Advance Care Planning Leadership Guide

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Introduction

- Problem: Leaders do not have the information or tools needed to implement and sustain effective ACP programs
- Evidence suggests ACP decisions are not known or honored.
- People want to talk about wishes and die at home; many do not.
- 30% of decedents are in the ICU prior to death.
- 70% of decedents who faced treatment decisions in their final days are incapable of making decisions.

Purpose: To develop an ACP leadership guide to help healthcare leaders and clinicians implement and sustain effective ACP programs.

Objectives:
1. Investigate current ACP development and management information
2. Identify and categorize best practice elements for successful implementation of an ACP program
3. Develop a framework for ACP leaders to integrate best practices

Methods

- IRB approval received
- Collaboration with a London School of Economics ACP study
- Settings: Allina Health, MN; Gundersen Health System, WI; Honoring Choices Wisconsin, WI; and Dartmouth-Hitchcock, NH
- 64 employees and volunteers interviewed for purposeful discovery of information from diverse roles, disciplines, and settings

Interview Summary

<table>
<thead>
<tr>
<th>Role</th>
<th>Discipline</th>
<th>ACP Setting</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO</td>
<td>Primary</td>
<td>Implementer</td>
</tr>
<tr>
<td>VP</td>
<td>Middle</td>
<td>Support</td>
</tr>
<tr>
<td>Director</td>
<td>Medical</td>
<td>Provider</td>
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<tr>
<td>Manager</td>
<td>Business</td>
<td>Support</td>
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<tr>
<td>Manager</td>
<td>Clinical</td>
<td>Support</td>
</tr>
<tr>
<td>Support</td>
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<tr>
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<td>OT</td>
<td>6</td>
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<tr>
<td>Support</td>
<td>Other</td>
<td>35</td>
</tr>
<tr>
<td>Total</td>
<td>157</td>
<td>64</td>
</tr>
</tbody>
</table>

- Investigated current ACP development and management information through interview process
- Identified tools and categorized best practice elements through a two-step coding process
- Developed a framework for ACP leaders to integrate best practices by creating outline for categories and elements (see table below)
- An unexpected outcome was the scarcity of human and financial resource and cost information

ACP Framework: Eight Categories and 86 Practice Elements

- Leadership
  - ACP leadership and management structure
  - Resource development
  - Policies and procedures
  - Training and education

- Information
  - ACP goals, outcomes, intervened
  - ACP workflow
  - Communication plan

- Evaluation
  - Impact and outcome measures
  - Feedback from stakeholders

Outcomes

- Critical ACP implementation best practice elements and management details were successfully discovered and collated through extensive interview process followed by rigorous coding

Results indicate success for all three objectives:
- Information gained from diverse disciplines, roles, and settings led to comprehensive leadership information being obtained
- High level of concordance in identification and categorization of information and tools led to a clear set of practice elements
- Information resulted in ability to create a framework for the leadership guide

Evaluation

- All study sites expressed both desire and need for an ACP leadership guide
- Organization of best practice elements into a framework is an asset a leader can use to implement an ACP program
- High percentage of coding concordance resulted in creation of a framework for a future resource that supports successful implementation and sustainability

Conclusions

- Dissemination of this project:
  - Complete guide in 2017
  - Advise current and past Respecting Choices® customers about availability and use of guide
  - Share guide with new customers
  - Create measures to monitor 1) prevalence of use, 2) accuracy, and 3) usefulness of guide
  - Sustainability will be achieved through evaluation of these process and outcome measures

References


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