
**COME SOAR WITH US! USING
A STRENGTHS-BASED
FRAMEWORK TO EVALUATE
— THE CURRENT STATE OF —
ETHICS**

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SWOT VS SOAR

Strengths, Weaknesses, Opportunities,
Threats (SWOT)

- Analysis-oriented
- Weakness/threat centered
- Focused on planning
- Pulling weeds

Strengths, Opportunities, Aspirations,
Results (SOAR)

- Action-oriented
- Competency centered
- Focused on implementation
- Planting seeds

Strengths

- Natural capacities, assets, capabilities

Opportunities

- Situations, ideas, or possibilities to turn vision into reality

SOAR

Aspirations

- Explicitly stating what we want for stakeholders

Results

- Measured goals, completed tasks, and outcomes obtained for success

STRENGTHS

NATURAL CAPACITIES, ASSETS, CAPABILITIES

Strength	Level
Masters-trained ethics consultants (n=5)	Market
Clinical Staff Ethics Consultants (n=12)	Market
Routine (monthly) ethics committee meetings	Market
Connection with Creighton	Market
One brand of electronic health record (per market)	Market
Other-than-medical staff ethics committee (e.g. board committee, administrative committee)	Market
Relationship with Phoenix Children's	Market
Cerner IT team at Barrow Neurological Institute	Facility*
Mission leaders invested and interested in enhancing ethics presence through policy work, education, and consultation	Market, Division

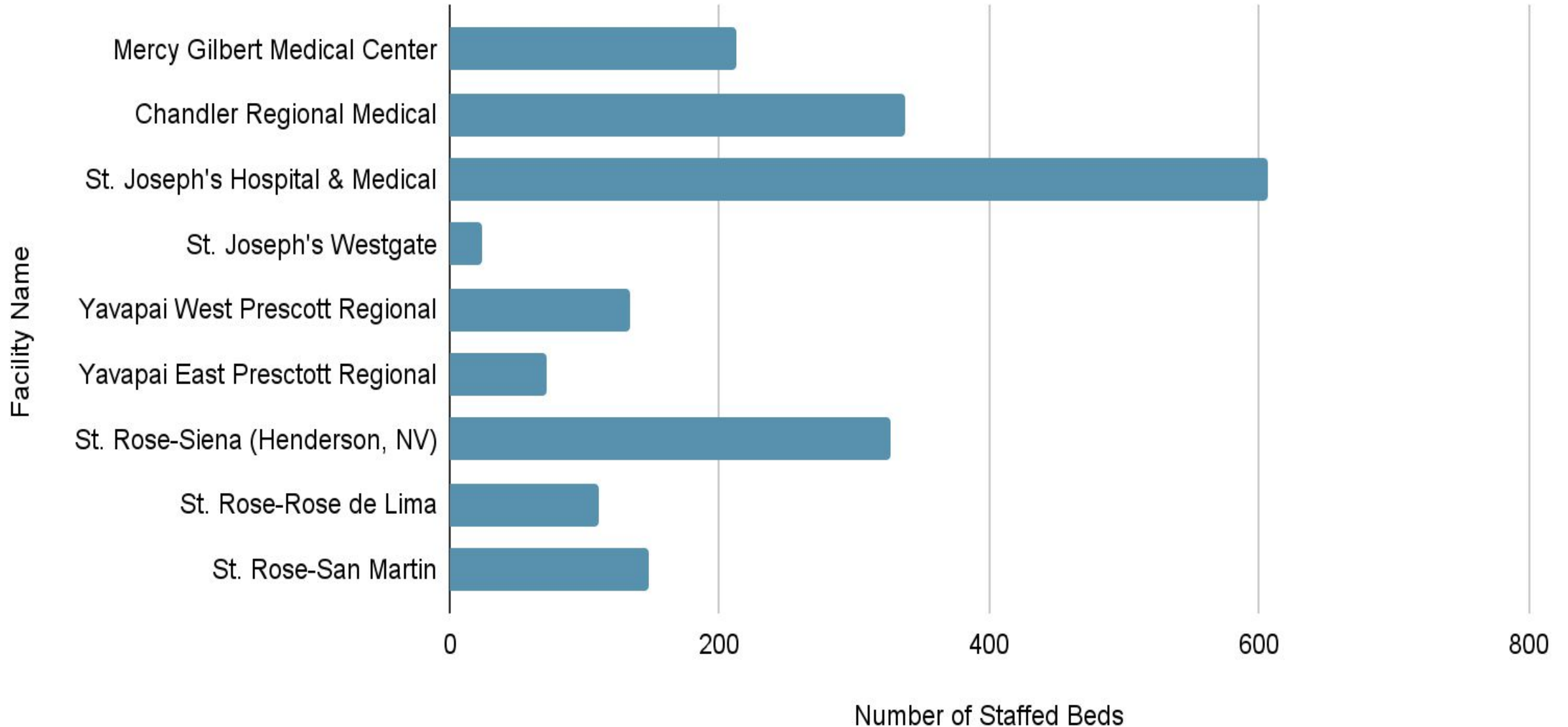
*IT team 'owned' by BNI but able to develop tools shareable with other Cerner instances

OPPORTUNITIES

SITUATIONS, IDEAS, OR POSSIBILITIES TO TURN VISION INTO REALITY

Opportunity	Level
IRB project to improve visibility and volume of ethics consultation service	Market
Leveraging existing ethics curriculum to increase ethics education of consultants	Market
Transforming from 'risk averse' to 'risk tolerant' (especially in MFM cases)	Market

Number of Staffed Beds in SW Division In-Patient Facilities, June 2022.



NUMBER OF CLINICAL ETHICS CONSULTANTS & APPROXIMATE VOLUME SW DIVISION, JUNE 2022.

Facility (Combined Bed Size)	Number of Consultants	2019 Consult Volume (n)	Expected Consult Volume by Bed Size* (n)
Mercy Gilbert Medical Center & Chandler Regional Medical Center (AZ) (n=550)	1	20	125
St. Joseph's Hospital and Medical Center & St. Joseph's Westgate (Phoenix, AZ) (n=631)	7	65	145
St. Rose Dominican All Campuses (Henderson, NV) (n=583)	1	3-5	130
Yavapai Regional Medical Centers (East & West Prescott, AZ) (n=206)	5	unknown	50

*slight variation on previously expressed 'consult to bed ratio' cf. Gremmels, 2020

ASPIRATIONS

EXPLICITLY STATING WHAT WE WANT FOR STAKEHOLDERS

Aspiration	Level
Reinvigorating ethics committee	Market
Standardized ethics policies/procedures	Market
Regaining Catholic status	Facility

RESULTS

MEASURED GOALS, COMPLETED TASKS, OUTCOMES OBTAINED FOR SUCCESS

Result	Level
Percent increase in ethics consultations	Facility
Percent engagement of ethics committee members	Market
Standardized onboarding (including education) of ethics committee members, consultants	Market
Development of Regional/Market Ethics Committee to create ethics policy best practices/processes, provide opportunities for legislative alignment, increase Catholic presence and identity	Division

NEXT STEPS: USING APPRECIATIVE INQUIRY FOR STAKEHOLDER BUY-IN



Strengths – What can we build on?

- What are our greatest accomplishments?
- What makes us proud?
- What makes us unique?

Opportunities – What are our stakeholders asking for?

- How do we best meet our stakeholders' needs?
- What skills do we have to move forward?

An Appreciative Inquiry Approach to SOAR

Aspirations – What do we care deeply about?

- What are we passionate about?
- What do we hope/wish/desire for our stakeholders?

Results – How do we know we're succeeding?

- In looking at our strengths, opportunities, and aspirations, how do we know we are meeting our goals?
- What are 3-5 scorecard metrics?