



Supporting and Sustaining the Current and Future Workforce to Care for People with Serious Illness: A Workshop

April 27-28, 2023

Keck Center of the National Academies
500 Fifth Street, NW
Room 100
Washington, DC 20001

NATIONAL
ACADEMIES

Sciences
Engineering
Medicine

April 2023

Dear Colleagues:

Welcome to the workshop *Supporting and Sustaining the Current and Future Workforce to Care for People with Serious Illness*, hosted by the Roundtable on Quality Care for People with Serious Illness. This workshop explores strategies and approaches to address major challenges such as health professional well-being, workforce shortages, and advancing the diversity, equity and inclusion of the workforce caring for people of all ages and all stages of serious illness. While the pandemic was not the root cause, it certainly exacerbated and intensified these preexisting complex pressures and problems. How does the U.S. recruit, train, support, and sustain the workforce required to care for a growing number of people with serious illness?

The workshop unfolds across eight sessions of a day-and-a-half-long program. The workshop opens with a panel of members of the interdisciplinary care team sharing their lived experience caring for people with serious illness, which has been particularly difficult these past few years. This first-hand account is followed by an overview of the workforce that cares for people with serious illness—who they are, the roles they play and the challenges they face. The third session examines one of those key challenges, that of identifying and implementing approaches to supporting the well-being of the health care workforce.

After the lunch break, there will be a discussion on how to create a caring and compassionate environment for people facing serious illness and those who care for them. The fifth session highlights a central, yet often overlooked segment of the workforce caring for people with serious illness: the direct care workforce. The final session of the day explores another key challenge: advancing diversity, equity and inclusion in the workforce caring for people with serious illness.

The second day of the workshop opens with examples of promising models and innovative approaches to workforce recruitment, training, and retention. The final session of the workshop features a panel that will weave together the key themes of the workshop and share their perspectives on the most promising national strategies to build, support and pay for the work of those caring for people with serious illness.

The workshop sessions include a mix of presentations, panel discussions and Q&A with workshop participants. We encourage you to engage with the panelists during the Q&A sessions. A summary of this workshop will be published by the National Academies Press and available for free download. The webinar's meeting materials as well as a video archive of the webinar will be available at: <https://www.nationalacademies.org/our-work/roundtable-on-quality-care-for-people-with-serious-illness>

We hope you will find the workshop presentations informative, thought-provoking, and inspiring. Suggestions made by the workshop participants will be captured in the written proceedings and hopefully contribute to supporting and sustaining each member of the workforce that cares for people of all ages and all stages of serious illness.

Brynn Bowman, MPA
Chief Executive Officer
Center to Advance Palliative Care

Planning Committee Co-Chair

JoAnne Reifsnyder, PhD, MSN, MBA, RN, FAAN
Professor, Health Services Leadership and Management
University of Maryland School of Nursing

Planning Committee Co-Chair

ROUNDTABLE ON QUALITY CARE FOR PEOPLE WITH SERIOUS ILLNESS

**Supporting and Sustaining the Current and Future Workforce
to Care for People with Serious Illness**

WEBCAST INFORMATION FOR ATTENDEES

Join the live webstream of the workshop via the link below:

<https://www.nationalacademies.org/event/04-27-2023/supporting-and-sustaining-the-current-and-future-workforce-to-care-for-people-with-serious-illness-a-workshop>

- This workshop is being webcast and recorded. The webcast and presentation files will be archived on the project webpage.
 - We welcome your involvement in the workshop. Please use the chatbox (located below the livestream video box) to submit questions, and include your name and affiliation.
 - Please use the hashtag **#SeriousIllnessCareNASEM** to tweet about the workshop.
 - Proceedings of the workshop will be published following National Academies procedures. Rapporteurs will compose the proceedings from the workshop transcript and external reviewers will examine the proceedings to make sure it accurately reflects workshop discussions and conforms to institutional policies.
-

To receive updates on upcoming events:

Sign up for the **Roundtable on Quality Care for People with Serious Illness** listserv at:

<https://www.nationalacademies.org/hmd/Activities/HealthServices/QualityCareforSeriousIllnessRoundtable.aspx>

Like **NASEM Health and Medicine Division** on Facebook:

www.facebook.com/NASEMhealth

Follow **NASEM Health and Medicine Division** on Twitter: [@NASEM_Health](https://twitter.com/NASEM_Health)

Follow **NASEM Health and Medicine Division** on LinkedIn:

<http://www.linkedin.com/company/nasemhealth>

ROUNDTABLE ON QUALITY CARE FOR PEOPLE WITH SERIOUS ILLNESS

*Supporting and Sustaining the Current and Future Workforce
to Care for People with Serious Illness: A Workshop*

**The Keck Center of The National Academies
Washington, D.C.
April 27-28, 2023**

**WORKSHOP AGENDA DAY ONE
April 27, 2023**

8:00 AM	REGISTRATION AND LIGHT BREAKFAST
8:30 AM	<p>WELCOME TO THE WORKSHOP</p> <p>Peggy Maguire, JD President Cambia Health Foundation</p> <p>Phillip Rodgers, MD Professor, Family Medicine and Internal Medicine Co-Director, Adult Palliative Care Program University of Michigan Medicine</p> <p><i>Co-Chairs, Roundtable on Quality Care for People with Serious Illness</i></p>
8:35 AM	<p>OVERVIEW OF THE WORKSHOP</p> <p>Brynn Bowman, MPA Chief Executive Officer, Center to Advance Palliative Care Assistant Professor, Brookdale Department of Geriatrics and Palliative Medicine Icahn School of Medicine at Mount Sinai</p> <p>JoAnne Reifsnnyder PhD, MSN, MBA, RN, FAAN Professor, Health Services Leadership and Management Department of Organizational Systems and Adult Health University of Maryland School of Nursing</p> <p><i>Co-Chairs, Workshop Planning Committee</i></p>

8:45 AM	<p>SESSION ONE: VOICES FROM A WORKFORCE IN CRISIS</p> <p>The opening session features a moderated discussion about ongoing workforce challenges from the perspectives of members of the interdisciplinary health care team caring for people with serious illness.</p> <p><i>Moderator: Victoria Leff, MSW, LCSW, APHSW-C</i> Palliative Care Consultant on healthcare provider wellness Adjunct Instructor, School of Social Work University of North Carolina at Chapel Hill</p> <p>Discussants:</p> <p>Rachel M. Adams, MD Physician Executive Director, Palliative Care Service Line, MedStar Medical Group, and Division Chief, Division of Palliative Care, Medstar Georgetown University Hospital</p> <p>Sharon K. Chung, LICSW, APHSW-C Clinical Therapist, The Center for Grief & Loss Saint Paul, Minnesota</p> <p>Shawndra Ferrell, DNP, APRN, FNP-BC, ACHPN System Clinical Manager, Advance Care Planning & Shared Decision-Making in Serious Illness Department Advocate Aurora Health (Advocate Health) Downers Grove, Illinois</p> <p>LaToya Francis Certified Nursing Assistant, Inspire Rehabilitation and Health Center Nursing Student, UDC-CC, Washington, DC</p> <p>John Tastad, MA Chaplain, Spiritual Care and Advance Care Planning Coordinator Sharp HealthCare, San Diego, CA</p>
9:45 AM	Audience Q&A
10:00 AM	Break
10:10 AM	<p>SESSION TWO: OVERVIEW OF THE CURRENT AND FUTURE STATE OF THE HEALTH CARE WORKFORCE</p> <p>This session will provide a broad overview of all sectors of the workforce that cares for people with serious illness and the key challenges they face.</p> <p>Speaker: Brynn Bowman, CEO, Center to Advance Palliative Care</p>

10:50 AM	<p>SESSION THREE: SYSTEMS LEVEL APPROACHES TO SUPPORTING THE WELL-BEING OF THE HEALTH WORKFORCE</p> <p>This session will explore the well-being of the workforce caring for people with serious illness. Panelists will discuss specific factors that develop and support a happy, healthy, adequately sized and appropriately prepared workforce.</p> <p><i>Moderator: Joseph Rotella, MD</i> Chief Medical Officer American Academy of Hospice and Palliative Medicine</p> <p>Panelists:</p> <p>Patricia Fogelman, DNP, ACHPN, FNPC Clinical Director, Palliative Medicine Nittany Health/Mount Nittany Medical Center State College, PA Assistant Professor, Columbia University</p> <p>Ernest J. Grant, PhD, DS(c), RN, FAAN Immediate Past President, American Nurses Association</p> <p>Bret Stine, MHSA, NHA Executive Director, (Retired) Keswick Multi-Care Center Baltimore, MD</p> <p>Rachel Thienprayoon, MD MSCS, FAAP, FAAHPM Associate Professor of Anesthesia and Pediatrics Attending Physician, Pediatric Palliative and Comfort Care Team Cincinnati Children's</p>
12:10 PM	Audience Q&A
12:30 PM	LUNCH
1:30 PM	<p>SESSION FOUR: Creating A Compassionate, Caring Environment for Patients and Clinicians</p> <p>Beth Lown, MD Chief Medical Officer The Schwartz Center for Compassionate Healthcare</p> <p>JoAnne Reifsnyder PhD, MSN, MBA, RN, FAAN Professor, University of Maryland School of Nursing</p> <p>Donna Stevens, MHA Palliative Care and Leadership Consultant Co-founder, Leaderly Consultants</p>

2:15 PM	AUDIENCE Q AND A
2:30 PM	<p>SESSION FIVE: DIRECT CARE WORKERS: INDISPENSABLE, UNDERVALUED AND IN SHORT SUPPLY</p> <p>This session will explore a critical yet underappreciated component of the workforce, the specific roles they play, unique challenges they face and the disproportionate impact of the pandemic they experienced.</p> <p><i>Moderator: Howard Gleckman, Urban Institute</i></p> <p>Panelists:</p> <p>Kezia Scales, PhD Vice President of Research and Evaluation PHI</p> <p>Madeline Sterling, MD, MPH, MS Assistant Professor of Medicine, Division of General Internal Medicine Department of Medicine, Weill Cornell Medicine</p> <p>Jeffery S. Wellman, MSHRD Director, CareForce Development NAHCA</p>
3:15 PM	AUDIENCE Q&A
3:30 PM	BREAK
3:40 PM	<p>SESSION SIX: ADVANCING DIVERSITY, EQUITY, AND INCLUSION IN SERIOUS ILLNESS CARE</p> <p>This session will explore advancing diversity, equity, and inclusion through the lens of one health care organization's experience. After an overview of this complex, multifaceted issue, representatives of national professional associations will engage in conversation about best practices to advance diversity, equity and inclusion within the workforce caring for people with serious illness.</p> <p><i>Moderator: Arika Patneaude, MSW, LICSW</i> Director, Bioethics and Palliative Care, Seattle Children's</p> <p>Panelists:</p> <p>Ernest J. Grant, PhD, DS(c), RN, FAAN Immediate Past President, American Nurses Association</p> <p>Anne Kelemen, LICSW, APHSW-C Board Chair, Social Work Hospice & Palliative Care Network</p>

	<p>Wendy-Jo Toyama, MBA, CAE, FASAE CEO, American Academy for Hospice and Palliative Medicine</p> <p>Michelle Webb, DNP, RN, CHPCA President, Hospice and Palliative Nurses Association</p>
4:40 PM	AUDIENCE Q&A
5:00 PM	<p>Workshop Day One Wrap-Up</p> <p>Brynn Bowman and JoAnne Reifsnyder Planning Committee Co-Chairs</p>
5:10 PM	Workshop Day One Adjourns
WORKSHOP DAY TWO AGENDA APRIL 28, 2023	
8:00 AM	REGISTRATION AND LIGHT BREAKFAST
8:30 AM	<p>WELCOME</p> <ul style="list-style-type: none"> – Brief Review of key themes from Workshop Day One – Overview of Workshop Day Two <p>Brynn Bowman and JoAnne Reifsnyder Planning Committee Co-Chairs</p>
8:40 AM	<p>SESSION SEVEN: PROMISING MODELS/ INNOVATIVE APPROACHES TO WORKFORCE RECRUITMENT, TRAINING AND RETENTION</p> <p>This session will explore practical interventions to adopt in the near term to improve recruitment, training, and retention among the interdisciplinary workforce caring for people with serious illness.</p> <p><i>Moderator: Joseph Shega, MD</i> Executive Vice President and Chief Medical Officer VITAS Healthcare</p> <p>Panelists:</p> <p><i>Programs to Support Direct Care Workers</i> Robert Espinoza, MPA Executive Vice President of Policy PHI</p>

	<p><i>Mid-Career Hospice and Palliative Medicine Fellowship</i> Mollie Biewald, MD, Associate Professor Geriatrics and Palliative Medicine Icahn School of Medicine at Mount Sinai</p> <p><i>Striving for Goal-Concordant Care: Teaching Clinicians Serious Illness Communication Skills</i> Tom Priselac, President and CEO, Cedars-Sinai Health System Bradley T. Rosen, MD, MBA, Vice President, Cedars-Sinai Health System</p> <p><i>Healing Healthcare Initiative</i> Beth Lown, Chief Medical Officer The Schwartz Center for Compassionate Healthcare</p>
9:45 AM	Panel Discussion/Audience Q&A
10:20 AM	<p>SESSION EIGHT: THE SERIOUS ILLNESS CARE WORKFORCE: A CALL FOR RADICAL TRANSFORMATION</p> <p>Panelists will engage in discussion about ways to best address challenges facing the workforce caring for people with serious illness.</p> <p><i>Moderator: James Tulsky, MD</i> Professor, Medicine, Harvard Medical School Poorvu Jaffe Chair, Department of Psychosocial Oncology and Palliative Care, Dana-Farber Cancer Institute Chief, Division of Palliative Medicine, Brigham and Women's Hospital</p> <p>Panelists:</p> <p>Ashley Leak Bryant, PhD, RN, OCN, FAAN Associate Professor, Anne Belcher Interprofessional Faculty Scholar in Nursing University of North Carolina at Chapel Hill School of Nursing Assistant Director of Cancer Research Training Education Coordination UNC Lineberger Comprehensive Cancer Center</p> <p>Sachin Jain, MD, MBA Chief Executive Officer Scan Health Plan Los Angeles, CA</p> <p>Tammie E. Quest, MD Director, Emory Palliative Care Center Robert W. Woodruff Health Sciences Center of Emory University Professor in the Department of Emergency Medicine, and Division of Geriatrics and Gerontology at the Emory University School of Medicine</p>

	<p>R. Sean Morrison, MD Ellen and Howard C. Katz Professor and Chair Brookdale Department of Geriatrics and Palliative Medicine Director, National Palliative Care Research Center Icahn School of Medicine at Mount Sinai</p>
11:20 AM	AUDIENCE Q AND A
11:40 AM	<p><i>Montage: Voices of the serious illness care workforce</i></p> <p>Andy Awari, MD Hospice and Palliative Medicine Physician</p> <p>Keara Barnaby, PA-C Masters in Palliative Care</p> <p>Gabriella Patrone Student, Master's in Palliative Care</p> <p>Kristin Watson, PharmD, BCCP Associate Professor, University of Maryland School of Pharmacy</p> <p>Bruce Gutierrez, DO Emergency Medicine Physician; Fellow, Hospice and Palliative Medicine</p>
11:50 AM	<p>Workshop Wrap-up <i>Planning Committee Co-Chairs</i></p>
12:00 PM	Workshop Adjourns

Rosters

*Supporting and Sustaining the Current and Future Workforce to Care for People with Serious Illness:
A Workshop*

Planning Committee Roster

JoAnne Reifsnyder, PhD, MSN, MBA, RN, FAAN (Co-Chair)

Professor, Health Services Leadership and Management
Department of Organizational Systems and Adult Health
University of Maryland School of Nursing

Brynn Bowman, MPA (Co-Chair)

Chief Executive Officer
Center to Advance Palliative Care
Assistant Professor, Brookdale Department of Geriatrics and Palliative Medicine
Icahn School of Medicine at Mount Sinai

Jennifer Moore Ballentine, MA

Executive Director
CSU Shiley Hines Institute for Palliative Care (through December 2022)

Amy Berman, RN, LHD, FAAN

Senior Program Officer
The John A. Hartford Foundation

Robert Espinoza, MPA

Executive Vice President of Policy
PHI

Ernest J. Grant, PhD, DS(c), RN, FAAN

Immediate Past President
American Nurses Association

Diane Meier, MD, FACP, FAAHPM

Founder, Director Emerita and Strategic Medical Advisor, Center to Advance Palliative Care
Co-director, Patty and Jay Baker National Palliative Care Center
Professor, Department of Geriatrics and Palliative Medicine, Icahn School of Medicine at Mount Sinai

Amy Melnick, MPA

Executive Director
National Coalition for Hospice and Palliative Care

Arika Patneaude, MSW, LICSW, APHSW-C

Director, Bioethics & Palliative Care
Seattle Children's Hospital

Carol Peden, MB, ChB, MD, FRCA, FFICM, MPH

Executive Director for Clinical Quality
Blue Cross Blue Shield Association

Joseph Rotella, MD, MBA, HMDC, FAAHPM

Chief Medical Officer, AAHPM

Joseph Shega, MD

Executive Vice President and Chief Medical Officer
VITAS Healthcare

ROUNDTABLE ON QUALITY CARE FOR PEOPLE WITH SERIOUS ILLNESS

*Supporting and Sustaining the Current and Future Workforce to Care for
People with Serious Illness: A Workshop*

Speakers and Moderators

Rachel M. Adams, MD

Physician Executive Director, Palliative Care
Service Line
MedStar Medical Group
Division Chief, Division of Palliative Care
Medstar Georgetown University Hospital

Mollie Biewald, MD

Associate Professor, Geriatrics and Palliative
Medicine
Icahn School of Medicine at Mount Sinai

Brynn Bowman, MPA

Chief Executive Officer
Center to Advance Palliative Care
Assistant Professor, Brookdale Department of
Geriatrics and Palliative Medicine
Icahn School of Medicine at Mount Sinai

**Ashley Leak Bryant, PhD, RN, OCN,
FAAN**

Associate Professor, Anne Belcher
Interprofessional Faculty Scholar in Nursing
University of North Carolina at Chapel Hill
School of Nursing
Assistant Director of Cancer Research Training
Education Coordination
UNC Lineberger Comprehensive Cancer Center

Sharon K. Chung, LICSW, APHSW-C

Clinical Therapist
The Center for Grief & Loss

Robert Espinoza, MPA

Executive Vice President of Policy
PHI

**Shawndra Ferrell, DNP, APRN, FNP-BC,
ACHPN**

System Clinical Manager, Advance Care
Planning & Shared Decision-Making in
Serious Illness Department
Advocate Aurora Health

Patricia Fogelman, DNP, ACHPN, FNPC

Director, Palliative Medicine
Nittany Health/Mount Nittany Medical Center

LaToya Francis

Certified Nursing Assistant
Inspire Rehabilitation & Health Center
Nursing Student, UDC-CC

Howard Gleckman

Senior Fellow
The Urban Institute

Ernest J. Grant, PhD, DSc(h), RN, FAAN

Immediate Past President
American Nurses Association

Sachin Jain, MD, MBA

Chief Executive Officer
SCAN Health Plan

Anne Kelemen, LICSW, APHSW-C

Board Chair, Social Work Hospice & Palliative
Care Network
Director of Psychosocial Palliative Care
Medstar Washington Hospital Center

Vickie Leff, MSW, LCSW, APHSW-C
Palliative Care Consultant on healthcare
provider wellness
Adjunct Professor, School of Social Work
University of North Carolina at Chapel Hill

Beth Lown, MD, FACH
Chief Medical Officer
The Schwartz Center for Compassionate
Healthcare

R. Sean Morrison, MD
Ellen and Howard C. Katz Professor and Chair
Brookdale Department of Geriatrics and
Palliative Medicine
Director, National Palliative Care Research
Center
Icahn School of Medicine at Mount Sinai

**Arika Patneau, MSW, LICSW,
APHSW-C**
Director, Bioethics and Palliative Care
Seattle Children's Hospital

Thomas M. Priselac, MPH
President and CEO
Cedars-Sinai Health System

Tammie E. Quest, MD, FAAHPM
Director, Emory Palliative Care Center
Robert W. Woodruff Health Sciences Center of
Emory University
Professor in the Department of Emergency
Medicine, and Division of Geriatrics and
Gerontology
Emory University School of Medicine

**JoAnne Reifsnyder, PhD, MSN, MBA,
RN, FAAN**
Professor, Health Services Leadership &
Management
Department of Organizational Systems and
Adult Health
University of Maryland School of Nursing

**Bradley T. Rosen, MD, MBA, FACP,
SFHM**
Vice President
Cedars-Sinai Health System

Joe Rotella, MD
Chief Medical Officer
American Academy of Hospice and
Palliative Care

Kezia Scales, PhD
Vice President of Research & Evaluation
PHI

Joseph W. Shega, MD,
Executive Vice President and Chief
Medical Officer
VITAS Healthcare

Madeline R. Sterling, MD, MPH, MS
Assistant Professor of Medicine, Division of
General Internal Medicine
Weill Cornell Medicine

Donna W. Stevens, MHA
Palliative Care and Leadership Consultant
Leaderly Consultants; CAPC

Bret Stine, MHSA, NHA
Executive Director (Retired)
Keswick Multi-Care Center

John W. Tastad, MA
Chaplain, Spiritual Care and Advance Care
Planning Coordinator
Sharp HealthCare

**Rachel Thienprayoon, MD, MSCS, FAAP,
FAAHPM**
Associate Professor of Anesthesia and
Pediatrics
Medical Director, StarShine Hospice and
Palliative Care
Cincinnati Children's

NATIONAL
ACADEMIES *Sciences
Engineering
Medicine*

Wendy-Jo Toyama, MBA, CAE, FASAE
Chief Executive Officer
American Academy of Hospice and Palliative
Medicine

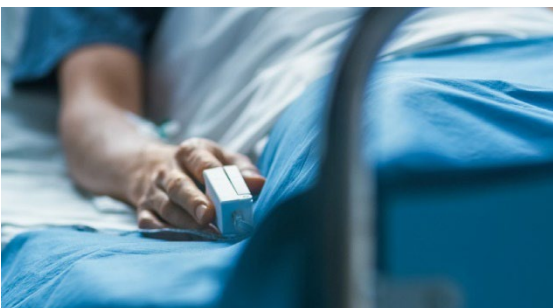
James Tulsky, MD
Professor, Medicine
Harvard Medical School
Poorvu Jaffe Chair, Department of Psychosocial
Oncology and Palliative Care
Dana-Farber Cancer Institute
Chief, Division of Palliative Medicine
Brigham and Women's Hospital

Michelle Webb, DNP, RN, CHPCA
President
Hospice and Palliative Nurses Association

Jeffery S. Wellman, MSHRD
Director, CareForce Development
NAHCA

About the Roundtable

Roundtable on Quality Care for People with Serious Illness



The National Academies of Sciences, Engineering, and Medicine's Roundtable on Quality Care for People with Serious Illness fosters ongoing dialogue about improving care for people of all ages facing all stages of serious illness. To that end, the Roundtable's work and activities focus on five priority areas:

- delivery of person-centered, family-oriented care,
- communication and advance care planning,
- professional education and development,
- policies and payment systems, and
- public education and engagement



The Roundtable on Quality Care for People with Serious Illness convenes a diverse group of key public and private stakeholders and sponsors public workshops to explore critical topics. Membership includes patient advocates, health care professional organizations, health care providers and insurers, foundations, federal agencies, researchers, and others interested in improving care for people with serious illness.

The Roundtable serves a critical role by:

- raising the visibility of key issues on a national stage,
- influencing policies and programs,
- fostering relationships and collaboration, and
- inspiring new ideas and shaping the field.



PUBLIC WORKSHOPS

Supporting and Sustaining the Current and Future Workforce to Care for People with Serious Illness

April 27-28, 2023

The workshop explores strategies and approaches to addressing significant systems-level challenges such as workforce shortages, health professional well-being, advancing diversity, equity, and inclusion in the workforce caring for people at all ages and stages of serious illness.

Family Caregiving for People with Cancer and Other Serious Illnesses

May 16-17, 2022

The Roundtable on Quality Care for People with Serious Illness, The National Cancer Policy Forum and the Forum on Aging, Disability and Independence held a collaborative workshop that examined opportunities to better support family caregiving for people with cancer or other serious illnesses.

Caring for People with Serious Illness during the COVID-19 Pandemic: A Workshop on Lessons Learned and Future Directions

November 8, 18, and 30, 2021

The COVID-19 pandemic has illuminated and exacerbated challenges in caring for people of all ages with serious illness. The workshop explored various aspects of the impact of the pandemic through the lens of serious illness care and took place over three webinars. The first webinar focused on the impact and early responses to the pandemic, the second webinar focused on workforce and telehealth, and the final webinar focused on lessons learned for the future.

Integrating Serious Illness Care into Primary Care Delivery

June 10 and 17, 2021

This workshop explored approaches to building a bridge between primary care and palliative care to improve care for people with serious illness across all care settings. The critical importance of the interdisciplinary care team was examined, as was the intersection between the principles of primary care and palliative care. Speakers also focused on key payment mechanisms and policies to support the integration of serious illness care into primary care settings.

Advance Care Planning: Challenges and Opportunities

October 26 and November 2, 2020

This workshop highlighted the complexity of advance care planning (ACP). Workshop speakers explored the historical background, evolution, and different perspectives on ACP, and discussed the evidence base regarding the impact of ACP on a range of outcomes. Speakers explored the distinction between ACP and “just-in-time” or “in the moment” conversations. Workshop speakers also addressed issues such as whether the current approach to ACP is appropriate, and what changes might be considered to ensure that ACP has a greater impact on quality of care for patients with serious illness, their caregivers, and families.

Building the Workforce We Need to Care for People with Serious Illness

November 7, 2019

This workshop examined a key challenge in providing high-quality care to people of all ages facing serious illness: developing and supporting an adequate supply of care team members, as well as ensuring that all team members acquire and maintain appropriate training and competencies. The workshop addressed challenges and opportunities related to educating, training, and retaining the full spectrum of the workforce for serious illness care.

Improving Access to and Equity of Care for People with Serious Illness

April 4, 2019

This workshop explored challenges and opportunities to expand access and advance health equity in care for people with serious illness. Speakers discussed strategies and approaches to address health disparities and barriers to care from the patient, clinician, organizational, community, and policy perspectives.

PUBLIC WORKSHOPS

Pain and Symptom Management for People with Serious Illness in the Context of the Opioid Epidemic

November 29, 2018

This workshop focused on effective approaches to addressing the pain management needs of people with serious illness in the context of the opioid misuse epidemic. Workshop speakers discussed the unintended consequences of regulatory and legislative actions to address the opioid misuse epidemic on patients, families, and clinicians.

Integrating Health Care and Social Services for People with Serious Illness

July 19, 2018

This workshop examined the range of services necessary to provide high-quality care for people facing serious illness, the strengths, and limitations of existing models of integrated services delivery, the role of family caregivers in providing social services and supports and identified gaps in research regarding the integration of health care and social services for people with serious illness.

Implementing Quality Measures for Accountability in Community-based Care for People with Serious Illness

April 17, 2018

This workshop explored approaches to implementing quality measures for accountability purposes in community-based care programs for people with serious illness. Presentations focused on the implementation of quality measures from the perspective of patients and caregivers, health care providers, and private and public sector health plans. Speakers also discussed the future use of quality measures for accreditation to support accountability for high-quality serious illness care.

Financing and Payment Strategies to Support High-Quality Care for People with Serious Illness

November 29, 2017

The workshop examined innovative payment approaches to support high-quality care for people with serious illness across a range of fee-for-service, value-based, and global budgeting arrangements. Presenters discussed the challenges and barriers to innovative strategies and explored potential policy approaches to address them.

Models and Strategies to Integrate Palliative Care Principles into Serious Illness Care

April 27, 2017

The workshop highlighted innovative models of community-based care for people of all ages facing serious illness. Presenters and panel discussions explored community-based palliative care, pediatric palliative care, concurrent care, and the challenges and opportunities to scale and spread successful palliative care models and programs.

Integrating the Patient and Caregiver Voice into Serious Illness Care

December 15, 2016

The workshop explored ways to identify and integrate the voices of seriously ill patients of all ages and their caregivers into person-centered care throughout the continuum of care. Presenters shared personal perspectives and experiences about priorities and values important to patients and families coping with serious illness, and approaches that support integration of these priorities and values into practice.

ROUNDTABLE MEMBERSHIP

Co-Chairs:

Peggy Maguire, JD
Cambia Health Foundation

Phillip E. Rodgers, MD, FAAHPM
University of Michigan Medical School

Jori Bogetz, MD
Seattle Children's

Brynn Bowman, MPA
Center to Advance Palliative Care

Karen Bullock PhD, LCSW, FGSA, APHSW-C
National Association of Social Workers

Grace B. Campbell, PHD, MSW, RN, CRRN
Association of Rehabilitation Nurses

Jane Carmody, DNP, MBA, RN
The John A. Hartford Foundation

Steven Clauser, PhD, MPA
Patient-Centered Research Institute

Rory Farrand, MA, MS, MSN, APRN-BC
National Hospice and Palliative Care Organization

Lori Frank, PhD
New York Academy of Medicine

Matthew Gonzales, MD, FAAHPM
The Catholic Health Association

Anna Gosline, MPH
Blue Cross Blue Shield of Massachusetts

Michelle Groman, JD
The Greenwall Foundation

Scott Halpern, MD, PhD
University of Pennsylvania Perelman School of Medicine

Sharon B. Hamill, PhD
CSU Shiley Haynes Institute for Palliative Care

John R. Hendrix, MD
Ascension Health

Denise Hess, MDiv, BCC-HPCC
Association of Professional Chaplains

Rebecca A. Kirch, JD
National Patient Advocate Foundation

Jacqueline Kocinski, MPP
American Academy of Hospice and Palliative Medicine

Tom Koutsoumpas
Coalition to Transform Advanced Care

Shari Ling, MD
Centers for Medicare & Medicaid Services

Diane E. Meier, MD, FACP, FAAHPM
Center to Advance Palliative Care

Amy Melnick, MPA
National Coalition for Hospice and Palliative Care

R. Sean Morrison, MD
National Palliative Care Research Center

Carol Peden, MB ChB, MD, FRCA, FFICM, MPH
Blue Cross Blue Shield Association

Thomas M. Priselac, MPH
Cedars-Sinai Health System

JoAnne Reifsnnyder, PhD, MBA, MSN, FAAN
Hospice and Palliative Nurses Association

Leonard D. Schaeffer
Leonard D. Schaeffer Center for Health Policy & Economics
University of Southern California

Joseph W. Shega, MD
American Geriatrics Society

Cardinale Smith, MD, PhD
Mt. Sinai Health System

Susan Elizabeth Wang, MD, FAAHPM, HMDC
Kaiser Permanente

ROUNDTABLE SPONSORS

American Academy of
Hospice and Palliative
Medicine

American Geriatrics
Society

Ascension Health

Association of
Professional Chaplains

Association of Rehabilitation
Nurses

Blue Cross Blue Shield
Association

Blue Cross Blue Shield of
Massachusetts

The CSU Shiley Haynes
Institute for Palliative Care

Cambia Health Foundation

The Catholic Health Association
Cedars-Sinai Health
System

Center to Advance Palliative
Care

Coalition to Transform
Advanced Care

The Greenwall Foundation

The John A. Hartford
Foundation

Hospice and Palliative Nurses
Association

Kaiser Permanente

National Association of
Social Workers

National Coalition for
Hospice and Palliative Care

National Hospice and Palliative Care
Organization

National Palliative Care Research
Center

National Patient Advocate
Foundation

New York Academy of
Medicine

Patient-Centered Outcomes Research
Institute (PCORI)

University of Southern
California, Leonard D. Schaeffer
Center for Health Policy &
Economics

ROUNDTABLE STAFF

Laurie A. Graig, MA
Director
Roundtable on Quality Care
for People with Serious
Illness

Sharyl J. Nass, PhD
Director
Board on Health Care
Services

Emma Rooney
Senior Program Assistant

Isaac Suh
Research Assistant

Julie Wiltshire
Finance Business
Partner

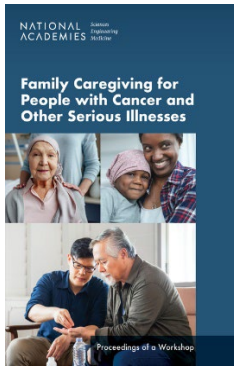
Health and Medicine Division
Board on Health Care Services

The National Academies of
SCIENCES • ENGINEERING • MEDICINE

The nation turns to the National Academies
of Sciences, Engineering, and Medicine for
independent, objective advice on issues that
affect people's lives worldwide.

www.national-academies.org

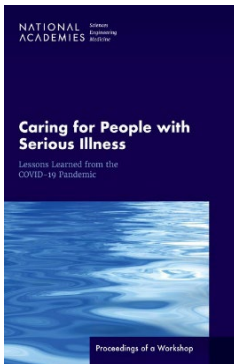
ROUNDTABLE PUBLICATIONS



Family Caregiving for People with Cancer and Other Serious Illnesses: Proceedings of a Workshop

<https://nap.nationalacademies.org/26721>

- *Released:* December 2022
- *Downloaded:* 690 times, top 49% of all NAP publications
- *Reach:* 61 countries and 45 states and D.C.
- *Download domains:* 19% local, state, federal, and military agencies; 19% academia; 61% public at large



Caring for People with Serious Illness: Lessons Learned from the COVID-19 Pandemic: Proceedings of a Workshop

<https://nap.nationalacademies.org/26596>

- *Released:* June 2022
- *Downloaded:* 700 times, top 48% of all NAP publications
- *Reach:* 65 countries and 42 states and D.C.
- *Download domains:* 8% local, state, federal, and military agencies; 12% academia; 78% public at large



Integrating Serious Illness Care into Primary Care Delivery: Proceedings of a Workshop

<https://nap.nationalacademies.org/26411>

- *Released:* January 2022
- *Downloaded:* 1,192 times, top 34% of all NAP publications
- *Reach:* 88 countries and 48 states and D.C.
- *Download domains:* 12% local, state, federal, and military agencies; 17% academia; 70% public at large



The Challenges and Opportunities of Advance Care Planning: Proceedings of a Workshop

<https://www.nap.edu/26119>

- *Released:* April 2021
- *Downloaded:* 1,136 times, top 36% of all NAP publications
- *Reach:* 71 countries and 48 states and D.C.
- *Download domains:* 11% local, state, federal, and military agencies; 15% academia; 72% public at large

ROUNDTABLE PUBLICATIONS



Building the Workforce We Need to Care for People with Serious Illness: Proceedings of a Workshop

<https://nap.nationalacademies.org/catalog/25789>

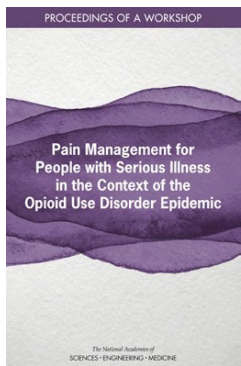
- *Released:* May 2020
- *Downloaded* 1,636 times, top 26% of all NAP products
- *Reach:* 83 countries and 50 states and D.C.
- *Download domains:* 13% local, state, federal and military agencies; 20% academia; 65% public at large



Improving Access to and Equity of Care for People with Serious Illness: Proceedings of a Workshop

<https://nap.nationalacademies.org/25530>

- *Released:* September 2019
- *Downloaded:* 2,518 times, top 16% of all NAP publications
- *Reach:* 99 countries and 47 states and D.C.
- *Download domains:* 17% local, state, federal, and military agencies; 21% academia; 60% public at large



Pain Management for People with Serious Illness in the Context of the Opioid Use Disorder Epidemic: Proceedings of a Workshop

<https://nap.nationalacademies.org/25435>

- *Released:* May 2019
- *Downloaded:* 4,581 times, top 7% of all NAP publications
- *Reach:* 111 countries and 49 states and D.C.
- *Download domains:* 15% local, state, federal, and military agencies; 18% academia; 66% public at large

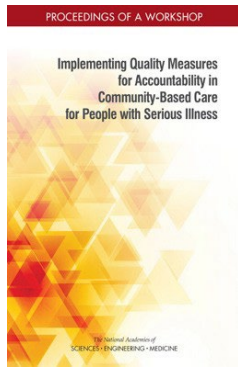


Integrating Health Care and Social Services for People with Serious Illness: Proceedings of a Workshop

<https://nap.nationalacademies.org/25350>

- *Released:* January 2019
- *Downloaded:* 3,355 times, top 11% of all NAP publications
- *Reach:* 109 countries and 48 states and D.C.
- *Download domains:* 16% local, state, federal, and military agencies; 17% academia; 65% public at large

ROUNDTABLE PUBLICATIONS



Implementing Quality Measures for Accountability in Community-Based Care for People with Serious Illness: Proceedings of a Workshop

<https://nap.nationalacademies.org/25202>

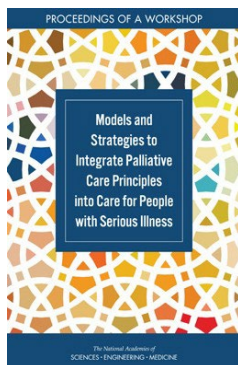
- *Released:* October 2018
- *Downloaded:* 3,059 times, top 13% of all NAP publications
- *Reach:* 120 countries and 50 states and D.C.
- *Download domains:* 14% local, state, federal, and military agencies; 16% academia; 68% public at large



Financing and Payment Strategies to Support High-Quality Care for People with Serious Illness: Proceedings of a Workshop

<https://nap.nationalacademies.org/25071>

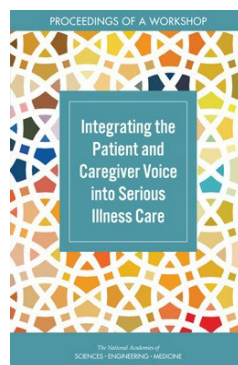
- *Released:* May 2018
- *Downloaded:* 1,812 times, top 24% of all NAP publications
- *Reach:* 97 countries and 48 states and D.C.
- *Download domains:* 15% local, state, federal, and military agencies; 14% academia; 69% public at large



Models and Strategies to Integrate Palliative Care Principles into Care for People with Serious Illness: Proceedings of a Workshop

<https://nap.nationalacademies.org/24908>

- *Released:* October 2017
- *Downloaded:* 3,416 times, top 11% of all NAP publications
- *Reach:* 111 countries and 50 states and D.C.
- *Download domains:* 14% local, state, federal, and military agencies; 16% academia; 69% public at large



Integrating the Patient and Caregiver Voice into Serious Illness Care: Proceedings of a Workshop

<https://nap.nationalacademies.org/24802>

- *Released:* July 2017
- *Downloaded:* 2,655 times, top 15% of all NAP publications
- *Reach:* 93 countries and 49 states and D.C.
- *Download domains:* 15% local, state, federal, and military agencies; 19% academia; 64% public at large

COVID-19 RELATED WEBINARS

Social Isolation and Loneliness at the End of Life in the Era of COVID-19

December 8, 2021

This webinar explored topics on social isolation and loneliness during the COVID-19 pandemic and at the end of life.

Attendees: 446; Additional Views: TBD

Caring for People with Serious Illness in the Home: Lessons from the COVID-19 Pandemic

February 16, 2021

This webinar featured a discussion that explored a range of issues including providing palliative care and hospice care in the home, strategies to reach people with serious illness living in rural communities, including challenges and opportunities for telehealth, policy considerations and integrated care delivery models to effectively deploy vital health care resources.

Attendees: 428; Additional Views: 261

Serious Illness Care, Structural Racism and Health Disparities in the Era of COVID-19

January 29, 2021

This webinar featured a discussion among members of the interdisciplinary care team sharing their individual perspectives and reflecting on their front-line experiences caring for seriously ill people during the COVID-19 pandemic including lessons learned, long-term strategies to mitigate suffering for marginalized populations in the future, effective approaches to build community trust in the health care system, the role of clinical training in addressing health disparities, and models to help ensure access to care and equity for all people facing serious illness.

Attendees: 388; Additional Views: 462

Best Practices for Patient-Clinician Communication for People with Disabilities in the Era of COVID-19

June 19, 2020

This webinar showcased an overview of key patient-clinician communication challenges and disability law and policies applicable for accessible and effective communication during the COVID-19 pandemic, identified techniques to facilitate health care communication with people with disabilities, and provided tools and resources to consider for better communication in the COVID world.

Attendees: 900; Additional Views: 376

Innovative Hospital-based Palliative Care Responses to the COVID-19 Pandemic: Perspectives from Program Leaders of Two Large Hospitals

June 5, 2020

This webinar featured the key principles and lessons learned from two specific innovative and rapid hospital-based responses (the Brookdale Department of Geriatrics and Palliative Medicine and the palliative care team at Brigham and Women's Hospital) to addressing palliative care needs during the pandemic.

Attendees: 250; Additional Views: 119

Keeping Nursing Home Residents and Staff Safe in the Era of COVID-19: Effective Testing and Cohorting to Minimize Risk of Transmission

June 2, 2020

This webinar explored the challenges to effective cohorting of nursing home residents during the COVID-19 outbreak to prevent virus transmission, discuss the design and implementation of an actionable cohorting strategy based on CDC guidance, examine approaches to mitigate risk associated with new admissions, re-admissions, and residents who must routinely leave the nursing home or long-term care facility for medical appointments.

Attendees: 285; Additional Views: 128

Keeping Nursing Home Residents and Staff Safe in the Era of COVID-19

April 22, 2020

This webinar highlighted the innovative approaches to address these complex challenges that are currently being implemented in the state of Maryland including approaches from health care professionals at Johns Hopkins University School of Medicine, the state department of health, emergency medicine professionals, and "strike teams" made up of members of the National Guard.

Attendees: 1600; Additional Views: 901

OTHER ROUNDTABLE PUBLICATIONS

The Road to Readiness: Guiding Families of Children and Adolescents with Serious Illness Toward Meaningful Advance Care Planning Discussions

<https://nam.edu/the-road-to-readiness/>

Authors: Lori Wiener, Cynthia Bell, Jessica Spruit, Meaghann S. Weaver, and Amanda L. Thompson

Released: August 2, 2021

Serious Illness Care And The Opioid Epidemic: Reflections On A NASEM Workshop

<https://www.healthaffairs.org/doi/10.1377/hblog20190605.155057/full/>

Authors: Jessica Merlin, Andrew Dreyfus, and James A. Tulsky

Released: June 7, 2019

Community-Based Models of Care Delivery for People with Serious Illness

<https://nam.edu/community-based-models-of-care-delivery-for-people-with-serious-illness/>

Authors: Jeffrey Cohn, Janet Corrigan, Joanne Lynn, Diane Meier, Jeri Miller, Joseph Shega, and Susan Wang

Released: April 13, 2017

ROUNDTABLE ON QUALITY CARE FOR PEOPLE WITH SERIOUS ILLNESS

SPONSORS

American Academy of Hospice and Palliative Medicine
American Geriatrics Society
Ascension Health
Association of Professional Chaplains
Association of Rehabilitation Nurses
Blue Cross Blue Shield Association
Blue Cross Blue Shield of Massachusetts
The CSU Shiley Haynes Institute for Palliative Care
Cambia Health Foundation
The Catholic Health Association
Cedars-Sinai Health System
Center to Advance Palliative Care
Coalition to Transform Advanced Care
The Greenwall Foundation
The John A. Hartford Foundation
Hospice and Palliative Nurses Association
Kaiser Permanente
National Association of Social Workers
National Coalition for Hospice and Palliative Care
National Hospice and Palliative Care Organization
National Palliative Care Research Center
National Patient Advocate Foundation
New York Academy of Medicine
Patient-Centered Outcomes Research Institute (PCORI)
University of Southern California, Leonard D. Schaeffer Center
for Health Policy & Economics

We are extremely grateful to our sponsors for their support for the work of the Roundtable on Quality Care for People with Serious Illness

Biosketches

Roundtable on Quality Care for People with Serious Illness

Supporting and Sustaining the Current and Future Workforce to Care for
People with Serious Illness: A Workshop

Speaker and Moderator Biographies



Rachel M. Adams, MD
MedStar Medical Group

Dr. Adams serves as Physician Executive Director, Palliative Care Service Line, MedStar Medical Group, and Division Chief for Palliative Care within the Department of Medicine at MedStar Georgetown University Hospital. Prior to joining Medstar Georgetown, Dr. Adams was associate director for inpatient consult services in the Department of Geriatrics and Palliative Care at Mount Sinai Hospital in New York, NY, where she also completed her Palliative Medicine fellowship. Dr. Adams is a graduate of the Boston University Medical Center Internal Medicine Residency Program in Boston, MA

and received her medical degree from SUNY Downstate Medical Center in Brooklyn, NY.

Dr. Adams is deeply committed to interdisciplinary team work, which is core to the structure of high-quality palliative care and is very proud to lead a team at Georgetown with representation from nursing, social work, medicine, and pharmacy. Dr. Adams holds a BA from Swarthmore College in English Literature.



Mollie Biewald, MD
Icahn School of Medicine at Mount Sinai

Mollie Biewald is Associate Professor of Palliative Medicine in the Brookdale Department of Geriatrics and Palliative Medicine at the Icahn School of Medicine at Mount Sinai in New York. She is program director for the Hospice and Palliative Medicine Fellowship, Mid-Career Palliative Medicine Fellowship, and co-program director for the Integrated Geriatrics and Palliative Medicine Fellowship and Hematology-Oncology and Palliative Medicine Fellowship at Mount Sinai. She is co-founder of a national peer mentoring network for program directors and chair of the Fellowship Directors Special Interest Group in the American Academy of Hospice and Palliative Medicine.

Roundtable on Quality Care for People with Serious Illness

Supporting and Sustaining the Current and Future Workforce to Care for People with Serious Illness: A Workshop



Brynn Bowman, MPA

Center to Advance Palliative Care

Brynn Bowman, MPA, is chief executive officer for the Center to Advance Palliative Care (CAPC), which provides tools, training, and technical assistance to more than 1,800 health care organizations to improve the quality of care for patients with serious illness. She is an assistant professor in the Brookdale Department of Geriatrics and Palliative Medicine at the Icahn School of Medicine at Mount Sinai, a member of the National Academy of Medicine's Roundtable on Quality Care for People

with Serious Illness, and a former Health and Aging Policy Fellow where she served with the US Senate Committee on Finance in 2020-2021. Ms. Bowman graduated from Harvard College in 2008 with an AB in biological studies and received her MPA from New York University in 2017.



Ashley Leak Bryant, PhD, RN, OCN, FAAN
UNC School of Nursing

Dr. Bryant is an experienced gero-oncology, and palliative care nurse researcher, educator, and advocate. Her research goal is to develop, implement, and disseminate palliative and functional interventions for adults with blood cancers and their care partners. She is an Associate Professor and Senior Associate Dean for Global Initiatives and Director of the PAHO/WHO Collaborating Center in Quality and Safety Education in Nursing and Midwifery at UNC School of Nursing. She is also Assistant Director of the

Cancer Training Research Education and Coordination at UNC Lineberger Comprehensive Cancer Center where she leads building oncology workforce programs to increase the cancer clinical workforce.

Roundtable on Quality Care for People with Serious Illness

Supporting and Sustaining the Current and Future Workforce to Care for People with Serious Illness: A Workshop



Sharon Chung, LICSW, APHSW-C
The Center for Grief & Loss

Sharon K. Chung is a clinical social worker and psychotherapist with The Center for Grief and Loss in St Paul, Minnesota. Sharon has worked with people living with serious and life-limiting illnesses, in their end stage of life, and their families and loved ones for the past eleven years. After working on an adult inpatient palliative care team for almost five years, Sharon made the choice in late 2020 to leave the hospital setting to respond more deeply to the grief and loss stemming from those working with and those living with life limiting illnesses. The shift in settings allowed for more room

to start addressing the distress and trauma that many of us have experienced or witnessed, both in our work and in our lives. Sharon is a specially trained therapist that provides support for those recovering from loss and finding hope and healing.



Robert Espinoza, MPA
PHI

Robert Espinoza is the Executive Vice President of Policy at PHI, where he oversees its national advocacy and public education division on the direct care workforce, while contributing vision and leadership to PHI's organizational strategy, marketing, and business development. In 2020, he was selected for the first-ever CARE 100 list of the most innovative people working to re-imagine how we care in America today and as one of *Next Avenue's* 2020 Influencers in Aging. He also serves on the board of directors for the American Society on Aging, the National Academy of Social Insurance, and the FrameWorks Institute.

Roundtable on Quality Care for People with Serious Illness

Supporting and Sustaining the Current and Future Workforce to Care for People with Serious Illness: A Workshop



Shawndra Ferrell, DNP, APRN, FNP-BC, ACHPN
Advocate Aurora Health

Shawndra Ferrell, DNP, MSN-APRN, FNP-BC, ACHPN is System Clinical Manager for the Advance Care Planning & Shared Decision Making in Serious Illness Department at Advocate Aurora Health (AAH). Frontline throughout Covid-19, as a solo-provider and nurse practitioner, she continued to build and maintain Advocate Trinity Hospital's first inpatient Palliative Care program and remains a member of their Ethics Committee. As Clinical Manager over both Illinois and Wisconsin, , the current focus has been on identifying and

bridging gaps in practice and education as it pertains to serious safety events, code status, shared decision-making, advance care planning, and community engagement.

Unaware of the looming pandemic, in February 2020 Shawndra completed her Doctor of Nursing Practice from Loyola University Chicago with a community-based project focused on Advance Care Planning (ACP) Conversations in the African American Church. Among other engagements, this project was invited for presentation at the Health Ministries Association and was accepted at the Ruth K. Palmer Research Symposium as well as having achieved Special Recognition Poster at CAPC's 2020 2x4. The findings indicated that when faith leaders were provided with ACP training and resources, statistically significant changes occurred evidenced by increased readiness and self-efficacy for completing their own ACP conversations, leading their church members, and leading their surrounding communities.

With over 25 years of healthcare experience, Shawndra maintains memberships with the Illinois Nurses Association, American Nurses Association, and American Academy of Hospice and Palliative Medicine and has been dedicated to various healthcare roles including Advance Practice Nurse, Registered Nurse, and Faith Community Nurse. She also presently serves as an Ambassador for CAPC Circles and holds current board certifications in both Family Medicine and Hospice & Palliative Medicine.

Roundtable on Quality Care for People with Serious Illness

Supporting and Sustaining the Current and Future Workforce to Care for People with Serious Illness: A Workshop



Patricia Fogelman, DNP, ACHPN, FNPC
Nittany Health/Mount Nittany Medical Center

Patricia Fogelman DNP is the Director of the Department of Palliative Medicine here at Mount Nittany Health. She came to us from The Guthrie Clinic, in northern Pennsylvania where she led a five-hospital rural health Palliative Medicine program. Under Dr. Fogelman's leadership, the Palliative Care program tripled in volume, reduced length of stay and demonstrated consistently high rates of advanced directive completion. While at Guthrie, she developed and implemented the COVID-19 Crisis Standards of Care Policy, was an integral frontline COVID response partner with ED and ICU teams and recruited the

clinical research protocol EXIT COVID-19 clinical trial to Guthrie. Her successes at Guthrie include creating an enduring high visibility for Palliative Care with formalized palliative care education for providers, nursing and ancillary staff, community outreach and most importantly, an engaged partnerships with the hospitalist, critical care, emergency medicine and oncology service lines to improve the care of the most vulnerable population of patients.

Prior to Guthrie, Dr. Fogelman spent 12 years at Geisinger Health System, in the divisions of Pulmonary, Critical Care Medicine and Palliative Medicine. At Geisinger, she launched the nation's first Pulmonary-Palliative Clinic for advanced lung disease management and established a system wide Task Force for advanced illness planning. Dr. Fogelman is an avid national educator and advocate for Palliative Care: she is the author of numerous articles and multiple chapters in the Oxford University Press' Palliative Care textbooks, co-author of the joint society taskforce who developed the national Official American Thoracic Society Policy Statement - "Palliative Care Early in the Care Continuum among Patients with Respiratory Disease," (which became a formal national ATS policy Sept 2022), Vice-chair/Society for Critical Care Medicine Clinical Policy Task Force to develop Guidelines for End of Life Care in ICU. She is a member of the national faculty for the American Association of the Colleges of Nursing End-of-Life Nursing Education Consortium (ELNEC) project, a national and international education initiative to improve palliative care, where she teaches the Critical Care, APRN and Oncology APRN tracks. She is an Assistant Professor at Columbia University and host of "Pulmonary-Palliative Care for Advanced Lung Disease," a podcast with the American Thoracic Society.

Dr. Fogelman received her BA at SUNY Geneseo, her BSN and MSN at Pace University/Pleasantville NY campus and her Doctorate at Columbia University. Her clinical interests include cancer related pain and symptom management, advanced lung disease and dementia. Her personal Interests include holistic health, baking and being a dog mom.

Roundtable on Quality Care for People with Serious Illness

Supporting and Sustaining the Current and Future Workforce to Care for People with Serious Illness: A Workshop



LaToya Francis, CNA

Inspire Rehabilitation & Health Center

LaToya Francis has always been a caregiver, as if the role was assigned to her from a young age. Born in San Diego, California of Navy Veterans, Miss Francis was accustomed to taking care of her younger siblings and cousins. She attended Crossland High school in Temple Hills, Maryland where she graduated with her diploma. After which she went on to do some schooling at Coppin State University in Baltimore, Maryland. Miss Francis has always had a natural ability to care for those around her, which flourished during her time in Detroit, Michigan where she received her training as a Patient Care Specialist, which includes

training as a Certified Nursing Assistant, Phlebotomy Tech, EKG Tech, Patient Care Tech and CPR Certification at Greater Horizon Training Institute (2014).

After passing her state board exam as a Certified Nursing Assistant in 2015, LaToya started her first official healthcare job as a CNA at Regency Heights Nursing Home(Detroit). She quickly affirmed why she loved the intimacy of being a CNA - it was the stories the residents told while she bathes them, it was holding their hands when they are confused or scared, it was coordinating outfits that made residents look and feel their best when going out for appointments or bingo, it was bringing HER heart into the healthcare setting and giving her residents her absolute best even when her days are long, hard and full of tears. Miss Francis worked at several other nursing homes and home care agencies in Michigan before returning home to DC in December of 2017.

After endorsing her Certification in DC and Virginia she picked up where she left off starting work here in DC at Transitional Care Center Capital City in February 2018. Currently a single mother of two and Nursing Student at University of The District of Columbia, she is no stranger to hard work, as she juggles parenthood, the trials of life, working full time as a CNA while studying to become a Registered Nurse. She has recently received love and support following an article with the Washington Post (January 2022) where she spoke about the struggles and needs of CNAs and other low wage workers in healthcare. This interview has spawned other radio interviews (WTOP, WAMU), city council testimony, online editorials, and more. Miss Francis can now add the role of activist to her growing list of titles. The interviews she's done have shed new light on the growing problems that she and others like her in our country are struggling with every day and often go unnoticed or undervalued in our communities.

Miss Francis stands on fighting for those that feel underrepresented like so many of the lower wage workers in healthcare. Most importantly Miss Francis believes that the healthcare system is failing some of the hardest workers in the industry due to the lack of a true livable wage increase. She believes that the way to improve patient care is by improving conditions for staff,

Roundtable on Quality Care for People with Serious Illness

Supporting and Sustaining the Current and Future Workforce to Care for People with Serious Illness: A Workshop

which would include wage increases and safer work environments, and staffing quota increases, which would not only benefit the workers but most directly benefits the patients that we live in service of.

Miss Francis is currently working nights at Inspire Rehab and Health Center in Northwest, as well as a PRN position at Bridgepoint Hospital-National Harbor. She remains hopeful about making the medical field and world a better place for her two children, her family after completing nursing school hopefully by Fall 2024.



Howard Gleckman
The Urban Institute

Howard Gleckman is a Senior Fellow at The Urban Institute in Washington, D.C., where he is affiliated with both the Tax Policy Center and the Program on Retirement Policy. He is the author of *Caring for Our Parents* (St. Martin's Press). He writes a weekly blog on aging issues for *Forbes.com*.

Mr. Gleckman was a member of the steering committee of the Convergence Center for Policy Resolution project "Reimagining Care for Older Adults" (2020-2021). He served on the National Academy of Social Insurance Study Panel on Long-Term Services and Supports (2018-2019). He was a convener of the Long-Term Care Financing Collaborative (2012-2016). He was 2006-2007 Media Fellow at the Kaiser Family Foundation and a 2006-2008 Visiting Fellow at the Center for Retirement Research at Boston College. He was senior correspondent in the Washington bureau of *Business Week*, where he covered health and elder care, as well as tax and budget issues for nearly 20 years.

In 2016, he was named one of the nation's top 50 Influencers in Aging by *Next Avenue*. He was a 2003 National Magazine Award finalist for "The Coming Revolution in Health Care" for *Business Week*.

Mr. Gleckman is immediate past president of the Jewish Council for the Aging of Greater Washington, a member of the Johns Hopkins Health System's National Capital Region Executive Governance Committee and a trustee of the Johns Hopkins Medicine Patient Safety and Quality Committee.

Roundtable on Quality Care for People with Serious Illness

Supporting and Sustaining the Current and Future Workforce to Care for People with Serious Illness: A Workshop



Ernest J. Grant, PhD, DSc(h), RN, FAAN
American Nurses Association

Dr. Ernest J. Grant is the 36th president of the American Nurses Association (ANA), the nation's largest nurse's organization representing the interests of the nation's 4.3 million registered nurses. He is the first man to be elected to the office of president of the American Nurses Association in its 125 years of existence.

A distinguished leader, Dr. Grant has more than 30 years of nursing experience and is an internationally recognized burn-care and fire-safety expert. He previously served as the burn outreach coordinator for the North Carolina Jaycee Burn Center at University of North Carolina (UNC) Hospitals in Chapel Hill. In this role, Grant oversaw burn education for physicians, nurses, and other allied health care personnel and ran the center's

nationally acclaimed burn prevention program, which promotes safety and works to reduce burn-related injuries through public education and the legislative process. Grant also serves as adjunct faculty for the UNC-Chapel Hill School of Nursing, where he works with undergraduate and graduate nursing students in the classroom and clinical settings.

An active participant in professional organizations, Grant is a past chair of the National Fire Protection Association board of directors and served as second vice president of the American Burn Association board of trustees. He also holds membership in Sigma Theta Tau and Chi Eta Phi. Grant served as president of the North Carolina Nurses Association from 2009-11. In 2002, ANA honored Grant with the Honorary Nursing Practice Award for his contributions to the advancement of nursing practice through strength of character, commitment, and competence.

In 2002, President George W. Bush presented Grant with a Nurse of the Year Award for his work treating burn victims from the World Trade Center site. He was inducted as a fellow into the American Academy of Nursing in 2014. Grant holds a BSN degree from North Carolina Central University and MSN and PhD degrees from the University of North Carolina at Greensboro.

Roundtable on Quality Care for People with Serious Illness

Supporting and Sustaining the Current and Future Workforce to Care for People with Serious Illness: A Workshop



Sachin Jain, MD, MBA
SCAN Health Plan

Sachin H. Jain, MD, MBA is CEO of SCAN Group and SCAN Health Plan, one of the nation's largest not-for-profit Medicare Advantage plans, which serves more than 285,000 members across California, Nevada, Arizona, and Texas. In late 2022, SCAN announced its intent to combine with CareOregon to form the HealthRight Group, with Dr. Jain as CEO of the new entity pending regulatory approval.

Since Dr. Jain joined SCAN in 2020, SCAN has maintained its 4.5 STAR rating for the sixth year in a row, launched a range of new products—including the first ever LGBTQ+ health plan product—and expanded its operations into three Southwestern states. SCAN has also launched four subsidiary medical groups intended to support seniors through the full range of inflection

points in the aging process. In less than three years, SCAN's total revenues have grown by more than \$1.2B.

From 2015-2020, Dr. Jain was President and CEO of CareMore Health and Aspire Health, innovative care delivery systems with more than \$1.6B in revenues, which serve 200,000 Medicare and Medicaid patients in 32 states. He also served as Chief Medical Information & Innovation Officer at Merck & Co. and was Senior Advisor to the Administrator of the Centers for Medicare & Medicaid Services (CMS). Dr. Jain was the first Acting Deputy Director for policy and programs at the Center for Medicare and Medicaid Innovation (CMMI).

Dr. Jain graduated magna cum laude from Harvard College with a BA in government and earned his MD from Harvard Medical School and MBA from Harvard Business School. Dr. Jain is Adjunct Professor at the Stanford University School of Medicine. A widely read Forbes columnist, he has been recognized by Modern Healthcare as one of the "100 Most Influential People in US Healthcare." LinkedIn named him its top voice for healthcare industry-related content.

Roundtable on Quality Care for People with Serious Illness

Supporting and Sustaining the Current and Future Workforce to Care for People with Serious Illness: A Workshop



Anne Kelemen, LICSW, APHSW-C
Social Work Hospice and Palliative Network

Anne Kelemen is the Director of Psychosocial/Spiritual Care for the Section of Palliative Care at MedStar Washington Hospital Center in Washington, DC where she conducts patient care, teaches, and participates in a variety of research activities. In addition to her direct practice work, Anne is an Assistant Professor of Medicine at Georgetown University Medical Center. Anne is also Vice-Chair of the Social Work Hospice and Palliative Network (SWHPN).



Vickie Leff, MSW, LCSW, APHSW-C

Vickie Leff is a Palliative Social Work Consultant. Most recently, Vickie was the Executive Director of the APHSW Program organization, the first evidence based advance practice certification for social workers in the field of serious illness care. She has over 35 years of clinical practice experience in healthcare including oncology, palliative care, and hospice. She has published articles in Health Affairs, JPSM and other journals related to moral distress and resilience. She is also an Adjunct Instructor at the UNC School of Social Work in Chapel Hill.

Vickie received her MSW from Simmons School of Social Work in Boston in 1984.



Beth Lown, MD, FACH

Schwartz Center for Compassionate Healthcare

Dr. Beth Lown is the Chief Medical Officer of the Schwartz Center for Compassionate Healthcare, a non-profit organization dedicated to sustaining compassion through its programs, education, and advocacy so that all who seek and provide healthcare experience compassion.

As Chief Medical Officer, Dr. Lown has led thought leadership and content development for the Schwartz Center for over a decade. With her team and collaborators, she creates, implements, improves, and evaluates new initiatives, courses

Roundtable on Quality Care for People with Serious Illness

Supporting and Sustaining the Current and Future Workforce to Care for People with Serious Illness: A Workshop

and programs, convenes conferences, and conducts research on compassion-related topics and measures. She works with national organizations to advocate for resources to support the mental health and wellbeing of the healthcare workforce. She consults and speaks locally, nationally, and internationally about compassion, wellbeing, and the need for social support, and has taught communication and relational skills to health professionals across the continuum of learning for decades.

Her current focus is on supporting healthcare leaders by developing actionable frameworks and programs to enable leadership teams to foster and sustain cultures of compassion and wellbeing in their organizations.

In addition to her work with the Schwartz Center, Dr. Lown is Associate Professor of Medicine at Harvard Medical School, and Mount Auburn Hospital, Cambridge, MA, a teaching hospital of Harvard Medical School.



Sean Morrison, MD

Icahn School of Medicine at Mount Sinai

Dr. R. Sean Morrison is the Ellen and Howard C. Katz Professor and Chair of the Brookdale Department of Geriatrics and Palliative Medicine. He is also Co-Director of the Patty and Jay Baker National Palliative Care Center and Director of the National Palliative Care Research Center, national organizations devoted to increasing the evidence base of palliative care in the United States.

Dr. Morrison is the recipient of numerous awards, including the American Academy of Hospice and Palliative Medicine's PDIA National Leadership,

Excellence in Research, and Visionary Awards; the American Cancer Society's Distinguished Achievement in Cancer and Clinical Research Professor Awards; the American Geriatrics Society's Outstanding Achievement for Clinical Investigation Award; and the Jacobi Medallion (Mount Sinai's highest recognition).

His work has appeared in major peer-reviewed medical and policy journals, including the *New England Journal of Medicine*, *Health Affairs*, and the *Journal of the American Medical Association*. He edited the first textbook on geriatric palliative care and has contributed to more than 20 books on the subject of geriatrics and palliative care. As one of the leading figures in the field of palliative medicine, Dr. Morrison has appeared numerous times on television and in print to discuss his own research and to comment on matters related to older adults and those with serious illness.

Roundtable on Quality Care for People with Serious Illness

Supporting and Sustaining the Current and Future Workforce to Care for People with Serious Illness: A Workshop

R. Sean Morrison received his ScB from Brown University and his MD from the University of Chicago Pritzker School Of Medicine. He completed his residency training at the New York Hospital-Cornell Medical Center followed by post-graduate fellowship training at the Mount Sinai School of Medicine in New York City. He has been on Mount Sinai's faculty since 1995.



Arika Patneaude, MSW, LICSW, APHSW-C
Seattle Children's Hospital

Arika Patneaude is a Licensed Independent Clinical Social Worker (LICSW), and an Ethnic Minority Mental Health Specialist (EMMHS). She has worked extensively in social services since 1992, including adult mental health, homeless housing services, medical social work including solid organ transplant, grief and bereavement, and pediatric palliative care. Ms. Patneaude was born into a family that not only valued but actively engaged in social justice, decolonization, and anti-oppression work. It was here that her deep foundation for engaging in

culturally responsive care and challenging systems of oppression as a clinician was defined and solidified.

Ms. Patneaude earned her Bachelors in Sociology from the University of Oregon in 1992 and her Masters in Social Work from the University of Washington in 2008. She is a Clinical Assistant Professor at the University of Washington School Of Social Work, a Clinical Ethicist, and the Director of the Bioethics & Palliative Care Program at Seattle Children's Hospital. Additionally, Ms. Patneaude is the founder and consultant of Moore Genesis Consulting which provides consultation and coaching to individuals and programs on engaging in culturally responsive practice across settings.

Ms. Patneaude has been an invited lecturer, keynote speaker and panel member on such topics as supporting patients and families at the end of life, cultural humility, and cultural responsiveness in healthcare, inclusive of mental health and grief and bereavement.

Roundtable on Quality Care for People with Serious Illness

Supporting and Sustaining the Current and Future Workforce to Care for
People with Serious Illness: A Workshop



Thomas Priselac, MPH
Cedars-Sinai Health System

Thomas M. Priselac has served as President and CEO of Cedars-Sinai since 1994 and was also named President and CEO of the Cedars-Sinai Health System when it was formed in 2017.

The Cedars-Sinai Health System includes the nationally recognized Cedars-Sinai Medical Center and its affiliated physician network, major programs in physician and health professions education and the highly regarded Burnes and Allen Medical Research Institute. The Health System also includes the Cedars-Sinai Marina Del Rey Hospital; Torrance Memorial Medical Center and its affiliated physician network, the leading healthcare organization serving Torrance and the beach cities of Los Angeles; and Huntington Hospital and its affiliated physician network, the leading healthcare organization serving Pasadena and the San Gabriel Valley of Los Angeles. Through the Cedars-Sinai Medical Center, the Health System is also a joint venture partner with Select Medical in the California Rehabilitation Institute, and the Providence Cedars-Sinai Tarzana Medical Center in Tarzana, California.

Throughout his career, Mr. Priselac has been a leader in the development of strategic and operational innovations to foster high quality, safe and efficient healthcare. An author and invited speaker on policy issues regarding the delivery and financing of healthcare, Mr. Priselac has served the healthcare field in various roles during his career at Cedars-Sinai. He is a past Chair of the American Hospital Association Board of Trustees and past Chair of the Association of American Medical Colleges. The holder of the Warschaw/Law Endowed Chair in Healthcare Leadership at Cedars-Sinai Medical Center, Mr. Priselac also serves as an adjunct professor at the UCLA School of Public Health.

A native of Pennsylvania, Mr. Priselac obtained a bachelor's degree in biology from Washington and Jefferson College in Pennsylvania, and a master's in Public Health, Health Services Administration and Planning, from the University of Pittsburgh.

Roundtable on Quality Care for People with Serious Illness

Supporting and Sustaining the Current and Future Workforce to Care for People with Serious Illness: A Workshop



Tammie E. Quest, MD

Emory University School of Medicine

Dr. Tammie E. Quest is the Montgomery Chair in Palliative Medicine and Professor in the Department of Family and Preventive Medicine and the Department of Emergency Medicine. She is the Chief of Palliative Medicine for the Division of Palliative Medicine in the Department of Family Medicine. She is the Past President of the American Academy of Hospice and Palliative Medicine and Director of the Emory Palliative Care Center for Emory's Woodruff Health Sciences Center (WHSC).



JoAnne Reifsnyder, PhD, MSN, MBA, RN, FAAN

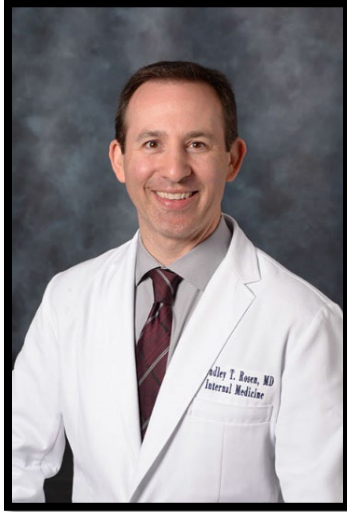
University of Maryland School of Nursing

JoAnne Reifsnyder has held executive and leadership roles in hospice, hospice-related medication management, and skilled nursing. Her career clinical expertise is serious illness care for older adults. She is currently a Professor, Health Services Leadership and Management at the University of Maryland School of Nursing, and an Affiliate Associate Professor in the School of Pharmacy where she created and teaches two leadership courses in the MS in Palliative Care. From 2012 through November 2021, Reifsnyder was the Chief Nursing Officer for Genesis HealthCare, the nation's largest skilled nursing provider. In addition to her current role at UMSON, she provides palliative care program development and management consulting, and leader development training and coaching. Reifsnyder was appointed by former HHS Secretary

Azar to CDC's Healthcare Infection Control Practices Advisory Committee (HICPAC) to bring expertise in LTC, is a member of NASEM's Roundtable on Quality Care for People with Serious Illness, is an IHI faculty member supporting age-friendly health systems, and is an Advisor and Co-Chair of the Measurement Task Force for the John A. Hartford Foundation and Jewish Healthcare Foundation-funded demonstration, Revisiting the Teaching Nursing Home.

Roundtable on Quality Care for People with Serious Illness

Supporting and Sustaining the Current and Future Workforce to Care for People with Serious Illness: A Workshop



Bradley T. Rosen, MD, MBA, FACP, SFHM
Cedars-Sinai Health System

Bradley T. Rosen, MD, MBA, FACP, SFHM is the Vice President for Physician Alignment and Care Transitions at Cedars-Sinai.

Dr. Rosen is a professor of medicine at UCLA and associate professor of Medicine at Cedars-Sinai Medical Center. He completed his internal medicine residency at Cedars-Sinai in 2004 and stayed on as a full-time hospitalist and proceduralist in the division of the General Internal Medicine division. In 2006 he spearheaded the launch of a non-teaching hospitalist service at Cedars-Sinai, which over the past 17 years has grown into what is now the largest and most efficient admitting entity at both Cedars-Sinai Medical Center and Marina del Rey hospital.

In September 2013, Dr. Rosen also assumed responsibility for Cedars-Sinai's palliative care program (now renamed Supportive Care Medicine). This multi-disciplinary team provides inpatient and outpatient consultative support for patients and their families who are experiencing serious illness.

Based on his learnings caring for patients and overseeing these clinical programs, Dr. Rosen recognized an opportunity to better ensure that all patients receive care that is consistent with their goals, values, and preferences. So began a multi-year initiative called "goal-concordant care" that has now touched almost every area and department of Cedars-Sinai. The program has recently evolved to focusing on engaging all members of the Cedars-Sinai medical staff on the topic of Serious Illness Communication Skills.

Dr. Rosen's additional leadership responsibilities include work around safe care transitions, helping with hospital flow, and designing and launching value-based programs. He also serves as the physician advisor to Cedars-Sinai's transfer center.

Dr. Rosen earned his bachelor's degree from the University of Wisconsin-Madison, his medical and business degrees from the University of Chicago and completed his internal medicine internship and residency at Cedars-Sinai.

Roundtable on Quality Care for People with Serious Illness

Supporting and Sustaining the Current and Future Workforce to Care for People with Serious Illness: A Workshop



Joseph Rotella, MD

American Academy of Hospice and Palliative Care

Dr. Rotella is chief medical officer for the American Academy of Hospice and Palliative Medicine (AAHPM) and founder of CatalystHPM, a consulting company. A board-certified internist, hospice and palliative medicine specialist, and hospice medical director, he has more than 15 years of experience as a hospice chief medical officer. He helped launch an oncology supportive care clinic, a palliative medicine fellowship, hospice inpatient units and inpatient palliative care services. He is co-author of AAHPM's Five Things Physicians and Patients Should Question in Hospice and

Palliative Medicine (for Choosing Wisely) and Measuring What Matters: Top Ranked Quality Indicators for Hospice and Palliative Care from AAHPM and HPNA. He frequently presents at national meetings on quality, professionalism, leadership and communication.



Kezia Scales, PhD

PHI

Kezia Scales, PhD, is the Vice President of Research & Evaluation for PHI, a national organization committed to promoting quality direct care jobs as the foundation of quality long-term care for older adults and people with disabilities. In her role, Dr. Scales leads PHI's strategy for building the evidence base on state and national policies and workforce interventions that improve direct care jobs, elevate this essential workforce, and strengthen care processes and outcomes. Dr. Scales has been studying and advocating for person-centered, high-quality long-term care with a focus on direct care workers for nearly 15 years, has been published

in a range of academic journals, and regularly disseminates research findings, policy recommendations, and best practices to diverse audiences through conferences, media outlets, and more. Dr. Scales holds a PhD in Sociology from the University of Nottingham and an MS in Comparative Social Policy from the University of Oxford (England), and is based in Durham, North Carolina.

Roundtable on Quality Care for People with Serious Illness

Supporting and Sustaining the Current and Future Workforce to Care for People with Serious Illness: A Workshop



Joseph W. Shega, MD
VITAS Healthcare

Joseph W. Shega MD is Board Certified in Geriatric and Hospice and Palliative Medicine and maintains an academic appointment at the University of Central Florida as an Associate Professor of Medicine. The first 15 years of his career was in academic medicine at Northwestern University and the University of Chicago doing clinical care, education, and research including NIH funding around serious illness and dementia care.

For the past 10 years, Dr. Shega has practiced in Central Florida initially as a regional medical director, then as the national medical director, and more recently as the chief medical officer for VITAS Healthcare. In his current role, Dr. Shega has been instrumental in adapting a "mobile first" platform to bring technology to the bedside in patients homes to improve clinical care through enhanced clinical documentation, medication management, care coordination, and novel interventions such as virtual reality. Dr. Shega is co-managing editor for the Essential Practices in Hospice and Palliative Medicine and has over 50 peer-reviewed publications focusing on the care of persons with serious illness. He works with medical trainees across the state of Florida including at the University of Central Florida and University of Miami as well as faculty at ACGME accredited fellowship in Hospice and Palliative Medicine at University of Central Florida and Naples Community Hospital.



Donna Stevens, MHA
Leaderly Consultants

Donna Stevens is a healthcare administrator with over 30 years of experience, starting out as an occupational therapist, and soon moving into leadership roles. She is on the faculty at the University of Maryland School of Pharmacy's Master of Science program in Palliative Care. She also leads the Center to Advance Palliative Care's (CAPC) portfolio of work supporting palliative care leaders and is ambassador for the newly formed CAPC Circle for home-based discussion. In 2021, Ms. Stevens co-founded Leaderly Consultants, LLP, to help organizations strengthen palliative care program and leadership development.

Roundtable on Quality Care for People with Serious Illness

Supporting and Sustaining the Current and Future Workforce to Care for People with Serious Illness: A Workshop

Ms. Steven's first leadership position was directing a team of therapy staff at a large skilled nursing facility. She was then recruited to lead a rehabilitation team in inpatient psychiatry at Lehigh Valley Health Network (LVHN), and was soon promoted to director of inpatient psychiatry, a tenure that lasted 21 years. In 2007, Ms. Stevens transitioned to the role of director of Optimizing Advanced Complex Illness Support (OACIS) at LVHN – the network's then new palliative care program. She worked side by side with her clinical counterpart to envision and implement the network-sponsored program that's now known as the OACIS/Palliative Medicine palliative care continuum. She and her team were awarded the prestigious American Hospital Association's Circle of Life Award, recognizing the unique and patient-centric approach to palliative care.

OACIS was also a recipient of a Center for Medicare and Medicaid Innovation grant owing to the novelty of its home-based practice. Due to its strategy and leadership, the home-based practice caught the attention of CAPC. Ms. Steven's joined the CAPC seminar faculty in 2011. She also chaired CAPC's multi-year home-based workgroup that provided content for the Palliative Care in the Home – A Guide to Program Design. The publication is recognized as a valuable resource for palliative care program development.

Ms. Stevens earned her Bachelor of Science in Occupational Therapy from Elizabethtown College, her Master of Healthcare Administration from Moravian University, and is a graduate of the Institute for Healthcare Leaders training program.



Madeline Sterling, MD, MPH, MS
Weill Cornell Medicine

Dr. Madeline Sterling is a general internist and health services researcher. She is an Assistant Professor of Medicine in the Division of General Internal Medicine at Weill Cornell Medicine.

The focus of her research is to improve health and healthcare delivery for adults with heart failure, and other complex chronic conditions, such that they can remain at home with optimal quality of life and avoid unnecessary hospitalization. To do this, she focuses on home health care. In addition to evaluating the impact of home health care services on patient outcomes using observational research methods, she is also designing, testing,

and implementing novel interventions that leverage home health and the home care workforce (e.g. home health aides and attendants), to improve patient care.

She has published over 70-peer reviewed articles and obtained several grants as PI, including a K23 Award from NIH's National Heart, Lung, and Blood Institute and a Doris Duke Clinical

Roundtable on Quality Care for People with Serious Illness

Supporting and Sustaining the Current and Future Workforce to Care for People with Serious Illness: A Workshop

Scientist Development Award. Her work is also supported by the National Science Foundation, the Research Institute for Home Care, RWJF, NIMHD, and others. She was recently featured in a Clinician Investigator Spotlight by the NIH for Women's History Month and by Entrepreneur Magazine.



Bret Stine, MHSA, NHA
Keswick Multi-Care Center

Bret Stine is a recently retired Maryland Licensed Nursing Home Administrator who has had the privilege to serve frail seniors in long term care settings for over 41 years. His work through the years has involved being the nursing home administrator of record in small and large for-profit and non-profit centers, assisted living, continuing care retirement communities as well as multi-facility management experience. Bret has written and defended

Certificate of Need applications and worked on designing a building for a new nursing home which he constructed, opened, staffed, and provided long-term health care services to the first residents. Bret also worked to help establish the United HealthCare EverCare Medicare demonstration program location in Baltimore, a precursor to what are now Medicare Advantage plans serving long-term care institutionalized residents. EverCare proved the provision of nurse practitioner services collaborating with physicians in nursing homes improved outcomes, minimized hospitalizations, and encouraged end of life advanced care planning. On April 10, 2023, Bret retired as the Executive Director and Licensed Nursing Home Administrator of record at Keswick in Baltimore City, a 135-year-old non-profit organization. Keswick includes a 242-bed MultiCare skilled nursing facility and the Wise and Well Center, offering wellness programs and education to seniors as well as a variety of community services.

Bret attended James Madison University in Virginia where he earned a bachelor's degree in business administration. He then attended The George Washington University and earned his master's degree in health services administration with a focus on long term care. He completed his 1-year master's internship / nursing home administrator in training at the 300-bed non-profit National Lutheran Home for the Aged in Rockville, MD.

Roundtable on Quality Care for People with Serious Illness

Supporting and Sustaining the Current and Future Workforce to Care for People with Serious Illness: A Workshop



John Tastad, MA
Sharp HealthCare

John Tastad, MA is the coordinator for Spiritual Support Services at Sharp HealthCare, and the coordinator for the Advance Care Planning program at Sharp HealthCare. John's academic training includes undergraduate studies at Bushnell University and the University of Oregon, and graduate studies at Fuller Theological Seminary and the University of San Diego. John is the past chair of the San Diego Coalition for Compassionate Care, is actively involved in Bioethics at Sharp and in the community, and he has spoken on topics related to Spiritual Care and Advance Care Planning at events sponsored by the National Hospice and Palliative Care Organization, the Center to Advance Palliative

Care, the California Hospice and Palliative Care Association and many additional academic institutions and organizations. John runs and reads a lot, and he is the proud dad of three amazing men and a beautiful three-year-old grandson.



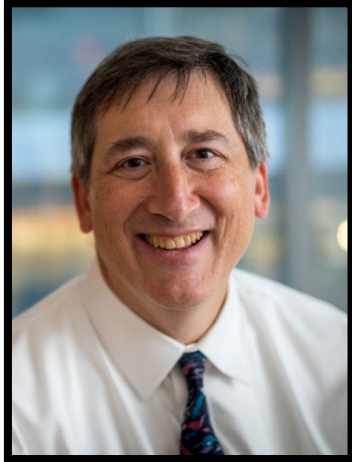
Rachel Thienprayoon, MD, MSCS, FAAP, FAAHPM
Cincinnati Children's

Rachel Thienprayoon is an Associate Professor of Anesthesia and Pediatrics at Cincinnati Children's Hospital Medical Center. She completed pediatrics residency and a pediatric hematology/oncology fellowship at the University of Texas Southwestern in Dallas, Texas, and her fellowship in pediatric hospice and palliative care at Cincinnati Children's Hospital Medical Center in Cincinnati, OH. She has been a faculty member in the Palliative Care team at Cincinnati Children's Hospital Medical Center since 2014.

She is the Chair of the National Pediatric Palliative Care Task Force, a project of the National Coalition for Hospice and Palliative Care, and a member of the Board of Directors of the Palliative Care Quality Collaborative. In 2020, she was named a Sojourns Scholar by the Cambia Healthcare Foundation, and her research focus is in measuring how pediatric palliative care clinicians experience compassion within teams and organizations. She lives in Cincinnati, OH with her husband, Paul, and their two girls.

Roundtable on Quality Care for People with Serious Illness

Supporting and Sustaining the Current and Future Workforce to Care for People with Serious Illness: A Workshop



James A. Tulsky, MD
Harvard Medical School

James A. Tulsky, MD is the Poorvu Jaffe Chair, Department of Psychosocial Oncology and Palliative Care at Dana-Farber Cancer Institute, Chief, Division of Palliative Medicine, Brigham and Women's Hospital, and Professor of Medicine, Harvard Medical School. Dr. Tulsky has published widely in the areas of clinician-patient communication and quality of life in serious illness. His current research focuses primarily on enhancing communication between oncologists and patients with advanced cancer. His work has been recognized with the Presidential Early Career Award for Scientists and Engineers (2002), the Award for Research Excellence from the American Academy of Hospice and Palliative Medicine (2006), the George L. Engel Award from

the American Academy on Communication in Healthcare (2013), and the American Cancer Society Pathfinder in Palliative Care award (2014). In 2017, he was named a Hospice and Palliative Medicine Visionary by AAHPM.

Dr. Tulsky serves as Board Chair of the Greenwall Foundation, Chair of the National Palliative Care Research Center Scientific Advisory Council, and from 2016-22 was Co-Chair of the Roundtable on Quality Care in Serious Illness of the National Academies of Science, Engineering, and Medicine. He is a Founding Director of VitalTalk (www.vitaltalk.org), a non-profit devoted to communication skills teaching that envisions a world in which every seriously ill patient will be surrounded by clinicians who can speak about what matters most and match care to values.



Wendy-Jo Toyama, MBA, CAE, FASAE
American Academy of Hospice and Palliative Care

Wendy-Jo Toyama is Chief Executive Officer of American Academy of Hospice and Palliative Medicine, a client of the Association Management Center. She has 25 years of association experience; having previously served with the American Dental Association and the Cleft Palate-Craniofacial Association. She is passionate about advancing diversity, equity and inclusion having served on various EDI committees throughout her career beginning in the early 90s at Tribune Company and through her 25 years as an association professional. She serves as the Secretary for the National Coalition for Hospice and Palliative Care, a member of the American Society of

Roundtable on Quality Care for People with Serious Illness

Supporting and Sustaining the Current and Future Workforce to Care for People with Serious Illness: A Workshop

Association Executive Research Foundation Research Committee and has served as the past chair for the ASAE Diversity + Inclusion Committee.

Wendy is a Fellow of the American Society of Association Executives and a Certified Association Executive. She holds an MBA from Northwestern University's Kellogg School of Management and a BA in Fine Arts from Indiana University.



Michelle Webb, DNP, RN, CHPCA
Hospice and Palliative Nurses Association

Dr. Michelle Webb is an Assistant Professor at the Duke University School of Nursing. Dr. Webb earned her BSN from Indiana University, an MSN from The George Washington University and her DNP from the University of Minnesota. She has diverse nursing practice and leadership experience and has held executive leadership positions in behavioral/psychiatric-mental health, home health, acute care, and hospice care. She is a member of the American Nurses' Association, North Carolina Nurses Association, National Black Nurses' Association, Sigma Theta Tau International Honor Society of Nursing, and the Hospice and Palliative Nurses' Association.

Dr. Webb currently serves as the President of the Hospice and Palliative Nurses' Association and Hospice and Palliative Nurses' Foundation Board of Directors. She is a certified hospice and palliative care administrator and a certified Cultural Intelligence Facilitator and Unconscious Bias Coach.

Roundtable on Quality Care for People with Serious Illness

Supporting and Sustaining the Current and Future Workforce to Care for People with Serious Illness: A Workshop



Jeffery S. Wellman, MSHRD
NAHCA

Jeff has an extensive background in leadership development, individual and organizational development, and the long-term care system. He has served in leadership capacities in both the public and private sector for over 30 years. Jeff started his career in long-term care in 1990 in a residential care facility. Additionally, he served in skilled nursing, geriatric psychology, and NAHCA. He integrates his personal experience with theoretical prospective in order to deliver quality information.

As a valued and respected member of the NAHCA team, Jeff serves the educational and professional development needs of our membership and our staff. He accomplishes this by identifying subjects for development, managing instructional systems design

for the seminars, the NAHCA Virtual Campus of Care and other educational opportunities the association offers.

In addition, he speaks to Certified Nursing Assistants (CNA), Administrators, Directors of Nursing, and department heads on a wide range of soft skill subjects. To date, he has presented over 3000 hours of information to a variety of audiences. Mr. Wellman speaks with passion about Leadership and CNA development. His zeal arises from the knowledge that both elements are absolutely essential to the success of the long-term care environment. “We must be great leaders if we are to achieve the desire of providing quality care.” “Our best hope for the future of aging Americans is that we have sufficient professional CNAs to meet their needs in the coming decades.”



HEALING HEALTHCARE INITIATIVE

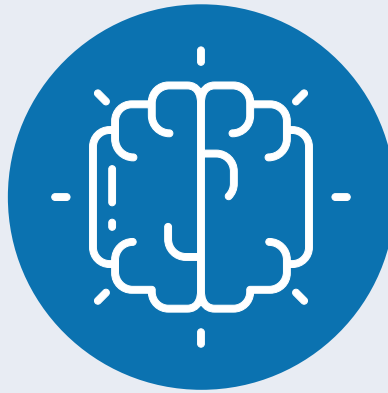
Guiding healthcare leaders to reimagine how the workplace can better support their health workers' well-being, so they can focus on delivering equitable, compassionate patient care

The Healing Healthcare Initiative (HHI) is focused on solutions, not silos—supporting and empowering healthcare leaders with resources and tools to ensure that their organization, workforce, and patients can continue to thrive.



COMMUNITY

Through cohort meetings, Schwartz Rounds®, and expert-led sessions, we create a community among healthcare leaders to share promising practices and learn from each other.



LEARNING

Through online resources and education, learning collaboratives, leadership learning sessions, and mentors, we support healthcare leaders' work, breaking down silos within their organizations, and facilitating peer learning across organizations in the HHI community.



ACTION

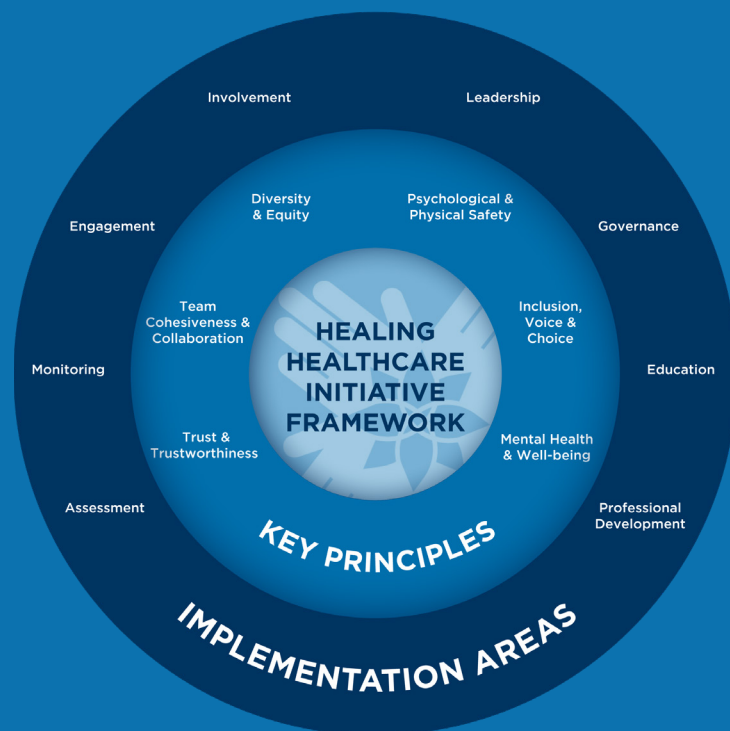
Through team-building sessions and implementation planning, we supply health leaders with the tools they need to identify and implement the right solutions for their workforce to enhance the experience for all who provide and receive care.



the schwartz center
FOR COMPASSIONATE HEALTHCARE

OUR FRAMEWORK

The **Healing Healthcare Initiative** is rooted in six key principles essential for a health system to deliver quality, compassionate care by a thriving workforce.



ABOUT THE SCHWARTZ CENTER

The Schwartz Center for Compassionate Healthcare is a national organization whose mission is to put compassion at the heart of healthcare.

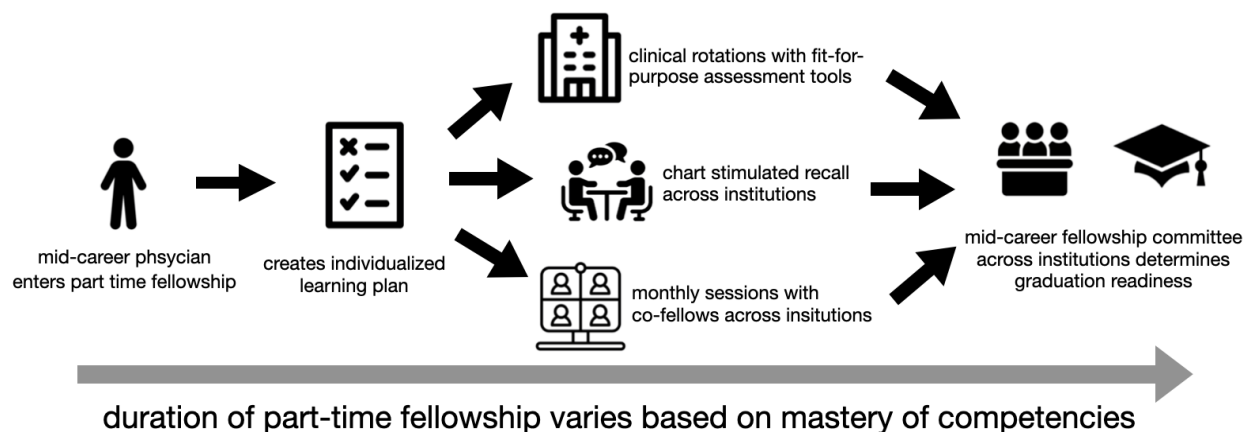
Through programs, education and advocacy, the Schwartz Center supports the mental health and well-being of the healthcare workforce so they can provide compassionate care to patients and families. With more than 600 healthcare member organizations across 44 states in the U.S., Canada, Australia and New Zealand, the Schwartz Center's evidence-informed programs and resources have proven to be versatile, sustainable and effective across diverse settings, including acute care and rehabilitation hospitals, outpatient clinics, cancer centers, Veteran's Administration medical centers, organ procurement organizations, nursing homes, hospice providers, and health insurers.

To learn more, visit theschwartzcenter.org.

Time-Variable, Competency-Based Mid-Career Hospice and Palliative Medicine Fellowship

Background:

There is a shortage of board certified Hospice and Palliative Medicine (HPM) physicians. Mid-career physicians interested in HPM fellowship who could add to the workforce may not be willing or able to leave practice to join a traditional full time 12-month fellowship. An innovative time-variable competency-based HPM fellowship was approved by the Accreditation Council for Graduate Medical Education in 2019 as a pilot for physicians who have completed 5 or more years in practice as an attending. The pilot has been approved by the American Boards of Internal Medicine, Family Medicine and Emergency Medicine.



How does the fellowship work?

Prior to starting, fellows develop an individualized learning plan and work with their program director to identify the clinical rotations that will meet their learning needs. Fellows continue work in their primary practice site while joining clinical HPM rotations part-time. Fellows are paired with a preceptor at a different institution to meet for recurrent case discussions. A monthly virtual gathering is held for fellows across all sites to meet and discuss core topics and leadership skills. The duration of the fellowship varies based on the time a fellow requires to reach mastery of core competencies. A Mid-Career HPM Fellowship Committee of program directors and core faculty at all sites meets to evaluate fellow progress throughout fellowship.

How are fellows evaluated?

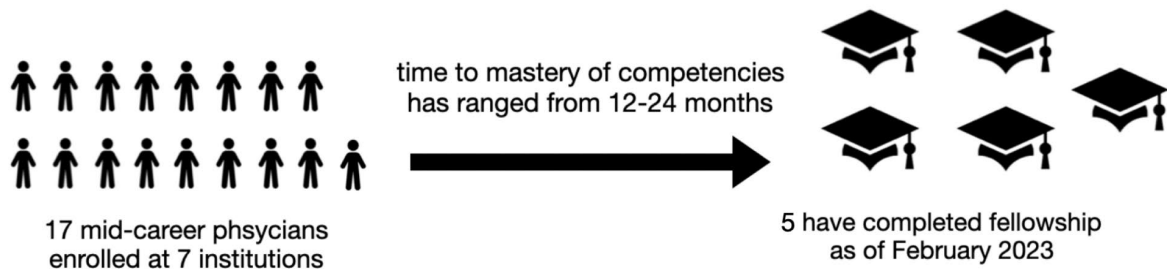
Progress toward mastery of competencies is evaluated using tools including:

- The Family Meeting Clinical Assessment Tool (FamCAT), a direct observation tool for communication
- The Patient and Family Care–Attending Physician Assessment of Fellow Tool
- Chart Stimulated Recall Tool
- Interprofessional assessment of clinical performance

How is graduation readiness assessed?

Fellows are required to complete 40 weeks of training time, which includes clinical experiences, educational conferences, relevant teaching and scholarship, and application of HPM education in their primary practice site. Once the Mid-Career HPM Fellowship Committee determines a learner is nearing mastery of competencies based on the above evaluation tools, the fellow compiles a portfolio of clinical and academic work completed during fellowship and this is presented for consideration to the committee.

Results



Thus far, fellows have enrolled at seven sites (University of Pennsylvania, Mount Sinai, Washington University, Massachusetts General Hospital, George Washington University, Kaiser Permanente West Los Angeles, and University of Minnesota). Primary board certification includes Internal Medicine, Family Medicine and Emergency Medicine. For the five learners who have completed fellowship across three sites so far, duration of time to mastery of competencies has ranged from 12 to 24 months.

The mid-career fellowship pilot has been successfully implemented across multiple sites. This is a scalable model that has potential to grow and may be applied to other specialties facing a workforce shortage.

Contact information

Laura Dingfield: Laura.Dingfield@pennmedicine.upenn.edu

Mollie Biewald: mollie.biewald@mssm.edu