Advancing Palliative Care through Partnerships and Community Engagement

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The **MISSION** of the **SDCCC** is to improve the quality of life for all San Diegans by informing, counseling, and encouraging our healthcare professionals and the public to share their knowledge, goals, and priorities.

We promote timely advance care planning and understanding of medical treatment options for chronic and serious illness, including palliative care, across the lifespan.

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Learning Objectives

1. Identify key players and stakeholders in palliative care innovation and quality improvement within the community.

2. Discuss how creating partnerships promotes best practices and creates larger impact.

3. Describe the journey of developing a 501 (c) (3) local coalition within the landscape of palliative care in San Diego.

4. Recognize strategies to building and strengthen bridges for success, including plans for future growth, development and sustainability.

5. Outline future directions for a local coalition through new technology and a newer generation of healthcare professionals.
# Journey to Collaborative Practice and Coalition Development in San Diego

<table>
<thead>
<tr>
<th>Year</th>
<th>Pre POLST</th>
<th>Post POLST</th>
<th>2014</th>
<th>2016 - 2017</th>
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<tr>
<td>1990</td>
<td>SDRHC : Hospice Section</td>
<td>EOL</td>
<td>Community Workgroups Grow/Expand</td>
<td>Engagements Strengthen Partnerships Form- Local &amp; Statewide</td>
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<td>2000</td>
<td>PSDA : Palliative Care</td>
<td>SD POLST Work Group (09-13)</td>
<td>PC Institute</td>
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<td>2016 - 2017</td>
<td></td>
<td>Post POLST</td>
<td>POLST QAPI Grant</td>
<td>Paradigm Shift</td>
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- "On Our Own Terms" by Bill Moyers
- Hospice & Bridge Programs
- CHCF-CCCC SD POLST Grant
- Paradigm Shift
- CSUSM IPC
- CCCC-SDCC POLST

**Key Events:**
- SDRHC: Hospice Section:
  - EOL
  - Coalition & SD Hospice: PC Institute
- SD POLST Work Group (09-13)
- Community Workgroups Grow/Expand
- Engagements Strengthen Partnerships Form- Local & Statewide
Developing Successful Partnerships for Coalition Development

• Foundation and Focus
• Community Relationships
• Membership and Partnerships
• Opportunities and Challenges
• Framework, Structure and Process

STRENGTH: Numbers • Relationships • Diversity • Resources
Conditions that foster productive collaborations and coalitions. Coalitions must be dynamic and responsive to culture, racial, and ethnic diversity and how people work together in a community, region, or state.
**POLST**: Key to Launch the Vibrant San Diego Coalition

- A community coalition is a group of individuals representing many organizations who agree to work together to achieve a common goal.
- A coalition brings professional and grass-roots organizations from multiple sectors together, expands resources, focuses on issues of community concern, and achieves better results than any single group could achieve alone.

Redefinition of the Coalition's Vision and Purpose was needed when the POLST Grant Project was completed.

SD Coalition Design Process

• Mission and Vision
• Backward Design
• Bylaws Development

Stephen Covey Quote

“To begin with the end in mind means to start with a clear understanding of your destination. It means to know where you’re going so that you better understand where you are now and so that the steps you take are always in the right direction.”
Key : Collaborative Partnerships

• CSUSM – Institute for Palliative Care
  June, 2016 ACP/PC Conference for community providers & clinicians

• Local Healthcare Providers and Agencies
  Examples: Scripps Healthcare, Elizabeth Hospice, Palomar Healthcare, Lightbridge Hospice, ACP Department at Sharp Healthcare, UCSD, Kaiser, others

• Local Non-Profit Organizations and Coalitions
  Examples: San Diego Coalition for Improving End of Life Care, San Diego Caregiver Coalition, and several others
Engaging in Meaningful Initiatives Aligned with Coalition Purpose

- POLST Education and Outreach
  - T-3 CCCC
  - San Diego Health Connect, CHCF POLST registry
- SNF QAPI PROJECT with CCCC/CHCF
- Local Expression of the State Coalition
  - EOLOA training event in October, 2016
- Health Service Advisory Group
  - Community event for local providers, March 2016
  - Webinars with POLST in SNF
- Hospital Association of San Diego and Imperial Counties
- San Diego County Medical Association
- Hospital Quality Institute
Developing a Stronger Coalition
Growing toward Sustainability

• Crawling: All-volunteer coalition
• Pulling up: Small grants and early support
• Standing tall: Framework and process
• Walking: 501(c)3, membership, events
• Running: . . .
Integrating Business Strategy into Community Partnerships

- Find the need (pain points)
- Create the product
- Know your market
- Set the “price”
- Define success
- Message architecture
- Outreach and collaborations
Strategic Plan for Sustainability
Strategic Plan for Sustainability
## Strategic Plan for Sustainability

### Challenges
- Maintaining focus
- Prioritizing involvement
- Managing [younameit]
- Keeping it fresh
- Motivating commitment
- Finding shared goals
- Generating resources
- Celebrating success

### Solutions?
- . . .
- . . .
- . . .
- . . .
- . . .
- . . .
- . . .
- . . .
Future of SDCCC: Looking Ahead
Collective Impact

Effectively structuring ways to achieve social change and to address complex social and environmental challenges. Taking a coalition from common goals to uncommon results

• Define the Problem (solve)
• Shared measure (tracking)
• Mutually reinforcing activities *
• Continuous communication *
• Strong backbone

Ask ourselves this question:

Which conditions of Collective Impact do we already have & what do we need to do to improve or achieve them?

* Kania & Kramer (2011)
Cultivate Innovation & Learning

• Listen to the voices of your partners

• Efficiently leverage the best internal and external ideas
  • Learn from others’ experiences – swipe good ideas
  • Build strong team/organizational, benchmarks, outcomes and feedback loops; set targets for innovation
  • Invest in people, not things

• Involvement in significant activities that address continuing needs.

Overall Goal: A coalition that is engaged in work that addresses community concerns and is worthy of continuing support.
• Continued Collaboration
• Expand Outreach
• Mobile Education
• Integration of Technology
**Power of POLST: QAPI Toolkit Field Test to Support Quality POLST Utilization in Skilled Nursing Facilities**

**Ryan Hazley, RN, BSN, Chris Knutson, MSN, RN, Karl Steinberg, MD**

San Diego Coalition for Compassionate Care (SDCCC)
Coalition for Compassionate Care of California (CCCC)

March 2016

**BACKGROUND**

Coalition for Compassionate Care of California (CCCC) was granted funding from the California HealthCare Foundation to develop a Quality Assurance and Performance Improvement (QAPI) Toolkit for SNF’s to improve quality with POLST implementation & utilization.

The POLST QAPI Toolkit includes:
- Educational resources for providers & consumers
- Training materials
- Sample Policy & Procedures
- QI Development Frameworks

**GOALS**

- Evaluate current POLST programs, identify areas of improvement, and implement positive change.
- Facilitate communication about determining goals of care.
- Offer recommendations to facilitate future use of the POLST QAPI Toolkit to support Best Practices with ongoing support.

**PROBLEM IDENTIFICATION**

- 100% not utilizing materials for FAQ’s, policy updates, decision making guides, etc. available for professionals & consumers
- 80% unaware there was an updated 2016 POLST with changes per AB 637 including NP’s/PA’s ability to sign form
- 80% mandatory completion as part of admission process

**POWER OF POLST**

- Improves communication and promotes informed end of life decision making.
- Useful in enhancing advance care planning conversations as a “conversational tool.”
- Assures that residents’ goals of care and treatment wishes are understood, documented, and followed.

**PROJECT PLAN PROCESS**

- Planning & Strategy
- Analyze Chart Reviews & Surveys
- Present Data to Staff
- Involve & Recruit
- Pre-Data Collection
- PI Targets & Goal Setting
- Conduct Orientation
- Program Evaluation Review in Process

**QAPI OUTCOMES**

- Formation of POLST advocates & facility champions to embrace positive changes and culture.
- Transition to 2016 POLST forms.
- Updates to current Policies and Procedures, and/or development of specific POLST P&P’s.
- D/C of the mandating practice of POLST completion for all residents.

**LESSONS LEARNED**

Barriers to Toolkit Implementation:
- Minimal understanding and baseline knowledge deficits about POLST, its tools, or appropriate utilization of the paradigm needed to be addressed prior to QI efforts.
- Operational & corporate challenges impact on communication, scheduling and QI priorities.
- Poor compliance without Administrative support of QAPI program.

**Gaps in Documentation**

- 24% AHCD Present
- 12% Conversation
- 100% POLST Implementation

**Barriers to Appropriate POLST Utilization**

- Provider/Licensed Staff Involvement
- Transitional Care Dilemmas
- Resident/Decisonmaker’s Involvement
Focus:
Next Generation of Change Agents
References and Resources

• www.coalitionswork.com: Coalition Work LLC. Frances Dunn Butterfoss PhD, President and Founder, Yorktown, Virginia

• www.ctb.ku.edu: Community Tool Box: Workgroup for Community Health and Development at the University of Kansas

• www.forakergroup.org/site/index.cfm?fuseaction=newletter.newsletter&step=3&campaign_id=1234&id=1513


• Covey, Stephan R. (1989). 7 Habits of Highly Effective People


Discussion and Questions

Thank you for your gift of time ...

Chris Knutson
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