

Innovation, Ethics, and Theology Strategy Map

Industry Evolution: Acute – Population Health – Direct to Patient/Consumer

<u>Data</u>	<u>Education</u>	<u>Consultation</u>
<ul style="list-style-type: none"> ● Ask committees to start tracking date of consult request, MRN, and encounter number ● Ethics Consult Capture EHR (Becket) [3] ● Return on Investment on Services [1] ● REDCap (System Data) (Lori) [6] ● Ethics Quality Improvement Assessment (Crowe) (Kevin) [4] ● Predictive Modeling Spread 	<ul style="list-style-type: none"> ● Get EthicsLab podcasts caught up ● Consult Booklet (digital copy/app) (Becket and Russ) [3] ● Formation Programs? ● Organizational Learning and Development? ● Template policies ● DHI – International Education ● ERDs Interpretation Initiatives [12] <ul style="list-style-type: none"> ○ Advocacy groups framing the ERDs ○ Cataldo article on 2018 resposum ○ ERDs and transgender care ○ Prescribing contraceptives ○ Outward communication regarding growth ● EthicsLab In Depth and Laboratorio de Bioética ● Clinical Ethics Intensive ● EthicsLab Podcast [1] ● ELE (CME) [2] ● Mission Innovation Podcast [8] ● Ethics Innovation Conference [11] ● Ethics and Discernment Training for Mid-Level Leaders 	<ul style="list-style-type: none"> ● Clinical ● Virtual Consultation [7] ● Clinical Ethics Internal Committee Structure and Competence [10] ● Integrate ethics into CSH Virtual Health Platform ● Direct to Patient Programs [10] ● Research Ethics ● CIRI ● Post-vaccine COVID issues
<u>Theology/Church Relations</u>	<u>Ethics Infrastructure</u>	<u>Partners</u>
<ul style="list-style-type: none"> ● ERD conversations with Diocese (Kevin) [6] ● Moral Analysis (Kevin) [5] ● Canon Law (moving to legal) ● Bishops Strategy [5] ● Advocacy Groups: [7] <ol style="list-style-type: none"> 1. CHA 2. NCBC 3. Catholic Medical Association ● Provide philosophical and theological mental model support for 	<ul style="list-style-type: none"> ● Ethics Infrastructure Division Roles <ol style="list-style-type: none"> 1. Entry level ethics role 2. Standard expectations for Division Ethics Role 3. Create and fill ethics roles into all Divisions with ROI data ● Ethics Pipeline: [2] <ol style="list-style-type: none"> 1. Expand internships to add new universities 2. Ethics Fellowship ● Platforms: [3] <ol style="list-style-type: none"> 1. Social Media (Russ) 2. Website (Russ) 	<ul style="list-style-type: none"> ● Engage with CMOs and CNOs in clinical ethics strategy ● Use COVID ethics group as an ethics council or interdisciplinary strategy partners ● Internal – 30 min each [1] <ol style="list-style-type: none"> 1. Legal (meet with each group and do a level set, introduce Becket and work together in a more intentional way) Elaine 2. Quality (Patient Experience person) 3. Patient Safety (Barbara Peletreau) 4. Clinical Excellence

<p>National office departments and campaigns</p>	<ul style="list-style-type: none"> 3. Podcast Infrastructure (Russ) • Centralize Ethics Practice (e.g. Crisis Guidelines) [7] <ol style="list-style-type: none"> 1. Outline elements to standardize based on Self-Assessment 2. Assess Clinical Ethics Internal Committee Competence 3. Identify best practices (Lori) 4. Standardize best practices to raise quality (Lori) [9] • CSH Ethics Network [11] <ol style="list-style-type: none"> 1. Ethics mentors in key facilities, Divisions, and departments • 6 policy templates [14] • Research and Publication Efforts 	<ul style="list-style-type: none"> 5. Marketing and Communications (Mark Klein) 6. Diversity, Belonging, Inclusion 7. Organizational Development 8. Formation (Kyle Klosterman) 9. Compliance • External Networks (Kevin): [9] <ol style="list-style-type: none"> 1. Conferences (ASBH, ICCEC, Unconference, ABPD) • Committee work
<p>Organizational Ethics</p>	<p>Population Health</p>	<p>Parking Lot</p>
<ul style="list-style-type: none"> • Ethics Discernment Process (graphic design and socialize) [4] • Organizational: <ol style="list-style-type: none"> 1. Growth <ul style="list-style-type: none"> ▪ Standard ERDs language for contracts 2. Outsourcing 3. HR Policy from CST lens 4. SR investing 	<ul style="list-style-type: none"> • AI, Big Data, and Algorithms (Kevin) [8] • Population Health Ethics Structures [9] <ul style="list-style-type: none"> • Integrate with virtual care visits • Engage with Diversity, Inclusion, Equity, and Belonging • Public engagement on ethics initiatives 	<ul style="list-style-type: none"> • How to maximize Lori's time now that Becket is here • Shared drives <ol style="list-style-type: none"> 1. What goes where 2. How many do we need • Consult Request Algorithm Pilot [Consultation] • Others (see below)
<p>Organizational Initiatives</p>		

<ul style="list-style-type: none"> ● Health Equity ● 5 yr Strategic Plan ● Clinical quality goals 		
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Work product

Four Month Focus (end Sep 2021):

Becket:

1. Discernment
2. Data Dashboard (CEI, Grading Ethics Committees)
3. Podcasts

Kevin

1. Ethics Infrastructure
2. Intern Program
3. Podcasts

Just do it now

1. Consult Booklet (digital copy/app) (Becket and Russ) **[Education]**
2. Ethics Discernment Process (graphic design and socialize) **[Organizational Ethics]**
3. Expanding internships to add new universities **[Ethics Infrastructure]**
4. Ask committees to start tracking date of consult request, MRN, and encounter number **[Data]**
5. Get EthicsLab podcasts caught up **[Education]**
- 6.

Completed in next 6 months (June 2021)

1. Ethics Infrastructure Division Roles **[Ethics Infrastructure]**
 - a. Entry level ethics role **[Ethics Infrastructure]**
 - b. Standard expectations for Division Ethics Role **[Ethics Infrastructure]**
 - c. Return on Investment on Services **[Data]**
 - d. Create and fill ethics roles into all Divisions with ROI data **[Ethics Infrastructure]**
2. Population Health Ethics Structures **[Population Health]**
3. AI, Big Data, and Algorithms (Kevin) **[Consultation]**
4. Integrate ethics into CSH Virtual Health Platform **[Ethics Infrastructure]**
5. Ethics Consult Capture EHR (Becket) **[Data]**

6. Outline elements to standardize based on Self-Assessment **[Ethics Infrastructure]**

Completed in next 12 months (December 2021)

1. Assess Clinical Ethics Internal Committee Competence (Gold, Silver, Bronze) **[Ethics Infrastructure]**
2. Research and Publication Efforts **[Ethics Infrastructure]**
3. Bishops Strategy **[Theology/Church Relations]**
4. Centralize Ethics Practice (e.g. Crisis Guidelines) **[Ethics Infrastructure]**
5. Provide philosophical and theological mental model support for National office departments and campaigns **[Theology/Church Relations]**
6. Internal Partners meetings **[Partners]**
7. Predictive Modeling Spread **[Data]**
8. Direct to Patient Programs **[Consultation]**
9. ERDs Interpretation Initiatives with Providence **[Education]**
10. EthicsLab In Depth and Laboratorio de Bioética **[Education]**
11. 6 Policy Templates **[Ethics Infrastructure]**
12. Public engagement on ethics initiatives **[Population Health]**
13. Ethics question on All Provider Survey during FY23 **[Partners]**
14. Ethics metric on Clinical Scorecard for FY23 **[Partners]**

Ongoing

1. EthicsLab Podcast **[Education]**
2. Clinical Ethics Intensive **[Education]**
3. Identify best practices (Lori) **[Ethics Infrastructure]**
4. ELE (CME) **[Education]**
5. REDCap (System Data) (Lori) **[Data]**
6. Platforms: **[Ethics Infrastructure]**
 - a. Social Media (Russ)
 - b. Website (Russ)
 - c. Podcast Infrastructure (Russ)
7. Ethics Quality Improvement Assessment (Crowe) (Kevin) **[Data]**
8. Moral Analysis (Kevin) **[Theology/Church Relations]**
9. ERD conversations with Diocese (Kevin) **[Theology/Church Relations]**
10. External Networks (Kevin) **[Partners]**
 - a. Conferences (ASBH, ICCEC, Unconference, ABPD)
11. Committee work **[Internal Partners]**
 - a. Data request assessment (Kevin)
 - b. Chair research institute (Kevin)
 - c. Public Affairs Catholic Healthcare Strategy (Kevin)
 - d. COVID-19 Vaccine Steering Committee (Kevin)
 - e. CSH COVID-19 Allocation Committee (Kevin)
 - f. Vulnerable Populations Council (Kevin)
 - g. COVID-19 Task Force (Kevin)
 - h. Organizational Integrity Committee (Kevin)

- i. CSH Culture Advisory Committee (Kevin)
- j. Operations Leadership Group (Kevin)
- k. Catholic Systems Resource Sharing (Kevin and Becket)
- l. Weekly Ethicist Update (Kevin and Becket)
- m. Ethics Chair Calls (Kevin, Becket, Russ, and Lori)
- n. National Mission Group (Kevin, Becket, and Russ)
- o. PBRT and PFT Refreshers (Kevin, Becket, and Russ)
- p. System Policy Review (Becket)
- q. CSH Retirement Plans Sub-Committee (Becket)
- r. Benefits Strategy Steering Committee (Becket)
- s. Long Term Care Ethics (Becket)
- t. Communication Advisory Council (Russ)
- u. Google Guru Council (Russ)
- v. Texas Ethics Consortium (Becket)
- w. Texas Medical Center Ethics Workstream (Becket)
- x. Denver Mission Council (Lori and Russ)
- y. Mission Leadership Council (Kevin, Becket, Russ, and Lori)
- z. Violence Prevention and Human Trafficking Response Task Force (Russ)

Parking Lot

1. CSH Ethics Network [**Ethics Infrastructure**]
 - a. Ethics mentors in key facilities, Divisions, and departments
2. Ethics Pipeline
 - a. Clinical Ethics Fellowship
3. Mission Innovation Podcast [**Education**]
4. Advocacy Groups: [**Theology/Church Relations**]
 - a. CHA
 - b. NCBC
 - c. Catholic Medical Association
5. Consult Request Algorithm
 - a. Mockup (Russ) [**4**]
 - b. Directing Questions (Kevin, Becket) [**4**]
6. External Networks (Kevin) [**Partners**]
 - a. Academic Partners (Baylor, Creighton, UC System, Morehouse College)
 - b. Public Health Ethics
 - c. Academic External
 - d. Conferences (ASBH, ICCEC, Unconference, ABPD)
7. Formal relationship, appointment, or affiliation with academic ethics centers [**Ethics Infrastructure**]
8. Live Events [**Partners**]
 - a. Clinical ethics
 - b. Organizational ethics
 - c. Public Ethics
 - d. Convener of Groups (CMOs and Public Health Officers)
9. Mission Innovation Conference [**Education**]
10. Short Ethics Education Videos on Narrow Topics [**Education**]

Done

1. Compare crisis guidelines between states (Becket)
2. Identify Ethics Chairs and Leads (Lori) **[Ethics Infrastructure]**
3. Ethics Pipeline: **[Ethics Infrastructure]**
 - Ethics Interns
4. Consult Booklet (hard copy/app/virtual) (Becket and Russ) **[Education]**
5. Virtual Consultation **[Consultation]**
6. Phoenix EAP (Kevin) **[Education]**
7. Ethics Innovation Conference (both) **[Education]**
8. Current State Assessment of Ethics Committees/Services in each region (Becket) **[Ethics Infrastructure]**
9. Transition to Google Workspace **[Ethics Infrastructure]**