

2009 2010 YEARS IN REVIEW

PROGRAM IN MEDICINE & HUMAN VALUES

WILLIAM S. ANDERECK, M.D. • ALBERT R. JONSEN, PH.D.

A Sutter Health Affili

With You. For Life.

A woman with dark hair and glasses, wearing a white lab coat over a blue collared shirt, is looking intently at a large X-ray of a human spine. The X-ray is held up, and her hand is visible on the right side, pointing towards it. The background is slightly blurred, showing other people in a clinical or laboratory setting.

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Program in Medicine and Human Values

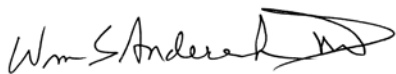
2009 – 2010 Years in Review

Dear Friends,

Seven years ago we began a unique, and bold, undertaking at California Pacific Medical Center (CPMC). Building on our expertise in ethical decision making we took action to fill a void which existed in communication and problem solving of ethical issues. During the course of a hospital stay ethical conflicts frequently arise as patients and physicians maneuver through the complex and technical world of medical care. Physicians are dedicated to providing the best medicine possible and patients expect their physicians to help them make optimum decisions. However decisions in critical care and at the end of life are fraught with dilemmas where one's values must be considered. Difficulties surface when patients are no longer able to decide for themselves and have no guardian to support their best interests. A medical specialty called bioethics brings a considerable body of expertise to these problems. We moved forward to bring bioethics to CPMC, providing doctors, patients and their families an expertise in ethical decision making. In the years since its origin in 2003, our Program has provided 621 ethics consultations.

Our bioethics activities focus on the well-being of CPMC patients. Philanthropic donations have been the foundation for building our ethics consult service and they continue to sustain this important program for patients. Several generous gifts provided our Program a start and many smaller gifts have contributed to its survival. For this we are immensely grateful.

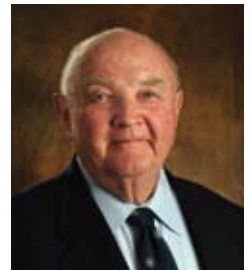
This report describes our varied activities in 2009 and 2010. We hope you will share our concern that every patient at CPMC, and all the doctors who care for them, have access to and benefit from a strong bioethics program at CPMC.



William S. Andereck, M.D.
Program Director



William S. Andereck, MD,
Program Director



Albert R. Jonsen, PhD,
Senior Ethics Scholar-in-Residence



Albert R. Jonsen, Ph.D.
Senior Ethics Scholar-in-Residence

Program History – Looking Back

Established in 2003, by William S. Andereck, M.D., California Pacific Medical Center's Program in Medicine & Human Values (PMHV) grew from the shared interests and concerns of the hospital Medical Ethics Committee, physicians and the nursing staff. It has been a long, winding road from the early musings of individual physicians perplexed with ethical decisions, to the development of the Program in Medicine and Human Values as a distinct entity. CPMC's earliest efforts in this arena began as a collaborative relationship with the Institute for Health and Healing and the chaplaincy program. Soon thereafter PMHV became an independent program charged with addressing the disconnect between the academic world of medical ethics and the clinical milieu of the community hospital. PMHV set out to ascertain whether adding professional ethical resources and expertise to medical consultation adds or detracts from the quality of care delivered at CPMC. At the forefront of this new era, where new and emerging medical technologies generate as many questions as answers, we saw the opportunity to help patients, families and caregivers with difficult, complex, moral decisions.

The California Pacific Program in Medicine & Human Values plays a unique role among ethics centers across the nation because it not only engages in traditional philosophical inquiry, but also fuses with the daily work and service of a community hospital. Our Program is embarking on ground-breaking interdisciplinary research on moral questions arising from the complex relationships between medicine, science and society. Our research extends the scientific, clinical, and educational strengths of the hospital and aims to play a key role in shaping health policy. We are committed to promoting trustworthy and compassionate approaches to the practice of medicine in an environment of rapid socioeconomic and technological change.

Mission

The Program in Medicine and Human Values serves California Pacific Medical Center patients through a comprehensive ethics consulting process by assisting patients, families and practitioners in making difficult and emotion-laden decisions. We coordinate the medical care delivered to a particular patient with the values and life goals of that patient. The Program supports clinical excellence and benefits all patients who come to our Medical Center, as physicians and staff are trained to treat each patient as a unique individual. The Program studies the ethical implications of complexity and cost of care as they impact patients, including how to provide health care equitably.



Ethics Consultation and Ethics Committee

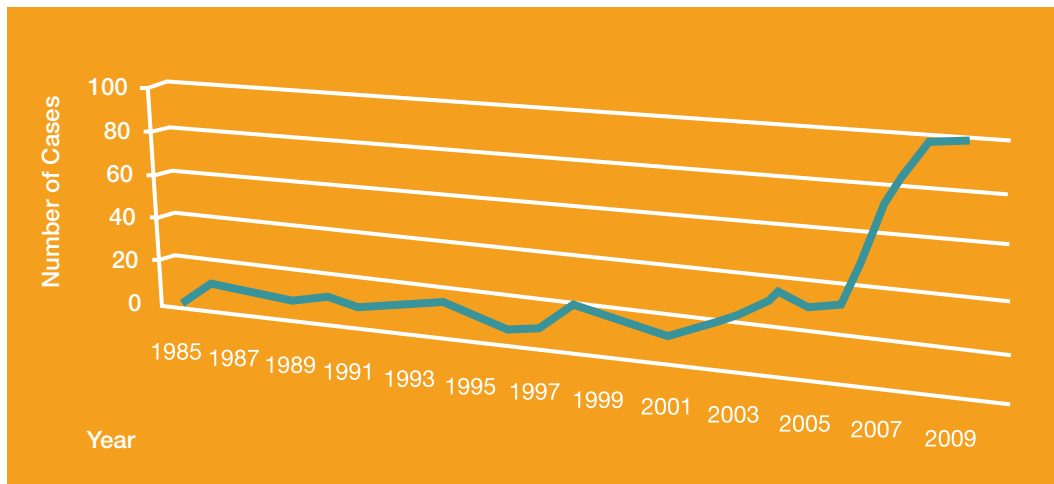
The core components of the Program in Medicine & Human Values are the CPMC Ethics Committee and the ethics consultation service. The Committee, established to meet hospital accreditation requirements, supports the quality and efficacy of health care provided by California Pacific Medical Center. Composed of twenty five doctors, nurses, social workers, lawyers, and community members, it recommends policy regarding management of ethical problems, reviews particular clinical cases that have raised ethical questions, and offers advice regarding best practices in ethical decision making. In addition to the Ethics Committee, an ethics consultation service brings expertise in the field of bioethics directly to the hospital setting, where physicians, patients and families struggle with perplexing questions about end of life care, decision making for those who can no longer decide for themselves, confidentiality and privacy, and other complex issues. An ethics consultation takes place when a trained bioethicist or a qualified member of the Ethics Committee meets with clinicians, patients and families to define and clarify the problem, and to bring informed opinion to choices under consideration. These consultations offer recommendations for families, patients and physicians when a difficult situation arises. In 2009 and 2010, for example, the Program provided ethics consultations pertaining to the following ethical questions.

- A brother and sister who disagreed about end-of-life care for their elderly, incapacitated mother
- Members of the health care team who disagreed about the goals of care for an elderly man whose wife insisted upon a therapy with unclear benefits
- A woman who traveled from overseas to donate a kidney to her uncle who hadn't been appropriately informed about the risks and benefits of the procedure

While our work may be less concrete than delivering a baby or performing cardiac surgery, it remains an essential part of the quality care continuum at California Pacific Medical Center.



CLINICAL ETHICS CONSULTATIONS, 1985-2009



While complete data on 2010 is not yet available, 2009 saw a slight increase in consultations over 2008 (1%). However, the demand for ethics consultations has steadily increased since the establishment of the Ethics Committee at California Pacific 25 years ago. The sharpest increase was 130% from 2006 to 2007, when the Program employed a full-time clinical ethicist. Since 1985, we have provided over 600 ethics consultations to patients and staff.

Research and Publishing

RESEARCH

Throughout 2009 and 2010, the focus of the Program's research was a three year research project initiated in 2007 titled, Proactive Ethics Intervention to Improve ICU Care. This study's principal investigators, our Program's Medical Director, William S. Andereck, M.D., and Lawrence J. Schneiderman, M.D., of the University of California, San Diego, have spent decades performing ethics consultations in the critical care setting. Through their experience and heightened ethical sensitivity, they noted indications in certain cases that suggest an ethical issue or dilemma was going to emerge before other members of the health care team were able to identify them. Dr. Schneiderman's earlier studies of the outcomes of ethics consultation asked what the outcomes would be if a bioethicist tried to proactively identify ethical issues in critical care cases and address them before they were manifest or had become a crisis. We wished to carry his studies further. Thus our research project developed as a randomized controlled trial and began data collection late in 2007. We enrolled a total of 384 patients in our study and data collection concluded in early 2010. At present, we are analyzing our data and preparing publications.

We have also continued surveying first-year medicine residents in our Moral Values in Medicine project, a piece of research that Dr. Andreck has carried out since 1996. This research aims to produce an instrument of measurement to determine changes in the moral reasoning of physicians in training.

Designing and carrying out empirical research in bioethics is difficult. We are in the process of setting our future research agenda. Offering our services and expanding into four additional Sutter hospitals in Northern California will provide fruitful and beneficial research collaboration, particularly in the understudied areas of bioethics.

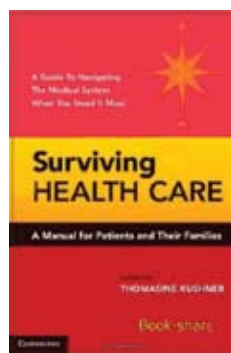
Publications

ETHICAL TIMES

PMHV publishes a quarterly newsletter chronicling our activities as well as highlighting some of the ethical concerns our bioethicists are asked to address within the clinical scope of our Program. This publication is offered free to all individuals and organizations as a way to stay in touch and follow our progress. Please contact us if you would like to receive Ethical Times.

COLLABORATIONS

Individual publications are but one part of what our Program produces. We are fortunate to have the co-editors of the Cambridge Quarterly of Health care Ethics, Thomasine Kushner, Ph.D. and Steve Heilig, MPH as part of our team. CQ has become a major journal for the bioethics community throughout the world. Members of our Program publish frequently in the journal in addition to other scholarly journals.



WILLIAM S. ANDERECK, MD

"The Emerging Discipline of Clinical Ethics: The Perspective from CPMC." San Francisco Medicine, July/Aug 2010, p.10.

"Editorial: Medical Ethics Today." San Francisco Medicine, July/Aug 2010, p.9.

ALBERT R. JONSEN, PhD

Clinical Ethics: A Practical Approach to Ethical Decisions in Clinical Medicine. 7th ed. New York: McGraw-Hill, 2010.

"History of Bioethics in the United States". In Baker, R., McCullough, L.(eds.) *World History of Medical Ethics.* New York: Cambridge University Press, 2009

"Case Based Decision-making" in Sulmasy, D., Sugerman, J. *Methods in Medical Ethics.* Washington D.C.: Georgetown University Press, 2010.

"Euthanasia: Death Panels, Death Planning, and Death Policy." San Francisco Medicine, July/Aug 2010, p.16.

"Editorial: Medical Ethics Today." San Francisco Medicine, July/Aug 2010, p.9.

"Humanities are the Hormones of the Mind." San Francisco Medicine, September 2010, pp.12-14.

THOMASINE KUSHNER, PhD

Surviving Healthcare: A Manual for Patients and their Families. New York: Cambridge University Press, 2010.

REBECCA VOLPE, PhD(C)

"Patients' expressed and unexpressed needs for information for informed consent." *Journal of Clinical Ethics.* 2010 Spring; 21(1):45-57.

LAWRENCE J. SCHNEIDERMAN, MD

"Medical Futility: A Brief Tour." San Francisco Medicine, July/Aug 2010, p.14.

Collaborations

JONSEN AR, ANDERECK WS, MCGAUGHEY JW, NEIDICH AB.

"Optimizing the documentation practices of an Ethics Consultation Service." *Journal of Medical Ethics.* 2009 Jan;35(1):47-50.

MCGAUGHEY JW, VOLPE RL, JONSEN A, BUSTILLOS D, DORMAN W, STONE JR.

"The Case: A Son's Refusal" *Cambridge Quarterly of Healthcare Ethics.* 2010 Oct;19(4):530, 540-1; discussion 531-40.

MCGAUGHEY JW, MISHRA R, LOPEZ A.

The Patient Individual Profile. In Kushner T. (ed.) *Surviving Healthcare: A Manual for Patients and their Families.* New York: Cambridge University Press, 2010.

Education and Outreach

Our Program in Medicine and Human Values aims to serve our CPMC constituency as well as the larger bioethics community. We have made a concerted effort to be a local and international leader in organizing and sponsoring educational activities related to bioethical issues. To this end we have initiated and provided education advancement through medical ethics courses, conferences and meetings. These offerings are to both the California Pacific Medical Center community and to a broader general audience, including international constituents.



SUMMER WORKSHOP IN CLINICAL ETHICS

As the Program became fully staffed, the opportunity to offer an annual ethics training arose. Dr. Jonsen had already created a large scale training at the University of Washington. He felt that the Program in Medicine and Human Values had the capacity to provide a similar program with our Sutter affiliates. The first Summer Workshop took place in June 2006, with a two-day training designed to teach the basic methods of clinical ethics, laying the groundwork that would connect one year with the next. The workshop has become an annual one-day training where ethics committee members from hospitals throughout northern California can increase their knowledge of clinical ethics, collaborate with other institutions, and ask questions of guest speakers who are experts in their respective fields. The success and usefulness of this workshop was evident this past summer as the fifth annual Summer Workshop had fifty attendees from nineteen institutions, both record highs. This educational event will continue in 2011 and beyond.

CPMC GRAND ROUNDS & MEDICAL EDUCATION

In the late 19th century Grand Rounds emerged as a key teaching exercise in clinical medicine. A clinical case was presented to a large audience of physicians; an experienced clinician provided an intensive analysis of the case. Today's hospital grand rounds, presented by each major department in the medical center, are designed to explain the latest advances in the field of medicine and health care to practicing physicians, physicians in training, and other health care providers. The PMHV is invited by many CPMC



departments to give grand rounds on ethical topics related to their specialty. In 2009 & 2010 we have provided conferences to CPMC departments of Neuroscience, Gastroenterology, Psychiatry, Neurology, Transplantation, Neonatology, Pediatrics, Anesthesiology, Obstetrics and Gynecology.

CPMC maintains a vigorous Residency Program in Internal Medicine. Each month the Program in Medicine and Human Values provides a conference in which a difficult ethics case is analyzed. Residents themselves take part in the selection and presentation of the case, and discuss its analysis with faculty.

SPECIAL LECTURES AND COLLABORATIVE PROGRAMS

Members of the PMHV are routinely invited to share their bioethical expertise through lecturing and teaching at many institutions affiliated with Sutter Health, as well as to other institutions throughout the state and country. The institutions who have hosted our lecturers include:

- *Eden Medical Center*
- *Fromm Institute for Lifelong Learning, University of San Francisco*
- *Hastings Center*
- *Jewish Family & Children's Services*
- *Marin General Hospital*
- *New York Academy of Medicine, Royal College of Physicians*
- *Novato Community Hospital*
- *Saint Francis Medical Center*
- *Stanford University Medical Center*
- *University of California, Davis*
- *University of California, San Francisco*
- *University of California, Santa Cruz*
- *University of Washington*

CO SPONSORED ACTIVITIES

International Bioethics Retreat - Our Program is the home of the annual International Bioethics Retreat, a gathering of invited bioethicists from around the world who meet to share their current research and projects. Increasingly, the most pressing issues in bioethics go beyond the borders of any one country or continent, and the Retreat was established in order to foster and support the international bioethics community as they work to address the problems. The world wide recognition of the Retreat is evidenced by the growing waiting list of those who request to attend. The international spirit of the Retreat is reflected in its location sites: 2010 was held at Institute des Science Politique in Paris; 2011 will see us return to the University of Cambridge; and 2012 will be held at the University of Leiden in The Netherlands.

Bioethics Consortium – PMHV has worked to build a mutually beneficial relationship with Cambridge University Press. Dr. Thomasine Kushner of our Program is the editor of the Cambridge Quarterly of Healthcare Ethics. In April of this year, we joined with CUP to bring together for the first time invited bioethics educators from universities and hospitals in the United States and Europe. Due to the leadership of Dr. Kushner, opportunities such as the Bioethics Consortium sprung into action with thirty-five leaders within the field of bioethics. Months of planning were realized in New York, opening the way for sharing goals, innovative curriculum and methods of evaluation. All scholars agreed to undertake more collaborative efforts. The importance of developing a network of bioethics educators and programs continues through the “Bioethics Education” section of The Cambridge Quarterly of Healthcare Ethics.

Program Future – Looking Ahead

CREATING VALUE

The Program in Medicine and Human Values is expanding the visibility of our services in an effort to be more available and accessible to patients, families and the healthcare team. This expansion will include increased promotion of ethics education activities, more frequent presentations at department grand rounds, additional attention to medical education, developing and delivering nursing education programs as Continuing Education Units and at nursing orientation. Additionally the Program in Medicine and Human Values ethics staff will continue to be a central participant in clinical rounds in CPMC hospitals.

The most important presence, however, is the visibility of clinical ethicists on the clinical services of the hospital. Many so-called “ethical conflicts” in medical ethics are traceable to a lack of communication. Communication breakdowns between patients and their healthcare team, between family members, or between members of the medical community are often the cause of discord and cross purposes in a patient’s care. With the help of an ethics consultant these breakdowns can be addressed and bring value to the patients, families and healthcare team in formulating a recommendation of next steps for patient care.

WEST BAY EXPANSION

Through the shared efforts of the Sutter Health West Bay Regional expansion and California Pacific Medical Center (CPMC) the Program in Medicine and Human Values is gearing up to expand into the Sutter Health West Bay region. The West Bay region includes five hospitals; two hospitals in the City, CPMC and St. Luke’s, and three hospitals in the North Bay, Novato Community, Sutter Santa Rosa and Sutter Lakeside. The goal of this expansion is to build on the principles of excellent care offered by all Sutter Health affiliates, namely to enhance the well-being of the people in the communities we serve, through a commitment to compassion and excellence in health care services. We will strive to link the three geographically distant hospitals to CPMC’s robust ethics program for the support of patients, families and caregivers.



This West Bay expansion in medical ethics will serve as a training, research and consultation resource for ethic activities of the individual West Bay hospitals. Its first step will be an assessment of the current ethics capabilities of each hospital and will include planning with each institution the next steps in working together in ethics education and consultation. CPMC will provide expertise and support to local ethics committees as needed, assisting the medical team, patients and families in negotiating the difficult decisions demanded by contemporary medicine. Of equal import and value will be education and training in the arena of bioethics to all segments of the health providers. It is expected this program will be rolled out starting in January, 2011.

Bioethics Resource Center

Ethics consultation relies heavily on scholarly publications to stay abreast of new developments in both medicine and the humanities. When consultation on particular cases is requested, it is crucial to identify the relevant literature and similar cases that provide illumination on best practices. In 2005, we began a special bioethics collection. Housed in the historic Health Sciences Library, on the third floor in the Don King Room, one can find some 515 books dedicated to bioethics; a collection of rare documents, monographs, and conference proceedings; and the Albert R. Jonsen Archives, a complete collection of the lifetime works of our Senior Ethics Scholar-in-Residence. In our offices, throughout the library, and online throughout the hospital, we have access to 17 peer reviewed journals and periodicals related to medical ethics. We also provide research support and bibliographic searches and maintain relationships with distinguished academics and professionals around the world who are experts in the field. We are proud to have what we believe is the most comprehensive bioethics resources of any community hospital of comparable size. We intend to make it even more functional by adding tele-medicine capabilities in the near future.



Who We Are - Program Staff

Staff

- William S. Andereck, M.D.
Medical Director and Co-Director
- Albert R. Jonsen, Ph.D.
Senior Ethics Scholar in Residence and Co-Director
- Steve Heilig, MPH
Public Affairs Specialist
- Linda Joy Hummel, Ph.D.
Program Supervisor
- Antonio T. Kruger
Administrator
- Thomasine K. Kushner, Ph.D.
Academic Communications
- J. Wes McGaughey
Research Analyst, Grants

AWARDS 2009-2010

- Albert R. Jonsen, Ph.D.
 - Harvey M. Meyerhoff Leadership in Bioethics Award / The John Hopkins University
 - Lifetime Achievement Award, Excellence in Research / Professional Responsibilities in Medicine & Research (PRM&R)
 - Honorary Memberships, Alpha Omega Alpha, Medical Student Honor Society Nelson Distinguished Lecturer, University of California Davis Medical School

VISITING SCHOLARS

The Program has welcomed distinguished bioethicists to spend time sharing their knowledge and participating in our activities. In 2009, the following spent time at CPMC.

- Joseph J. Fins, M.D., *Weill Medical College of Cornell University*
- Robert A. Pearlman, M.D., *University of Washington*
- Sébastien Plouhinec, *Sciences Po Institut d'Etudes Politiques de Paris*
- Lawrence J. Schneiderman, M.D., *University of California, San Diego*
- Doris Schroeder, Ph.D., *University of Central Lancashire*

PROGRAM SUPPORT AND DONORS

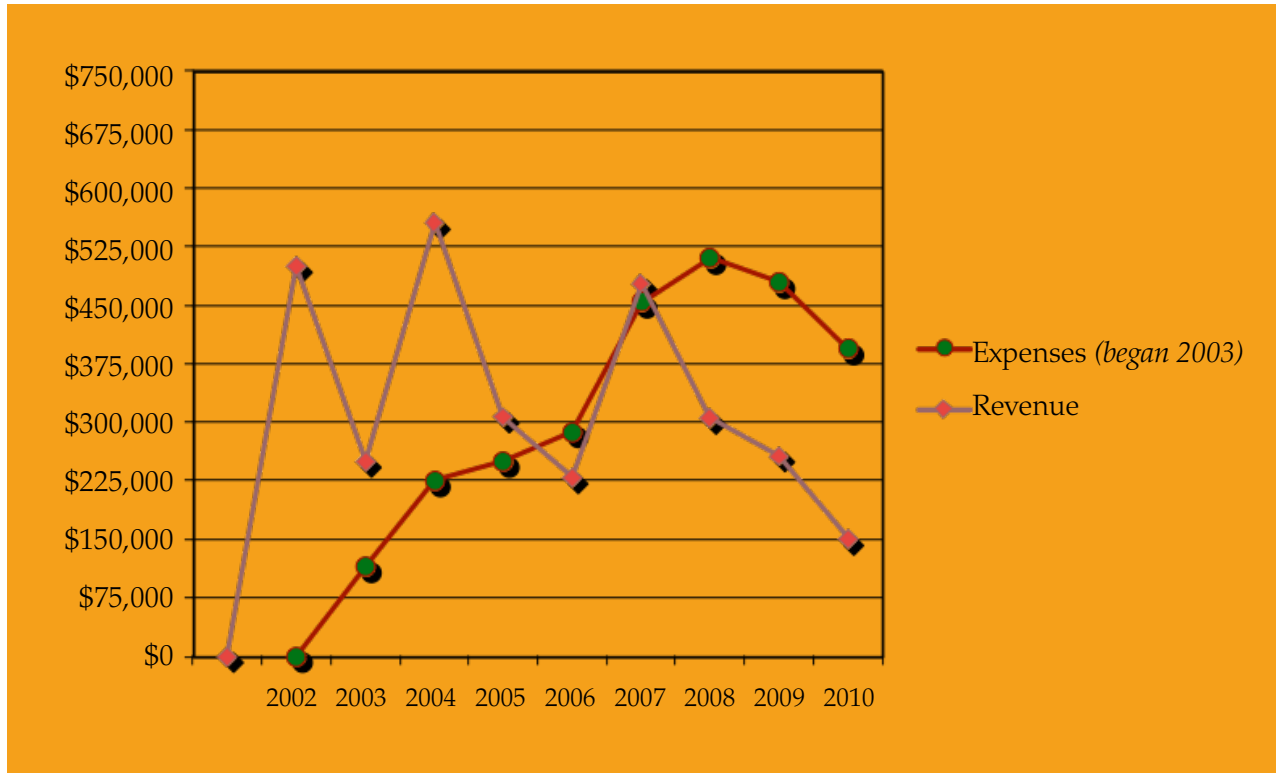
The staff of our Program extends heartfelt thanks to those who have contributed financially to the success of our work. Over the years, more than 100 individual donors and foundations have contributed more than \$2.6 million philanthropic dollars, a critical contribution for a program solely dependent upon the generosity of others. At this time, we would like to express our appreciation to the individuals and organizations who have given at the major gift level of \$25,000 or more since January 2009:

- S. D. Bechtel, Jr. Foundation
- Wallace Alexander Gerbode Foundation
- William Randolph Hearst Foundation
- William Oberndorf
- Anonymous

We are grateful to report a first time financial commitment of \$100,000 from Sutter Health in 2010.

** Please note that this reflects major gifts during the time period of January 1, 2009 – November 30, 2010.*

Financial Report



FINANCIAL STATEMENTS

	2009	2010
Operations / Administration	\$97,940	\$95,850
Ethics Consultation Service	\$95,490	\$77,275
Research	\$135,495	\$83,495
Education / Conferences	\$151,615	\$127,300
Resource Center	\$9,980	\$10,100
	\$490,520	\$394,020

