

**THE POWER OF THE COLLABORATIVE:
THE HONORING CHOICES®
PACIFIC NORTHWEST
CONVENER MODEL**

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Objectives

- Describe the leadership strategies used to convene health care organizations and community groups across the region to prioritize advance care planning as a shared call to action and ultimately deliver measurable improvements.
- Discuss the risks and benefits, as well as strategies used to launch 49 teams from 27 health care organizations within a two year period; including recruiting, engaging, supporting, overcoming barriers, and celebrating successes.



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Stu Farber, MD ~ 1948-2015



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In his own words

My thread is longitudinal, non-linear, and multifaceted, which means it doesn't have a single path, but rather it weaves through the lives of patients and families they serve through the sacred process of living until death. It is a thread that connects the values and meanings from a story that treatment decisions are made.



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Vision: Everyone will receive care that honors personal values and goals at the end of life.

An initiative to inspire early conversations about the care people want at the end of life.

- **Public**
Make informed choices about end-of-life care.
- **Health care organizations and community groups**
Discuss, record and honor end-of-life choices.



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The Convener Model

- Brings people and organizations together to address a complex issue.
- Uses influence and authority to call for collaboration.
- Serves as the organizer and administrator of the collaboration.
- Creates a platform for the collaboration.



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In what ways are you a convener?

We bring people together to address ACP needs.

We influence others to collaborate on ACP.

We organize collaborations for ACP.

We create platforms and opportunities for ACP collaboration.

We do ALL of these.

We do most of these.

We do at least one of these.

Sorry, I was getting coffee. What's the question?

Start the presentation to see live content. Still no live content? Install the app or get help at PollEv.com/app

Total Results



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How did we get here?

A LOOK BACK



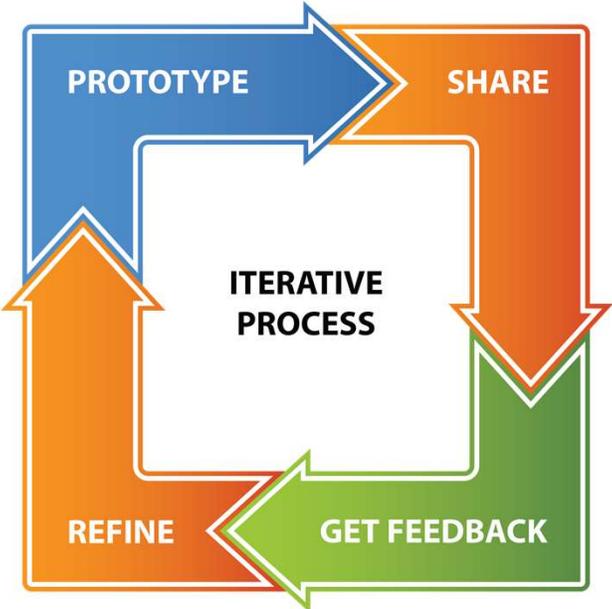
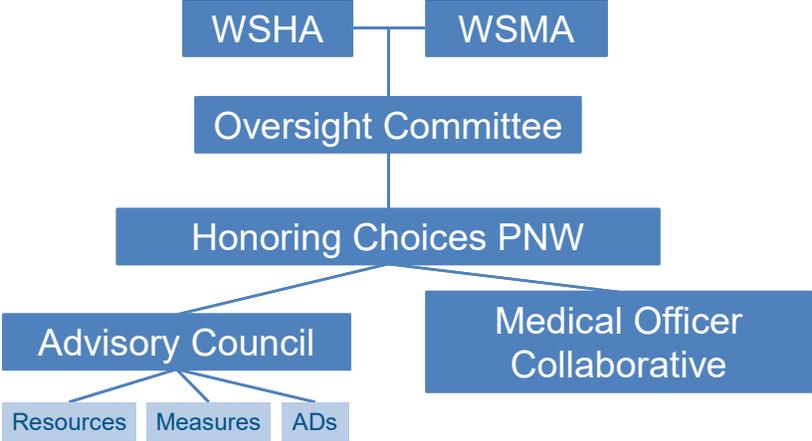
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Timeline: The Early Years



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Convener Model Structure



The Convener's Tasks:

1. Clarify the purpose of the collaborative.
2. Develop a preliminary list of stakeholders and leaders to invite to the table.
3. Secure high-level stakeholder buy-in, as well as intellectual and financial support.



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#1 – Clarify the purpose

- Coalesced feedback from our members: physicians and hospitals.
- WSMA and WSHA's Medical Officer Collaborative articulated the gap and set the initial vision.
- Conceptual buy-in from the WSMA Board, WSMA Foundation Board and WSHA Board.



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Why Advance Care Planning?

- 90% People say that talking with their loved ones about end-of-life care is important
- 27% Have actually done this
- 82% People say it's important to put their wishes in writing
- 23% Have actually done this
- 70% People prefer to die at home
- 70% People die in a long-term care facility or a hospital
- 8.8x Increased likelihood of prolonged grief if loved one dies in ICU vs. on hospice
- 5x Increased likelihood of PTSD if loved one dies in ICU vs. home with hospice
- 10 days Fewer days spent in hospital during last two years if patient participated in ACP



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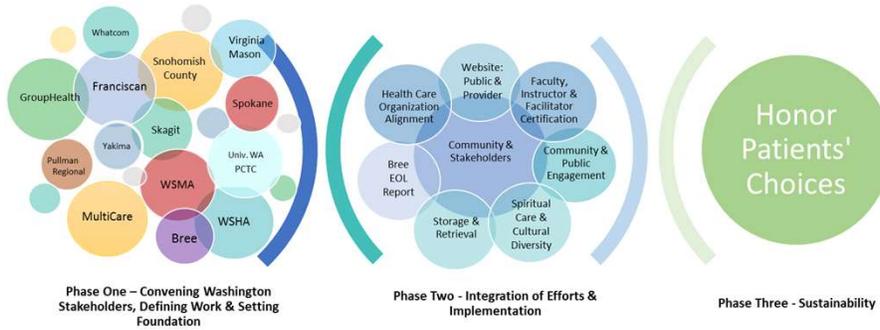
#2 – Identify Stakeholders and Leaders

- Environment scan of WA
 - Pockets of Excellence
 - Content experts
 - Target audience
 - Patient advocates
 - Health care organizations
 - Community groups
 - State agencies



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Washington State Strategy



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Advisory Council: 30 senior-level stakeholders

- Every major health system
- Large medical groups
- Large and small hospitals
- Medical schools
- Professional associations
- Insurance companies
- County alliances
- State agencies
- POLST Task Force
- Bree Collaborative
- IHI consultant



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Structure & Logistics

- Met bi-monthly in 2014. Quarterly since 2015.
 - Led by physician chair
 - Staffed by WSHA and WSMA
- Created ad hoc subgroups:
 - Resources
 - Goals and Measures
 - Advance Directive
- Actively engaged stakeholders and sought buy-in.



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In the first year:

- ✓ Developed charter
- ✓ Established guiding principles
- ✓ Set the vision
- ✓ Completed an environment scan
- ✓ Recommended resource
- ✓ Identified goals and measures



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Guiding Principles

- **Upstream** – have these conversations with healthy adults, before an illness or a crisis
- **Culturally sensitive** – adaptable to diverse communities
- **Sustainable** – continue to provide resources after the initial rollout
- **Aligned** – complement current programs in Washington
- **Standardized** – use evidence-based program to standardize processes
- **Results oriented** – meaningful measures



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Ad hoc Resource Subgroup

Evaluated ~15 potential resources against the following criteria:

- What's included
- Effectiveness
- Culturally sensitive
- Cost
- Implementation readiness
- Ease of implementation
- Sustainability
- Generalizability to multiple types of organizations
- Breadth of target audience



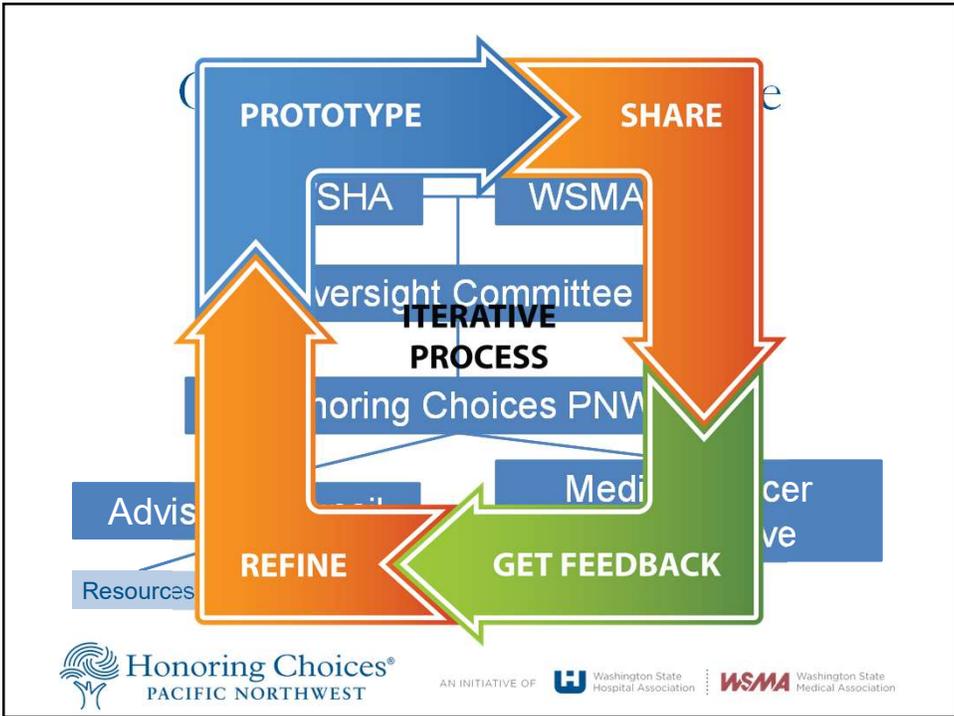
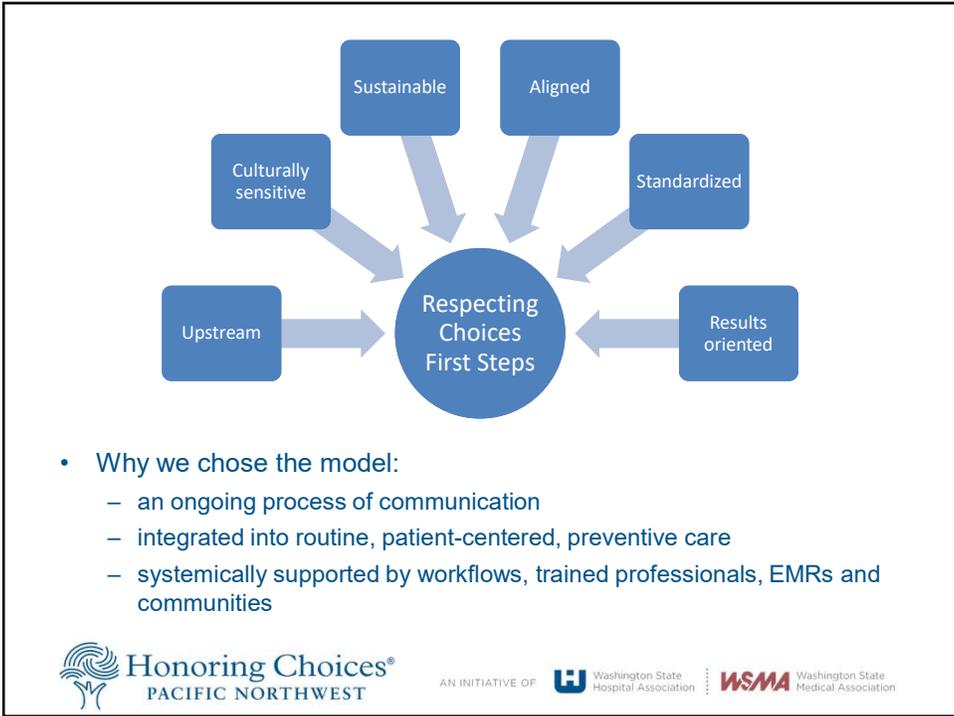
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#3 – Secure Stakeholder Buy-in and Support

- Ongoing involvement of:
 - WSHA & WSMA Senior Staff
 - WSHA & WSMA Boards
 - Medical Officer Collaborative
- Senior-level representation (i.e. decision-makers) on workgroup/advisory council
- Info sessions for potential partners
- CEO commitment



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Statement of Interest

- Outlined expectations of participating organizations and Honoring Choices PNW
- Required CEO's and project lead's signatures



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ACP Documents and Resources

CPR GUIDE

Advance Directive

Choosing a Health Care Agent

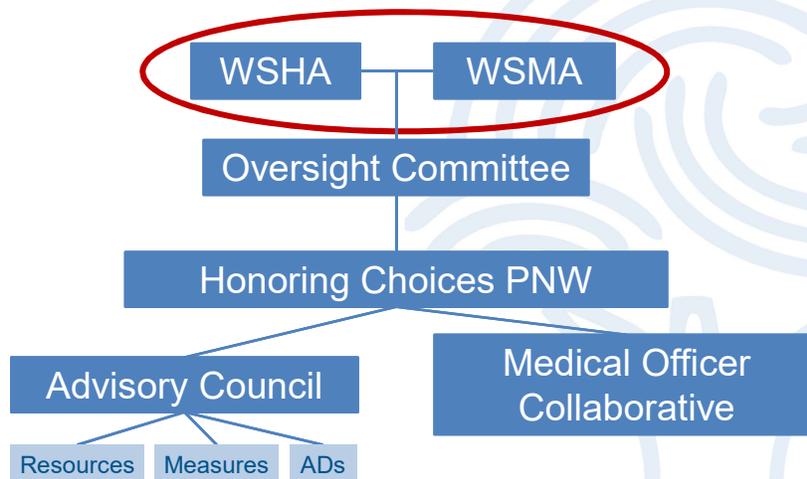
ADVANCE CARE PLANNING (ACP) 101

SO, WHAT IS AN ADVANCE DIRECTIVE?

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Convener Model Structure



Formal Structure & Fiscal Sponsorship

- WSHA and WSMA signed MOU
 - Established Oversight Committee
 - Delegated key functions
 - Outlined terms of working relationship
 - Set financial obligations
- WSMA Foundation is the fiscal sponsor for Honoring Choices PNW
 - Donations are tax-deductible



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Delegation of Key Functions



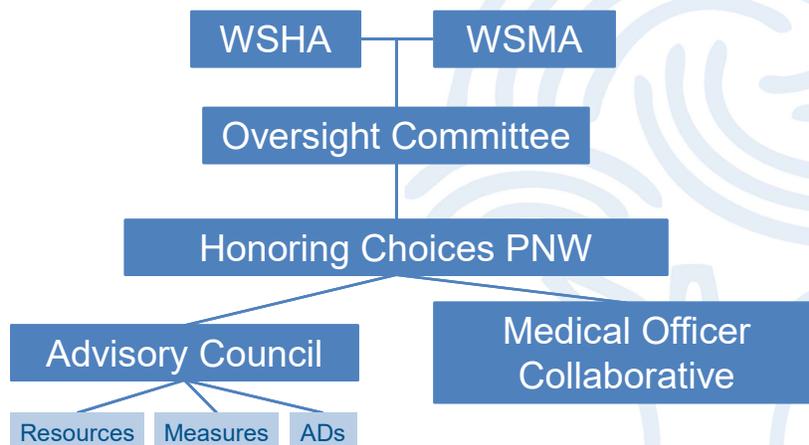
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SUSTAINING THE WORK



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Leadership, Advisors and Governance



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Leadership Engagement Strategies

- Engage at every opportunity
 - Board meetings, annual meetings, leadership forums, 1:1, newsletters, emails
 - Provide updates, seek input, and incorporate suggestions
 - Establish accountability for success
- Equip them to be champions
 - Instilled sense of ownership
 - Talking points, slide decks, materials



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Leadership Engagement Strategies

- Celebrate!
 - Make them proud to be a part of Honoring Choices PNW. Never miss an opportunity!
 - Governor's Proclamation
 - Share the Experience
 - Awards
 - Articles
 - Press Releases



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FUNDING MODEL



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Financing Model – Philanthropic



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Philanthropic Approach

- Raised \$5.5 million toward \$8 million goal to support the first 7-years budget.
- Offer services at no charge to participating organizations.
- No financial barrier to participate.



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Fundraising Keys to Success

- Leadership and organizational engagement
- Buy-in throughout initiative
- Hired fundraising consultant (~24 months)
- CEO engagement from WSHA and WSMA
 - Attend all fundraising “asks” for over \$100,000
- Weekly staff/fundraising meetings with work in between
- Fundraising Cabinet with key leaders



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LESSONS LEARNED



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Challenges and Barriers

- Culture change is hard!
- Building the plane while flying it
- Changing leadership – internally and externally
- Changing landscape in healthcare
- Questioning “how” vs. “what”



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Risks and Benefits of the Convener Model

Risks:

- Decision-making took time
- Influence vs. direct within organizations

Benefits:

- Power of the Collaborative
- Trusted associations leading the effort



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Risks and Benefits of “Going Big”

Risks:

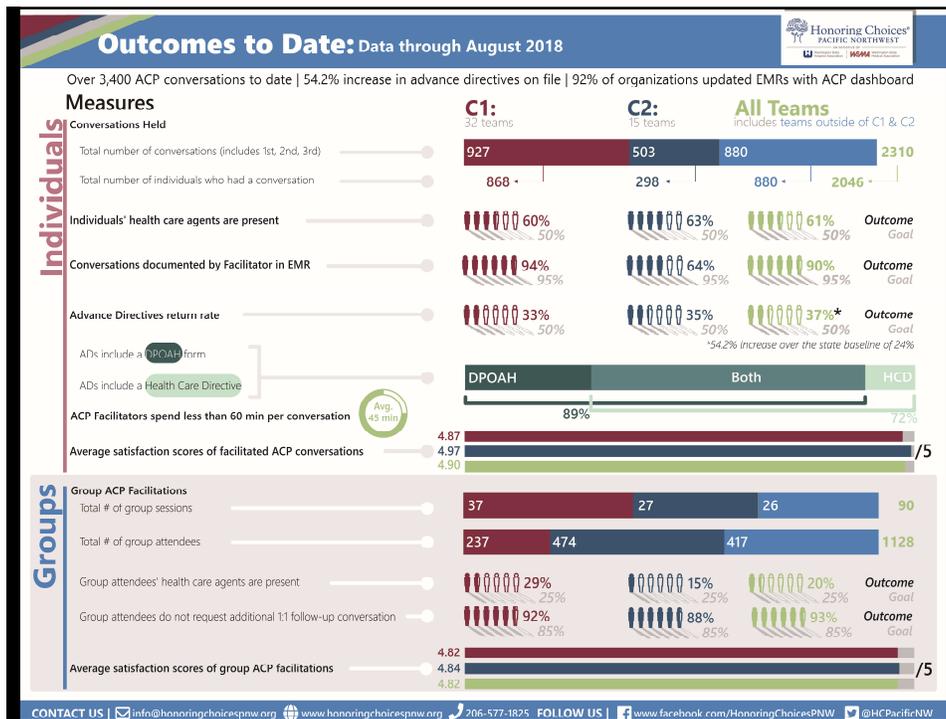
- Built the plane while flying it
- Sacrificed customization in the interest of efficiency

Benefits:

- Positive peer pressure
- Learning collaborative



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Convener's Checklist

- Identify a need that will benefit from a collaborative approach.
- Verify that the time is right.
- Ensure co-conveners are clear-sighted and in agreement.
- Carefully design initiative and ensure it has sufficient time and resources to generate long-lasting solutions.
- Build necessary bridges and convene key stakeholders.
- Set and communicate the roles, responsibilities and expectations.
- Monitor progress and provide timely feedback and direction.
- Adjust the scope and/or timeline as needed.
- Honor recommendations.
- Be grateful.

Adapted from: CollaborativeLeadersNetwork.org



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THE HONORING CHOICES® PACIFIC NORTHWEST CONVENER MODEL: A CLOSER LOOK

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Thank you!