Creating Sustainable ACP Leadership Engagement Through Experience

NICKY LEWIS, LMSW
ADVANCE CARE PLANNING COORDINATOR
Disclosures

• Conflict of Interest
  No conflict of interest to report

• Off Label Use
  Off-label use of any products will not be discussed

• Commercial Support
  There is no commercial support for this program

Learning Objectives

1. Summarize targeted leadership engagement strategies to increase support for ACP implementation.
2. Create an ACP intervention targeting senior and clinical leadership for facilitated conversation.
3. Identify two interventions to promote long-term sustainability for ACP facilitated conversations.
Community Demographics

- Mercy Health Service Area: Allegan, Kent, Mason, Muskegon, Newaygo, Oceana and Ottawa Co.
  - Total Population: 1,332,008
  - Median Income: $56,812
  - Median Age: 37

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>1,101,440</td>
<td>82.7%</td>
</tr>
<tr>
<td>Black / African American</td>
<td>98,194</td>
<td>7.4%</td>
</tr>
<tr>
<td>American Indian &amp; Alaska Native</td>
<td>8,026</td>
<td>0.6%</td>
</tr>
<tr>
<td>Asian/Pacific Islander</td>
<td>31,614</td>
<td>2.4%</td>
</tr>
<tr>
<td>2+ Races</td>
<td>39,952</td>
<td>3.0%</td>
</tr>
<tr>
<td>Other</td>
<td>52,782</td>
<td>4.0%</td>
</tr>
<tr>
<td>Hispanic Ancestry</td>
<td>124,908</td>
<td>9.4%</td>
</tr>
<tr>
<td>Non-Hispanic Ancestry</td>
<td>1,207,100</td>
<td>90.6%</td>
</tr>
</tbody>
</table>

2018 Race/Ethnic Composition of Mercy Health’s 7 County Service Area

Source: 2018 The Claritas Company

Organizational Demographics

Trinity Health
- Serving patients coast to coast with Regional Health Ministries in 22 States
- 94 hospitals with 109 continuing care locations
- 133K Colleagues
- 7,500 Employed Physicians/ Clinicians
- 25,600 Affiliated Physicians

Mercy Health Saint Mary’s Campus
- Serving patients in West Michigan
- Teaching hospital with 303 Acute Care, NICU and Behavioral Health Beds
- 3,500+ Colleagues
- 460+ Employed Physicians/ Clinicians
- 535+ Affiliated Physicians
- 40+ Primary Care and Specialty Care Medical Offices
- 5 Community Based Safety Net Clinics
Mercy Health Saint Mary’s | Recent Awards

ZERO Findings: Stroke Program
Only 4 time winner in Michigan

NAPBC
NATIONAL ACCREDITATION PROGRAM FOR BREAST CENTERS
Only Certified Quality Breast Center of Excellence in Michigan

Workforce Diversity, Equity and Inclusion Recognition

Advance Care Planning Journey

2010-2014: MHSM member of steering committee for local ACP organization Making Choices Michigan
Summer 2014-2015: MHSM began building a framework to develop an ACP program for our acute and ambulatory care setting
Summer 2015: ACP Coordinator brought on to oversee six month Development Initiative
Identified Senior Leadership Team (SLT) as one of identified several pilot groups for first implementation – January 2016
### Why Leadership?

- **Lack of Understanding**
- **Learn by Experience**
- **Lead by Example**

### Pre-Implementation Survey

<table>
<thead>
<tr>
<th>% Yes</th>
<th>% No</th>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>63%</td>
<td>37%</td>
<td>• Have you selected someone to make decisions for you if you were unable to speak for yourself?</td>
</tr>
<tr>
<td>19%</td>
<td>81%</td>
<td>• Have you discussed your future healthcare wishes or goals with your doctor/ provider?</td>
</tr>
<tr>
<td>43%</td>
<td>57%</td>
<td>• Have you completed an advance directive for healthcare?</td>
</tr>
<tr>
<td>53%</td>
<td>10%</td>
<td>37% I do not have a PA or DPOAH</td>
</tr>
<tr>
<td>10%</td>
<td>90%</td>
<td>• Have you given a copy of your advance directive to your doctor/ provider?</td>
</tr>
<tr>
<td>90%</td>
<td>7%</td>
<td>3% I do not have a PA or DPOAH</td>
</tr>
<tr>
<td>13%</td>
<td>87%</td>
<td>• Have you given a copy of your advance directive to your Patient Advocate/ Durable Power of Attorney for Healthcare?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Have you given a copy of your advance directive to the hospital where you are likely to be treated?</td>
</tr>
</tbody>
</table>
Engagement Strategies

- Implementation Team
- Leadership Meetings
- Direct Contact
- Employee Health Fair
- Reminder from CNO
- Follow up email

Leadership Team Outcomes

- 33 Leaders offered a Facilitated Conversation
- 67% Completed Facilitated Conversation
- 42% Had a Patient Advocate Present
- 70% Completed All or Part of Advance Directive
- 24% Uploaded Advance Directive to EHR
Lessons Learned

- Managing Personal: Professional Barrier
- Labor/ Time Intensive
- Data Management

Results

- Increased understanding of ACP
- Better able to communicate with patients and colleagues
- Empathy for patient experience
- Value the mission of ACP
Questions

References


• Hammes, B. J., & Briggs, L. (2011). Building a systems approach to advance care planning. LaCrosse, WI: Bereavement and Advance Care Planning Services, Gundersen Lutheran Medical Foundation.
