



Strategic Thinking

Initiatives and Programs Operational Plans

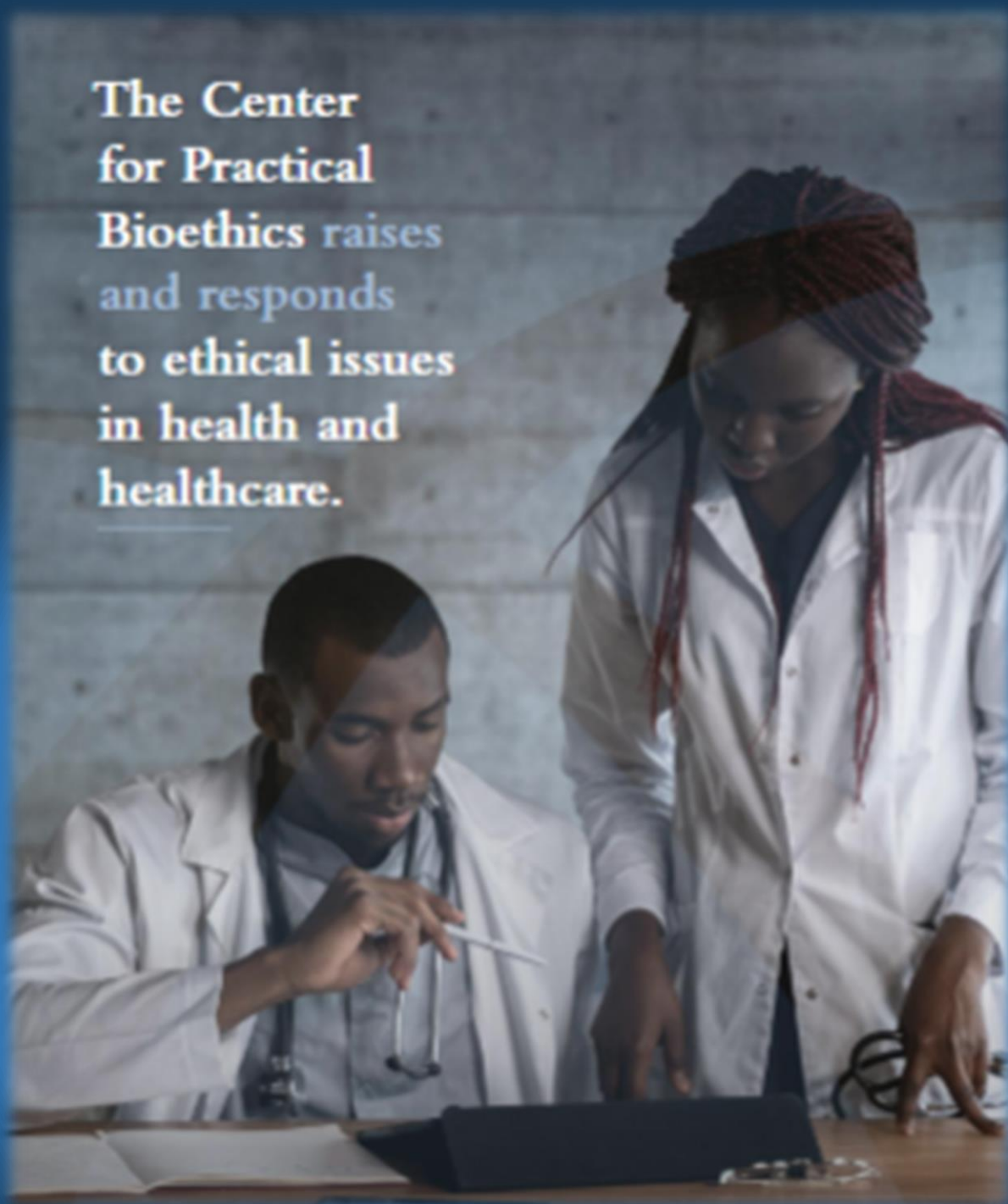
Guidance at
the crossroads
of decision

Policy
Professional
Personal

2022 and 2023



**The Center
for Practical
Bioethics** raises
and responds
to ethical issues
in health and
healthcare.



CENTER FOR PRACTICAL
BIOETHICS

Strategic Thinking

Early in 2018, at its board and staff retreat, the Center for Practical Bioethics faced a fundamental question about the merits of renewing efforts in developing a new strategic plan. At the time, the just concluding 5-year plan, adopted in 2013, had proved helpful upon adoption but as the years unfolded it grew increasingly apparent that our mission of “raising and responding to ethical issues in health and healthcare” sometimes required dramatic shifts in plans, goals, programs that were unknowable and unforeseen even months earlier.

Additionally, formal initiatives embraced and adopted with multi-year usually required pledges of support by major partners and collaborators. In a few instances those entities shifted emphases accompanied by senior leaders’ departures causing the initiatives to end abruptly. In another, philanthropic support dramatically shifted after a failed referendum erasing a major regional effort that included a regional ethics role for the Center. Carefully crafted strategies, goals, objective and timelines days and weeks in the making dissolved leaving major strategic plans for the Center canceled.

Recognizing that our size and spheres of influence required a collaborative approach were necessary and also acknowledging that our ability to chart our own course was far less integral to our mission than helping others at the Crossroads of Decisions Making, we chose a path more aligned with our model of service.

This new approach to strategy development effort coincided with similar major shifts in higher education – confronting “external challenges” and “disruption” as endemic reality in service delivery. Recognizing volatility as an expectation of the environment, effective strategies require a more nuanced response than traditional formal strategic planning methods employed. Strategic thinking coupled with adoption of shorter-term annual plans (one to three years in length) were integrated into annual strategic thinking and visioning retreats focused more on “What’s hot now” to ensure that initiative and programs were continuously adjusting and aligning with mission and a compelling vision of the future.



A Three-Dimensional Response

The Center's work encompasses
three dimensions.

PROFESSIONAL

Providers, students,
clinicians and caregivers
need to understand and
apply sound ethical
principles and decision
making to uphold their
duties when caring for
others and themselves.

POLICY

Elected and appointed
civic leaders need
guidance and
resources to apply
just and equitable
standards for the
common good.

PERSONAL

Every day, patients,
families and clinicians
need help responding
to complex issues
in medicine,
healthcare
and research.



Strategic Goals and Programming 2021-2023

Section I.

Within the POLICY arena: Health Justice Through Systems Change
Initiatives Focus

- Civic Population Health Project (2021-)
- Ethical AI Framework for Justice (2021-2023)
- Emerging Issue: Maternal HealthEquity (2022-)

Section II.

Within the PROFESSIONAL arena (2022-2023)
Initiatives Focus

- Professional Ethics Education and Training
- Consultation Services

Section III.

Within the PERSONAL Arena:
Initiatives Focus

- Online Resources and Website
- Legacy: Advance Care Planning and Shared Decision Making (2022-2023)
 - Equity - Serving Latino Populations (2022-2023)
- TPOPP/POLST Resources Update and Leadership Transition

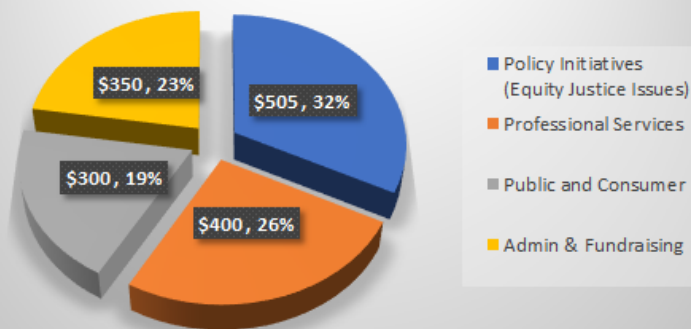
Section IV.

Management and Execution

- Sustainability: Earned Revenue and multi-year grant funding
- Equity and Diversity Within (Board and Staff Training 2022)



Strategic Initiatives and Programs - \$1,500K Total
Projected Sources of Support (In thousands)



Policy
Professional
Personal

SECTION I: Ethics Policy Guidance: Mission Alignment

HEALTH JUSTICE THROUGH SYSTEMS CHANGE

Issues emerge in health and healthcare all the time, while the need for change in systems of organizing and delivering care persists throughout American society. The Center works proactively to shine light and respond to these issues by:


- Using the tools of ethics based on principles of philosophy
- Seizing opportunities to advance awareness of emerging issues and causes
- Bringing diverse, inclusive, multi-disciplinary groups together to work collaboratively
- Creating, curating and disseminating resources

Service to Policy Makers,
Public and Population Health Leaders...
Locally, regionally and nationally
Ongoing Public Health Response (COVID 19)
Health Equity and Justice

Initiative Focus:
Civic Population Health Project

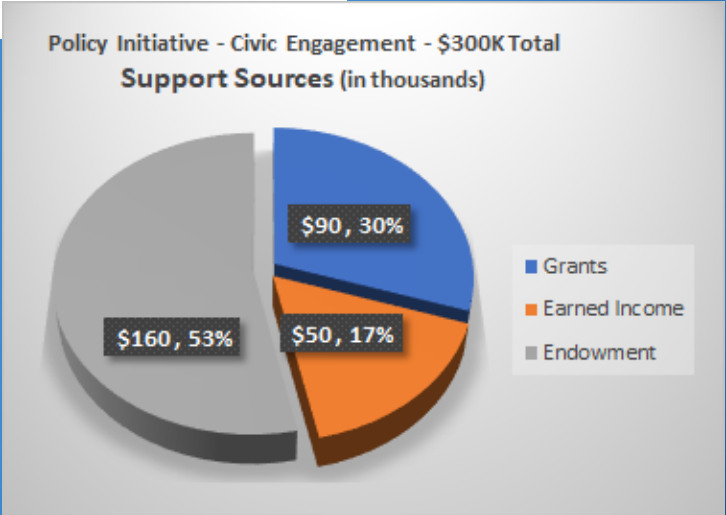
CIVIC ENGAGEMENT AND HEALTH EQUITY

CPB launched **Building a Circuit of Civic Learning, Dialogue and Connection to Advance Health Equity: A Deliberative Approach**, led by Erika Blacksher, PhD. In 2021, she helped in a National Academies of Science plan and participated in a National Academies of Science, Engineering and Medicine workshop on health equity and in a New York Academy of Medicine and NYC Department of Health project to gather informed public input about vaccine distribution.



The project's 15-member **Expert Advisory Committee** will develop resources to convene diverse Kansans and Missourians to **learn about and weigh in** on population health challenges

2021 Launch,
2022 Initial Grant Award
Plans for 2023



In 2023, pilot project will measure participants’ learning about how the role of social and economic conditions causes poor overall health and health differences for certain groups of people.

Piloting activities will evaluate:

- if participation in democratic deliberation expands participants’ views and enables respectful dialog in presence of disagreement;
- whether participation by diverse groups forges positive connection and increased trust;
- and whether people can find shared purpose on pressing population health challenges.

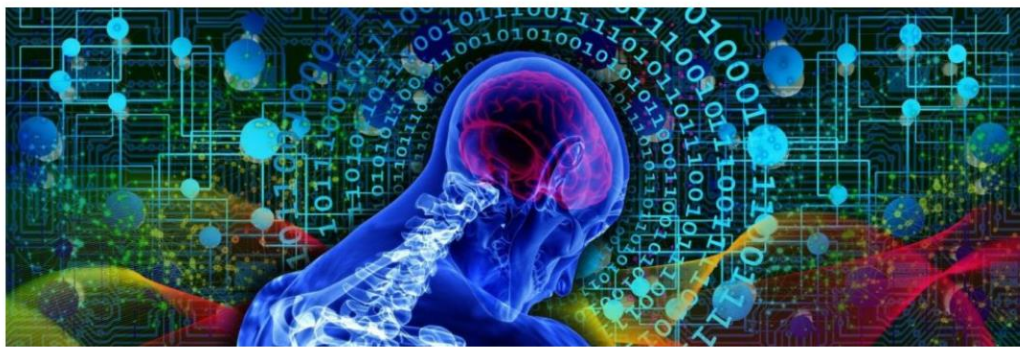


Initiative Focus and Mission Alignment

Ethical AI Initiative

AI will soon be pervasive in healthcare. How do we embrace this inevitable shift while navigating the accompanying uncertainty? As stakeholders, we can agree we need guidelines for safety, but what about fairness, accountability and protections for vulnerable patients to protect them from systemic bias? There is an urgent need for industry standards and for contextual guidance accounting for theoretical problems facing development of intelligence for healthcare applications.

Ethical AI: A Framework for Justice



Three factors create a context in which AI tools can produce ethically problematic outputs that can be difficult to detect and audit:

- AI tools are black boxes. For complexity and intellectual property reasons, they can be difficult/impossible to scrutinize when they produce unexpected outcomes.
- AI tools have been shown to reproduce systemic biases contained in the data used to train them.
- AI tools are afforded deference by human users; AI judgments are generally considered to be “more objective” than those made by people.

Ethical AI Initiative
Goals and Program Performance

2021 Launch

2022 Program Plan

PhD, Principal Investigator,
Lindsey Jarrett



MS, AI Ethics Associate, Matthew Pjecha



PhD, Project Manager, Polo Camacho



PhD, Senior Ethics Advisor, Erika Blacksher



Steering Committee

Ethical AI Advisory Council

[Anurag Patel](#)
Abada Health

[Mark Hoffman](#)
Chief Research Information Officer,
Children's Mercy

[Casey Overby Taylor](#)
Assistant Professor, Johns Hopkins
University

[Dick Flanagan](#)
Senior VP, Cerner Corporation

[Md Mobashir Hasan Shandhi](#)
Assistant Professor, Duke University

[James \(J.D.\) Martindale](#)
Director of Data Science, Anthem

[Ann Ogborn](#)
EHR Instructional Designer| Training
Env. Coordinator, UKHS

[Sierra Davis](#)
Data Scientist, Children's Mercy

[Dennis Ridenour](#)
CEO-President,
BioNexus KC

[Julie DeJean](#)
CEO, The Whole Person

[Tapan Bhatt](#)
CEO-Founder,
TeraCrunch

[Aleksander Eskilson](#)
Director of Engineering,
Sottek Illuminate

[Alexs Thompson](#)
Director of Data Strategy,
O'Reilly Auto Parts

[Lindsey Adams](#)
Public Policy & Government Affairs,
Cerner Corporation

[Gerald Wyckoff](#)
Professor & Chair,
UMKC School of
Pharmacy

[Aaron Deacon](#)
Managing Director,
KC Digital Drive

[Tony Jenkins](#)
Healthcare IT
Business Partner,
UKHS

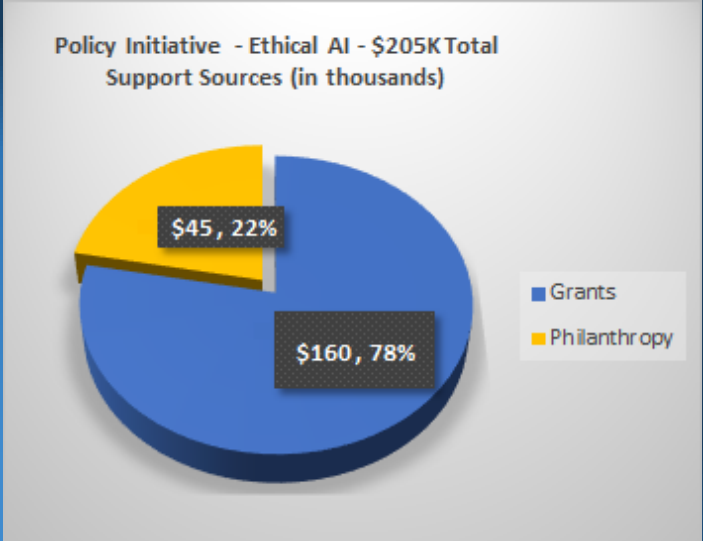
[Saroi Gupta](#)
CEO-Founder,
Asuun Blockchain

[Sara Hart Weir](#)
CEO,
RareKC

ARTIFICIAL INTELLIGENCE IN HEALTHCARE

A group of 20 leaders have joined CPB's Advisory Council for our **Ethical AI Initiative** guiding the deployment of a framework to design, develop, disseminate and implement new models that address bias and inequity in AI in healthcare. Subgroups are creating a curriculum and preparing to implement a pilot project seeking to protect diversity and involve underserved persons.

Ethical AI Initiative 2022-2023 Underway



2022 and 2023 Program Plan

- Progress resulting from foundation work during first two years since launch and mid-2022 execution of pilot will lead to developing process improvement measures for providers and entrepreneurs developing and implementing ethics interrogated AI solutions in care settings.
- Regional stakeholder collaborations designed to test these measures should include such things as ethics checklists, checkpoint meetings, project scorecards and feedback from diverse community advisory boards.
- Expanded curriculum offerings beyond the pilot site will occur.



2022 and 2023

Exploring Emerging Issues

Maternal Health Equity

KC Regional Health IT Initiative: Mission Alignment

Initiative is currently unfunded (2022)

Diverse set of Stakeholders and Regional Commitment to achieve improved health outcomes

Everybody cares but nobody owns the issue.

Challenges and Opportunities

- Defining Scope of Problem
- Identifying Stakeholders and Commitments of Leaders
- Meaningful involving Moms
- Other Stakeholder Groups

Who is already doing work?

New Federal and State Initiatives

Regional and Local (Mayor)

Research efforts Agenda

- Kansas Birth Equity Network
- 4th Trimester Project
- State/County Health
- Pre, peri, neo-natal programs



2022 and 2023

Maternal Health Equity
KC Regional Health IT Initiative

Assessing Need and CPB Capacity

Problem/Need Assessment

- Meetings with Advocates New Birth Company –Exec. Kendra Wyatt
- Rep Sharice Davids Office on National Efforts (VP Initiative)
- KC MO Mayors Office on National efforts to cities and technology
- Office of the ONC on new priority on Maternal Health (2022)
- Mid America Regional Council – Health initiative (jurisdictional)
- KC Cradle (CBOs) and Cinci leadership
- Digital Drive
- LACIE CEO

Shared Decision Making intersects with Technology:

- E-Health Information
- Social Determinants of Health
- Ownership of Patient Record

Health Outcomes Maternal Morbidity and Mortality

- MO is 4th worst state in outcomes

Assessment Scan - Identifying Existing Efforts

Moms (and CBOs serving them)

Providers and Health Plans

HIT and HIE (LACIE, et.al.)

Employers /Businesses (Pvt and Public)

Civic Leaders - Local/State/Fed

CBOs and SDOH Advocates

Research and Public Health Groups – MO and KS

Opportunities:

New federal, (DOD), state, local initiatives



Section II. Professional Ethics Education & Training: Mission Alignment

Professional Education and Clinical Services

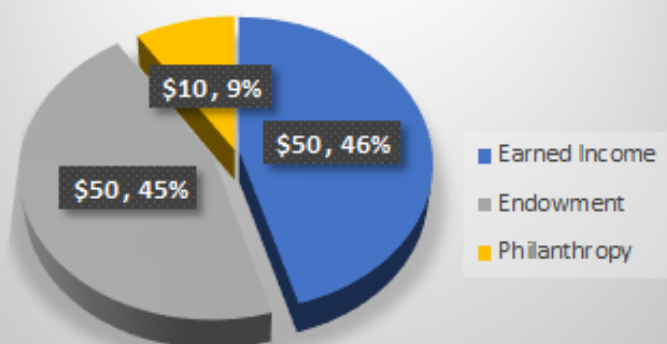
Ethics consultation and support for ethics committees demand much of the Center's time. Ethics consultations aren't planned but require timely and sometimes immediate response. Ethics requires critical skills in listening and the ability to apply abstract concepts in concrete situations. Whether perplexed or in need of a helping hand to sort through a thorny situation, bioethics can ease anxiety and keep everyone focused on what's in the patient's best interest. It matters to us because those who consult know that it matters to them and those they serve.

A recent study found that bioethics education and training in consultations can lead to increased patient satisfaction, improved employee morale, enhanced productivity, conservation of resources, improved accreditation reviews, reduced ethics violations and risk of lawsuits, and sustained corporate integrity, thus safeguarding the organization's future.



CENTER FOR PRACTICAL
BIOETHICS

Professional Services - Teaching - \$100K Total
Support Sources (in thousands)



Professional Ethics Education & Training 2021/2022

PROFESSIONAL



Increased services provided to more than **500 Individual members** representing **40 Institutional ethics committees**

ETHICS COMMITTEE CONSORTIUM

CPB's Ethics Consortium services increased in 2021 with monthly webinars, ethics immersion workshops, the monthly *Ethics Dispatch* e-newsletter and ongoing access to case studies, guidelines and Crisis Standards of Care with staff support.



EXPANDED CLINICAL SERVICES

We custom-designed clinical ethics workshops for three new health systems in Nebraska and Louisiana.

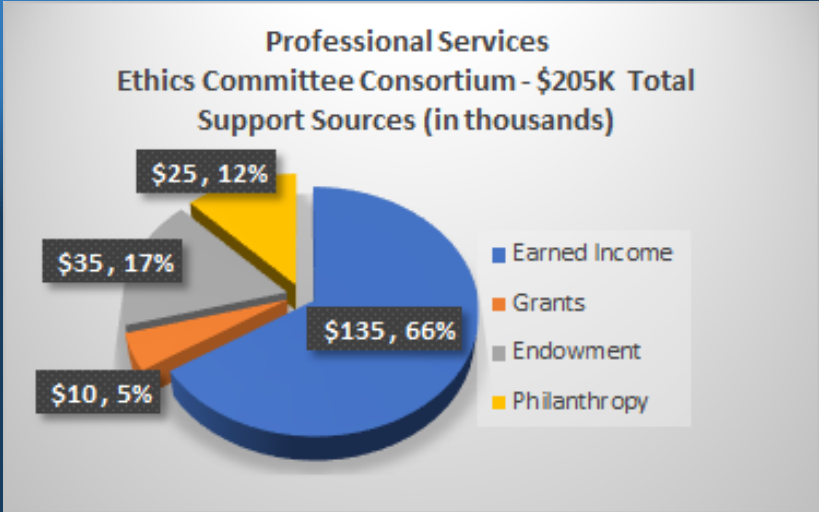


Improved Ethics Direct training services to 16 Affiliate Health Systems

involving **42 locations**, providing nearly **500 hours** of direct clinical consultation



- Continued increasing Education and Training Services to individual professionals
- Expanded Clinical Consultation Services to current affiliates and outreach to new systems
- Ongoing Impact of COVID



PROFESSIONAL

Professional Ethics Education & Training 2022-2023

2022 Renewed Agreements/expand beyond medical education
2023 Efforts beyond Medical Education

2022 and 2023 MEDICAL ETHICS EDUCATION

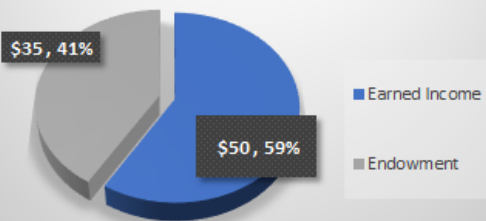
- CPB renewed contracts with two of three area medical schools for ethics training, education and mentoring of students and fellows.
- Renewals include serving nearly 1,500 students from first-year medical school and master’s level through residents and fellows in diverse settings and ethics rich situations

2023 CLINICAL ETHICS EDUCATION AND CONSULTATION SERVICES

- Increasing full- and discounted fee-based services to address cultural diversity, inequities in care (provider implicit bias), access barriers, systemic racism, ethics committee performance, and dealing with complex cases
- Expand Health System Affiliations from 16 to 18 and increase consultations by 100 hours



Professional Services Clinical Consultation - \$85K Total Support Sources (in thousands)



2022 and 2023

Section III.

2021 Services and 2022 Plan

Public Access and Consumer Education New Website



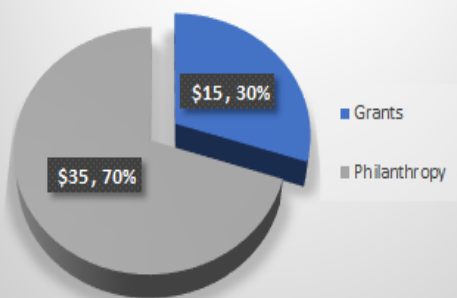
Bioethics Library
of more than
**4,000 reports and
other resources** made
more easily accessible

EDUCATIONAL RESOURCES

The new website at
PracticalBioethics.org
includes reports, guidelines,
program materials, case
studies, interviews, lectures
and symposia. The redesign

will appeal to more diverse groups and make it easier
to find resources.

Consumer Services (Personal) - Website Resources - \$50K Total
Support Sources (in thousands)



Section III. continued

2022 and 2023 Plans for
Caring Conversations®and Shared Decision Making

PERSONAL

ADVANCE CARE PLANNING

Caring Conversations®
Caring Conversations® resources provide guidance through the advance care planning process. Nearly 450 people registered for eight online workshops. CPB also renewed agreements with Hallmark and Evergy to provide advance care planning education and personal healthcare navigation services for employees and their families.

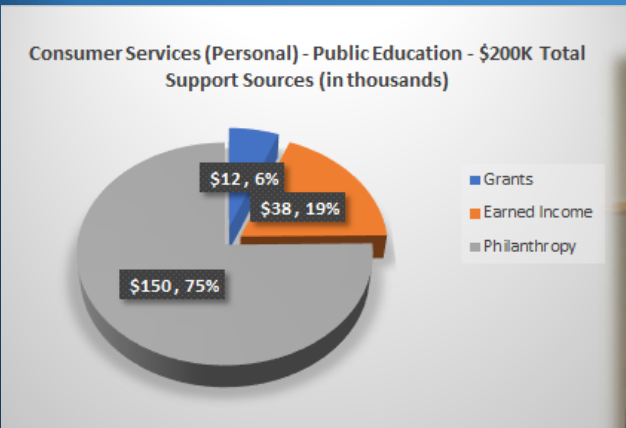


More than
51,000 people
interacted with Caring
Conversations®
resources

2022 Plan to Expand to more diverse populations and collaborators

Pursue support for services to Latino population in 2022 and 2023

Seek consumer input to revise format for cultural sensitivity

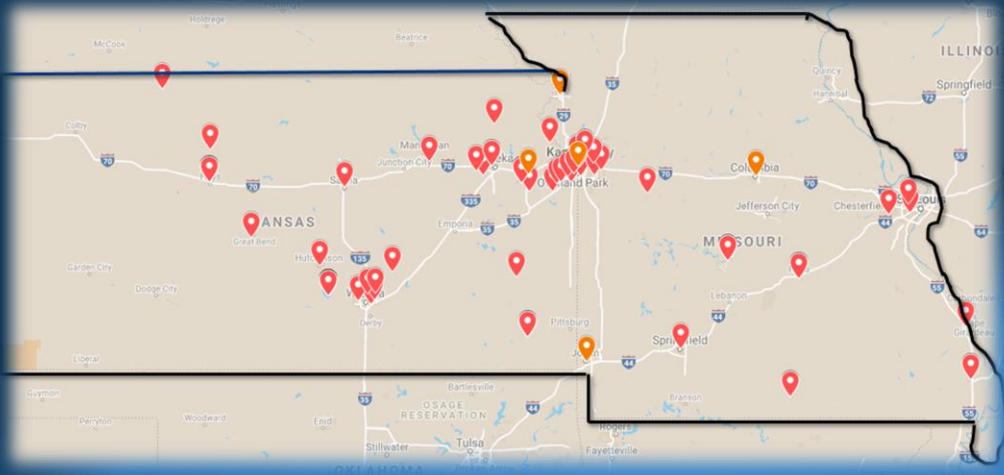


2022 and 2023

Section III. continued

PERSONAL

KS/MO TPOPP/POLST:
Uptake through 2021

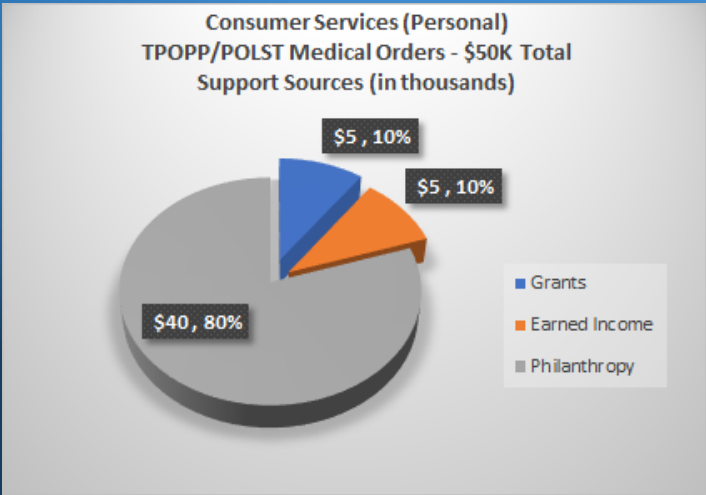


Bi-State Collaborative: Single State Leadership
Sustainability challenges

2022 TPOPP/POLST new form,
clinical guide and curriculum



Proposed Change in MO DNR Law
& KS scope of practice (2023)



The form is titled "FORM SHALL ACCOMPANY PERSON WHEN TRANSFERRED OR DISCHARGED" and "Kansas - Missouri Transportable Physician Orders for Patient Preferences (TPOPP/POLST)". It includes sections for patient information, medical orders, and signatures. The form is divided into several parts: A. CARDIORESPIRATORY RESUSCITATION (CPR), B. INITIAL TREATMENT ORDERS, C. MEDICALLY ADMINISTERED NUTRITION, D. ADDITIONAL ORDERS OR INSTRUCTIONS FOR SECTIONS B AND C, and E. INFORMATION AND SIGNATURES. It also includes a section for the patient's signature and a section for the physician's signature.

Community Coalitions rely on standard of care and clinical consensus
Transportability across settings: Hospitals, LTC, Home Care, Hospice and EMS

Leadership Transitions in 2023

2022 and 2023

Section IV. Management and Execution

Sustainability – 2021 thru 2023

For nearly a decade, the Center has been steadily working to shift its emphasis from charitable to earned revenue. Staff have sought to shift programming and project-based opportunities from short term grant funding to more sustainable models of earned revenue and formal agreements that specify works for hire, contractual agreements, and memoranda of understanding.

In 2021, we adopted a plan that sets forth a significant portion of the annual budget to achieve that goal along with staffing and resources to accomplish it. Adoption of these efforts and monitoring of our success remain critical to implementing and expanding on this long-term sustainability plan.

Ongoing commitments from leadership and management staff include identifying, developing, and providing value-add ethics services to health entities and professions through our traditional legacy programming (professional ethics education and training for organizations and professional associations and consumer and workforce education efforts with collaborators and corporations). Steps are now in place to present and promote these offerings in our communications and staffing assignments, and ongoing monitoring and evaluation of our success will be assisted through a more comprehensive use of our customer relationship management systems.

(Note: COVID’s impact on workplace programming has had some impact, but the long-term goal stays in place.) This effort will be overseen by the board on a continuing basis through its committee process (Development and Finance Committees) and through the annual strategic planning retreat.

