End-of-Life (EOL) Care Program

Develop a comprehensive, interdisciplinary, evidence-based "End-of-Life Care Program" for The James Cancer Hospital

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Background

- Develop a comprehensive, interdisciplinary, evidence-based "End-of-Life (EOL) Care Program" for The James Cancer Hospital
- Patients across the continuum of care
- Build a program that supports the belief that excellent cancer care requires excellent EOL care
- Assessed by The James Quality Safety & Reliability Committee
- Based on staff survey, 39% of staff believe The James provides Good or Excellent EOL care

Methodology

- Define
  - Project Scope
    - Guide care to manage disease progression via regular discussion and documentation
    - Address patient/family emotions, culture and spiritual beliefs in EOL conversations
    - Develop training and education to promote culture shift and EOL conversations
    - Develop process for communication, documentation and access across continuum of care
    - Identify an interdisciplinary champion and clinical champions for culture change

- Measure
  - End-of-Life Measure Analysis
  - Family Bereavement Patient Satisfaction Survey

- Analyze
  - Culture & Buy-in
    - Change the way Medical Center employees view EOL care and EDL conversations
    - Develop training and education to promote culture shift and EOL conversations
    - Develop process for communication, documentation and access across continuum of care
    - Identify an interdisciplinary champion and clinical champions for culture change
  - Resource & Technology
    - Consistent use of Electronic Medical Record (EMR)
    - Advanced Care Planning Activity
    - Comfort Care Pathway/Order Set
    - Documentation of EOL conversations between patient and provider
    - Ensure documentation is easily and quickly accessible to any care-giver
    - Standard intervals for EDL conversations
    - Benchmark against similar Academic Medical Centers and Comprehensive Cancer Centers
  - Education & Staff Self-Awareness
    - Identify current staff education and training needs
    - Opportunity on EOL and bereavement
    - Propose future state education offerings
    - Survey faculty and staff to identify current state of self-awareness
    - Development of a Virtual Patient module to educate and train faculty/staff for serious illness conversations
  - Patient & Family Education/Communication and Continuity of Care
    - Develop serious illness conversations with patient, family and healthcare team at critical points in care trajectory
    - Document conversations with access to all in healthcare team
    - Provide patient and family education and resources regarding serious illness

- Design

- Defining EOL
  - When the primary focus of care changes from aggressive disease-directed therapy to providing the best supportive care available for dignity and quality of life
- Affinity Exercise for EOL Definition
  - What points in the trajectory of a terminal diagnosis will need EOL care and changes to the care delivered?
  - How to provide care that meets the patient’s evolving needs
  - How to evaluate the patient’s understanding, acceptance or denial of disease prognosis
  - How to help the patient cope with all aspects of diagnosis and prognosis
  - On the continuum, what resources and conversations would be most beneficial to the patient?
- Umbrella Concept
  - Ensure early, ongoing, dynamic, frequent conversations
  - Make early EOL conversations regarding patient’s wishes part of regular care regardless of severity of diagnosis
  - Use this concept to develop guiding principles crucial to a comprehensive EOL program

- Key Components
  - Conversations
    - Care, symptom relief and disease progression
    - Early and throughout the continuum of care
    - Organizational culture change
  - EOL Conversations: regular review
    - Discover any changes in choice
    - Provides knowledge of patient quality of life desire to family members, surrogate decision makers & healthcare providers
    - Be transparent about treatment associated with suffering without any expectation of meaningful benefits
    - Standard Documentation
    - Easy access to all care providers for optimal continuity
    - Tools & Training
    - Equip all care providers to achieve quality EOL outcomes according to patient’s desires

- Guiding Principles
  - Caring & Healing Environment
    - A caring and healing environment visible in all relationships
    - Focus on quality of life and relief of suffering
    - Physical surroundings
    - Goals of Care Throughout Shared Decision Making
    - Focused shared decision making between the patient/family and physician
    - Decisions managed by the entire healthcare team
    - Crucial Communication
    - Key points of the patient/family journey coordinated with interdisciplinary healthcare team

- Verify: Buy-in, Education & Implementation

- Presentation to The James Senior Leadership Team
  - Gain support for definitions, guiding principles and implementation plan
  - Secure commitment for resources required for effective implementation
  - Organization is familiar with EOL Program promotion

- Developing the Curriculum
  - Engage all sub-units for content
  - Gain consensus for all curriculum at steering committee level

- Mimic Relationship Based Care Wave Model for implementation
  - Successful implementation of Relationship Based Care at The James
  - Use guiding principles to develop curriculum
  - All service lines focus on the same goals
  - Service lines customize the deliverables for their units

Executive Summary

- At The James, we provide End-of-Life care from a relationship-based approach focusing on establishing and maintaining interpersonal connections between patients, families and their care team.
- We cultivate these relationships in caring and healing environments by advancing goals of care through shared decision-making and promoting timely, crucial conversations.