The ACE Project
Advocating for Clinical Excellence
Linda F. Piotrowski, MTS, BCC
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www.climateprotect.org
Solutions
• Clean Energy Economy
• Personal Choices
• Adoption of Renewables
• Enhanced Energy Efficiency
• Innovative Leadership

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.

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.
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 Kast-Godley, Ph.D.
  ACE Faculty
  Dr. Kast-Godley is Coordinator of Psychology Training at the Palo Alto Veterans’ Administration Inter-Professional Palliative Care Fellowship Program, Palo Alto, CA.
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”
- 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’ 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 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.

- **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/Aattainable?
  - 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

| S | Strategic Objectives | What would be seen as a success that matters? Who will do what, with or for whom? |
| M | Measurable | Is it measurable and can we measure it? Are there existing measures we can use? |
| A | Achievable/Attainable | Can we get it done in the proposed timeline with the resources that we have? |
| R | Relevant | 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? |
| T | Time-Framed | 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.

Application deadline June 30th, 2008

Course 1 June 12-15, 2007
Course 2 October 23-26, 2007
Course 3 November 11-14, 2008
Course 4 October 13-16, 2009

materials NOW AVAILABLE ON LINE
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 & Kabcenell, 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, Wyer, 2006)

Helpful Resources


For more information: Linda.F.Piotrowski@hitchcock.org

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