



Funded Project



## Advocating for Clinical Excellence

The ACE Project is a national palliative, end-of-life and bereavement care educational program administered by City of Hope National Medical Center (COH) designed to enhance the leadership and advocacy skills of psychologists, social workers and spiritual care professionals. The ACE Project was originally funded by a grant from the National Cancer Institute. Materials are copyrighted by COH and are used with permission.

Further information about the ACE Project can be found at [www.cityofhope.org/ACEproject](http://www.cityofhope.org/ACEproject).



## ACE Project Team Investigators

- **Shirley Otis-Green, MSW, LCSW, ACSW, OSW-C**  
**Principal Investigator**  
Ms. Otis-Green is a licensed clinical social worker and Senior Research Specialist within the Nursing Research and Education Department at the City of Hope National Medical Center.
- **Betty Ferrell, Ph.D., FAAN**  
**Co-Investigator**  
Dr. Ferrell is a Research Scientist in the Nursing Research and Education Department at the City of Hope National Medical Center.
- **Marcia Grant, R.N., DNSc, FAAN**  
**Co-Investigator**  
Dr. Grant is a Research Scientist and the Director of Nursing Research and Education Department at the City of Hope National Medical Center.

## Faculty and Consultants

- **Terry Altilio, MSW, ACSW**  
**ACE Consultant & Faculty**  
Ms. Altilio is Coordinator of Social Work for the Department of Pain Medicine and Palliative Care, Beth Israel Medical Center in New York City
- **Rev. Pamela Baird**  
**ACE Faculty**  
Rev. Baird is an ordained minister who serves as a community end-of-life consultant providing end-of -life training to both medical professionals and lay persons in the community.

## ACE Faculty and Consultants

- **David Browning, MSW, BCD, FT**  
**ACE Consultant & Faculty**  
Mr. Browning is Senior Scholar at The Institute for Professionalism and Ethical Practice at Children's Hospital Boston and Harvard Medical School.
- **Rev. Ken Doka, Ph.D.**  
**ACE Consultant & Faculty**  
Rev. Doka is Professor of Gerontology at the Graduate School of The College of New Rochelle, NY, an ordained Lutheran minister and Senior Consultant to the Hospice Foundation of America.
- **Julia Kasl-Godley, Ph.D.**  
**ACE Faculty**  
Dr. Kasl-Godley is Coordinator of Psychology Training at the Palo Alto Veterans' Administration Inter-Professional Palliative Care Fellowship Program, Palo Alto, CA.

## ACE Faculty and Consultants

- **Betty Kramer, Ph.D., MSSW**  
**ACE Consultant & Faculty**  
Dr. Kramer is a Professor in the School of Social Work and member of the Comprehensive Cancer Center, at the University of Wisconsin-Madison.
- **Patricia Mullan, Ph.D.**  
**ACE Evaluation Consultant**  
Dr. Mullan is an Associate Professor in Medical Education Research and Development at the Michigan State University College of Human Medicine.
- **Christina Puchalski, M.D., M.S.**  
**ACE Faculty**  
Dr. Puchalski is Director of the George Washington Institute for Spirituality and Health, Washington, DC, where she has been instrumental in developing novel and effective educational strategies to address the existential concerns common at end of life.
- **Robert Twillman, Ph.D.**  
**ACE Consultant & Faculty**  
Dr. Twillman is Clinical Psychologist at the University of Kansas Cancer Center and the University of Kansas Hospital's Spine Center, Kansas City, KS.

## ACE Staff

- **Maren Spolum, B.A.**  
**ACE Project Coordinator**  
Ms. Spolum is a recent graduate of the University of Chicago where she majored in History, Philosophy and the Social Studies of Science and Medicine.
- **Maggie Johnson**  
**Coordinator, Pain & Palliative Care Resource Center**  
Ms. Johnson is the coordinator for the Pain & Palliative Care Resource Center which serves as a wealth of resources and information for healthcare professionals and receives more than 1,000,000 hits a year.

## ACE Program

- Competitively-selected psychologists, social workers and spiritual care professionals will take part in four annual courses with 75 participants per course followed by a Reunion Conference in October 2010 that reunites all past 300 participants and faculty to disseminate findings, share lessons learned and strengthen participant change efforts. Substantial financial assistance will be provided to ACE attendees.



## Moral Imperative to Advocate for Change

We have an extraordinary capacity to deliver the best care in the world, *but we repeatedly fail to translate knowledge and capacity into clinical practice*

## Commitment to Excellence

- Is *Excellence* Optional?
- A personal and professional commitment to excellence is essential to provide the motivation for sustained cultivation of competence and the courage to act upon our convictions.

## Moral Imperative to Advocate for Change

Goal is for a *transformation* in our provision of palliative, end-of-life & bereavement care.



"We will go before God to be judged, and God will ask us: 'Where are your wounds?' and we will say, 'We have no wounds.' And God will ask, 'Was nothing worth fighting for?'"



**Rev. Allen Boesak**  
South African Dutch Reformed Church cleric, Politician, and anti-apartheid activist.

## Moral Imperative to Advocate for Change

- The provision of quality (oncology) care requires skilled practitioners capable of addressing patient's complex bio-psychosocial-spiritual needs
- If we are to influence the re-formation of healthcare:
  - **we must increase our credibility and cultivate our competence as clinicians, researchers, educators and advocates**

## Transformation in Palliative Care

**Traditional Multi-Disciplinary Practice**  
(Typically a "reactive" physician-led model with ad hoc membership using a consultative format)

**Interdisciplinary Team**  
(More "proactive" model; theoretically recognizes contributions of all, but typically MD-RN based and physician-led)

**Transdisciplinary Team**  
(Systems' Theory; shared team vision; recognized role-overlap; integrated responsibilities, training, leadership & decision-making)

Larson, 1993

## Integrated Leadership

- Mutual Mentorship
- Supervision
- Collaborative Practice
- Role Modeling
- Consultation
- Team Leader
- Committee Chair

## Dedication to the Delivery of Quality Palliative, End-of-Life, and Bereavement Care

- Expanding the multidimensional concept of healing
- Commitment to a family-focused perspective
- Appreciation for diversity

## Dedication to the Delivery of Quality Palliative, End-of-Life, and Bereavement Care

- Commitment to increasing access to quality care for all with special attention to the needs of the most vulnerable (social justice)
- Commitment to “lifelong learning”
- Companionship: “Being with” vs. “Doing for”
- Envisioning & normalizing “better” EOL experiences

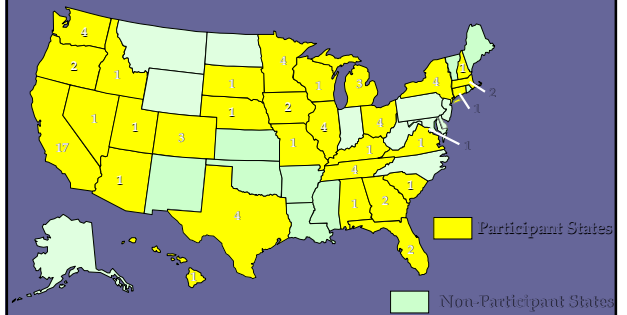
**“The great aim of education is not knowledge, but action.”**



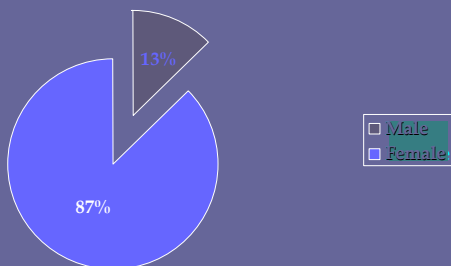
–Herbert Spencer

If we are to be a *powerful voice* for the vulnerable populations that we serve, we must hold ourselves accountable to develop the *leadership skills* that are necessary to *impact change*.

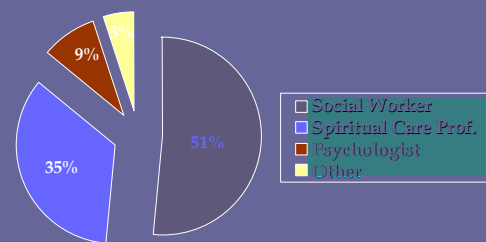
### Participants Geographic Location



### Participants' Gender



### Participants' Discipline

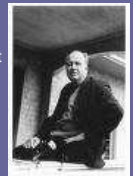


## Participants' Qualifications

- 77 participants listed 15 different highest degrees (primarily masters level)
  - MSW: 45%
  - MDIV: 20%
- 53 participants listed 41 different certifications
- 77 participants listed 37 different job titles

What we need is more people who specialize in the impossible.

Theodore Roethke, poet



## ACE Project Vision-Transformation

### ACE Goal:

To increase your confidence in your competence!

- ~ your tool kit is sufficient
- ~ you know *enough* to dare to enter the room
- ~ there *is* something that you can offer
- ~ *your* voice matters
- ~ *You make the difference!*

## ACE Project Vision-Transformation

### ACE Intention:

To create a “sacred space” wherein you are empowered to explore, identify & articulate your own truths...

### ACE Hope:

That you will recognize your role as the “conscience of your institution” & use your moral authority to create an institutional imperative for change!

## Making Visions SMART

- Challenge
  - Shared visions inspire us
  - Leaders sustain motivation & recognition by identifying actions that can lead to the measurable...
    - Quick successes
    - Treasured long-term outcomes.

## SMART Recognition

- Major health-related agencies urging adoption of SMART
  - Federal Government agencies (e.g., Center for Disease Control)
  - Health Related Foundations (e.g., Kellogg Foundation)
  - Potential Sponsors

## SMART Means...

- Strategic and Specific
  - Success that matters. Who will do what?
- Measurable
  - Is it measurable and can WE measure it?
  - Existing measures
- Achievable with our resources?
- Relevant
- Time-framed

## SMART

- Strategic & Specific
  - What would be seen as a “success” that matters?
  - Who will do what, with or for whom?
- Measurable
  - Is it measurable and can WE measure it?
  - Are there existing measures we can use?
  - Achievable/Attainable?
  - Can we get it done with the resources and time that we have?



## SMART

- Relevant
  - Will it have an effect on the desired goal?
  - Is there existing experience/research that indicates it is related to the overall goal?
- Time-Framed
  - When will we accomplish this?
  - Does that timing make sense in the setting?

## The Power of Context

- What population has needs?
- What population is visible?
- A small population

## SMART Means...

- S... Strategic & Specific
- M... Measurable
- A... Achievable/Attainable
- R... Relevant
- T... Time-Framed

## Application Exercise

Your turn to develop a SMART goal.

## SMART Goal Refinement

<b>S</b>	<b>Strategic Objectives</b>	What would be seen as a success that matters? Who will do what, with or for whom?
<b>M</b>	<b>Measurable</b>	Is it measurable and can WE measure it? Are there existing measures we can use?
<b>A</b>	<b>Achievable/Attainable</b>	Can we get it done in the proposed timeline with the resources that we have?
<b>R</b>	<b>Relevant</b>	Will this objective have an effect on the desired goal? Is there existing research/experience/theory of change that indicates it is related to the overall goal?
<b>T</b>	<b>Time-Framed</b>	When will we accomplish this objective? Does the timing occur when it makes sense in the setting?

## Goals for Those Completing ACE Program

### Repertoire of ACE Skills

- Mentors
  - Have some
  - Be one
- Manage Meetings
- Strategic: SMART goals

Through a critical engagement with ideas, concepts, issues and solutions, faculty mentorship and the project curricula, the ACE Project aims to enhance participants' leadership potential and strengthen participants' commitments to be forces for change. Therefore, ACE Project participants are expected to come eager to learn and ready to actively contribute to both large and small group discussions through an experiential educational forum.

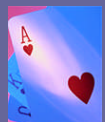


**Course 1 June 12-15, 2007**

**Course 2 October 23-26, 2007**

**\*\*Course 3 November 11-14, 2008**  
Application deadline June 30th, 2008  
materials NOW AVAILABLE ON LINE

**Course 4 October 13-16, 2009**





## ACE Program Contact



- **Mail**  
Maren Spolum, BA Coordinator  
City of Hope National Medical Center  
Nursing Research and Education  
1500 East Duarte Road  
Duarte, CA 91010  
Ph: 626-256-4673  
Ext. 63941

## Develop Competence in Various Institutional Change Strategies

- **Continuous Quality Improvement** (Lynn, Schuster & Kabacoff, 2000)
  - Rapid Assessment Cycles: Plan/Do/Study/Act
- **Tipping Point** (Gladwell, 2002; Shapiro, 2003)
- **Motivational Interviewing** (Miller & Rollnick, 2002)
- **Appreciative Inquiry** (Cooperrider, Whitney & Stavros, 2003)
- **Organizational Learning** (Frydman, Wilson, Weyer, 2000)

## Helpful Resources

- Gardner, H., Csikszentmihalyi, M., Damon, W. (2001). *Good work: Where excellence and ethics meet*. New York, NY: Basic Books.
- \*\*Gladwell, M. (2000). *The tipping point: How little things make a difference*. New York, NY: Little, Brown and Company.
- \*\*Health, C., Health, D. (2007). *Made to stick*. New York, NY: Random House.
- Nelson E.C., Batalden P.B., Huber T.P., Mohr, J.J., Godfrey M.M., Headrick, L.A., Wasson, J.H. (2002). Microsystems in health care: Part 1. Learning from high-performing front-line clinical units. *The Joint Commission Journal on Quality Improvement*, 28(9), 472-493.
- \*\*Palmer, P.J. (2000). *Let your life speak: Listen for the voice of vocation*. San Francisco, CA: Jossey-Bass.

For more information:

[Linda.F.Piotrowski@hitchcock.org](mailto:Linda.F.Piotrowski@hitchcock.org)

Acknowledgement is given to the ACE Project for many of the slides included in this presentation.