

**IntegratedEthics
FY09 Performance Measure: Technical Manual**

OS10: IntegratedEthics Performance Measure

The FY 2009 Performance Measure for IntegratedEthics is included in the Network Director's performance plan under *Element Four: HPDM Key Core Competencies* in the section related to Organizational Stewardship, Mandatory Measures.

Measure of Success: By the end of FY09, Network Directors will achieve specific implementation targets.

- a. Ethics Consultation – Each facility and Network will implement a plan to improve the overall proficiency of its ethics consultation service(s) based on data from the evaluation of individual consultants.
- b. Preventive Ethics – Each facility will complete two or more preventive ethics ISSUES cycles with at least one based on results from the Integrated Ethics staff survey. The Network will address at least one Network wide cross-cutting issue identified through IE resources (Facility Workbooks, IE Staff Survey, ISSUES logs, etc.)
- c. Ethical Leadership – ECF members will demonstrate the systematic integration of ethical leadership practices in the routine operations and management of the facility, Network, or Network Office through at least three examples. ECF members will complete the IntegratedEthics ethical leadership self-assessment tool and initiate an action plan to address one or more deficiencies identified through the assessment.

OS10: IntegratedEthics Performance Targets

| Activity | VISN Target | Facility Target |
|---------------------|-----------------------|------------------------|
| Ethics Consultation | VEC1=Yes | EC5=Yes |
| Preventive Ethics | VPE2 ≥1 | PE2 ≥1 and PE4 ≥2 |
| Ethical Leadership | VEL1=Yes and VEL2=Yes | EL1=Yes and EL2=Yes |

FACILITY TOTAL PASSING SCORE: Facility achievement is based on meeting all required targets in items EC5, PE2, PE4, EL1, and EL2.

VISN TOTAL PASSING SCORE: VISN achievement is based on meeting all required targets in items VEC1, VPE2, VEL1, and VEL2, and 75% of facilities achieving a passing score on facility-based performance.

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Facilities and VISNs will report quarterly the following information for Ethics Consultation, Preventive Ethics, and Ethical Leadership.

ETHICS CONSULTATION

Facility Reportable Data

EC1. How many ethics consultants does your facility have? # _____

EC2. How many ethics consultants at your facility have completed the Ethics Consultant Proficiency Assessment Tool? # _____ (available at <http://vaww.ethics.va.gov/integratedethics/ecc.asp>)

EC3. Has your facility summarized the results of the Ethics Consultant Proficiency Assessment Tools on the Ethics Consultant Proficiency Tracking Log (available at: <http://vaww.ethics.va.gov/integratedethics/ecc.asp>)? (Y/N) (Target Completion: Q2)

The completed copy of the Ethics Consultant Proficiency Tracking Log must be forwarded to the VISN POC for upload into the IE Performance Measure SharePoint Site. (Required by: Q2)

EC4. Has your facility established an overall proficiency improvement plan based on the data from the Proficiency Assessment Tools, as reflected in the Tracking Log? (Y/N) (Target completion: Q3)

EC5. Has your facility implemented an overall proficiency improvement plan based on the data from the Proficiency Assessment Tools, as reflected in the Tracking Log? (Y/N) (Target completion: Q4)

VISN Reportable Data

VEC1. Has your VISN established an overall proficiency improvement plan based on data from the facilities' Ethics Consultant Proficiency Assessment Tools, as reflected in their facility's Proficiency Tracking Logs? (Y/N)

Ethics Consultation Definitions

Ethics Consultant: An individual who performs activities on behalf of a health care organization to help patients, providers, and/or other parties resolve ethical concerns in a health care setting. These activities typically involve consulting about active clinical cases (ethics case consultation), but also include analyzing prior clinical case or hypothetical scenarios, reviewing documents from an ethics perspective, clarifying ethics-related policy, and/or responding to ethical concerns in other contexts not immediately related to patient care. All ethics consultants must complete the primer and video course with exercises, *Ethics Consultation: Responding to Ethics Questions in Health Care*. Individuals who have not completed this training should not be considered ethics consultants but may be considered prospective consultants who may perform ethics consultations alongside more experienced ethics consultants.

Ethics Consultation Service: A mechanism in the facility's health care organization that performs ethics consultation.

Proficiency Assessment Tool: A tool designed to help individual consultants assess their proficiency level with respect to the skills and knowledge required to provide competent ethics consultation in health care. This tool should be administered to everyone on the consultation service, both consultants and prospective consultants. The tool is available at: <http://vaww.ethics.va.gov/integratedethics/ecc.asp>.

Proficiency Tracking Log: A compilation of the critical proficiencies (marked by an asterisk [*]) from the individual Ethics Consultant Proficiency Assessment Tools. The American Society for Bioethics and Humanities (ASBH) has identified these proficiencies as those in which at least one member of the consultation service should have advanced skill or knowledge. The ECC can use the completed Ethics Consultation Proficiency Tracking Log to identify overall strengths and weaknesses in the ethics consultation team. The Proficiency Tracking Log compiles these important proficiency skills by level: Novice, Basic, and Advanced. On the proficiency assessment tool, there are 5 columns of skills; Not Skilled, Somewhat skilled, Skilled, Very skilled, and Expert. These skills fit under larger headings of Novice, Basic and Advanced on the Proficiency Tracking Log. Specifically, Not Skilled should be recorded as Novice. Somewhat Skilled and Skilled should be recorded as Basic, and Very Skilled and Expert should be recorded as Advanced.

Because some of the wording has been abbreviated, the phrasing of the proficiencies between the Assessment Tool and Tracking Log is slightly different, but the order in which they appear in each document is the same. For example, the third asterisked proficiency in the Proficiency Assessment Tool corresponds to the third proficiency from the top in the Tracking Log. The Tracking Log is available at: <http://vaww.ethics.va.gov/integratedethics/ecc.asp>

PREVENTIVE ETHICS

Facility Reportable Data

PE1. Has your facility identified a topic for a preventive ethics ISSUES cycle in response to your facility's IntegratedEthics Staff Survey (IESS) results? (Y/N) (Target completion: Q2)

PE2. How many preventive ethics ISSUES cycles has your facility completed in FY09 in response to the results from the IntegratedEthics Staff Survey? (Target completion: Q4) # _____ cycles

PE3. Has your facility documented a completed (i.e., all fields filled in) an IESS-based preventive ethics ISSUES cycle on the ISSUES Storyboard (available at: <http://vaww.ethics.va.gov/integratedethics/pec.asp>)? (Y/N)

A completed copy of the ISSUES Storyboard based on the IESS results must be forwarded to the VISN IE POC for upload to the IE Performance Measure SharePoint Site. (Required Completion: Q4)

PE4. How many total preventive ethics ISSUES cycles (IESS and others) at your facility have been completed in FY09? # _____ cycles (Target completion: Q4)

PE5. Please report the number of cycles completed in each of the following IntegratedEthics domains. (Note: total number of cycles completed should equal the total number of cycles reported in item PE4 above) (Target completion: Q4)

- # _____ Shared Decision Making with Patients
- # _____ Ethical Practices in End-of-Life Care
- # _____ Patient Privacy and Confidentiality
- # _____ Professionalism in Patient Care
- # _____ Ethical Practices in Resource Allocation
- # _____ Ethical Practices in Business and Management
- # _____ Ethical Practices in Government Service

- # _____ Ethical Practices in the Everyday Workplace
- # _____ Ethical Practices in Research
- # _____ IntegratedEthics Program

VISN Reportable Data

VPE1. Has your VISN identified at least one Network wide, cross-cutting issue identified through IE resources? (Y/N) (Targeted completion: Q2)

VPE2. How many cross-cutting Network ethics issues were addressed in FY09? # _____ ethics issues addressed (Target completion: Q4)

VPE2a. How many of the cross-cutting Network ethics issues addressed in FY09 used the ISSUES approach to preventive ethics? # _____ using ISSUES approach

VPE2b. Report the number of cross-cutting issues addressed by your VISN in each of the following IE domains in FY09. (Note: total number of cycles completed should equal the total number of cycles reported in item Q.VPE2 above) (Target completion: Q4)

- # _____ Shared Decision Making with Patients
- # _____ Ethical Practices in End-of-Life Care
- # _____ Patient Privacy and Confidentiality
- # _____ Professionalism in Patient Care
- # _____ Ethical Practices in Resource Allocation
- # _____ Ethical Practices in Business and Management
- # _____ Ethical Practices in Government Service
- # _____ Ethical Practices in the Everyday Workplace
- # _____ Ethical Practices in Research
- # _____ IntegratedEthics Program

Preventive Ethics Definitions

ISSUES cycle: A six-step process of addressing and narrowing ethics quality gaps (i.e., the difference between preferred and actual practices). These steps include *Identifying* an issue, *Studying* the issue, *Selecting* a strategy, *Undertaking* a plan, *Evaluating* and adjusting, and *Sustaining* and spreading. For details about the ISSUES cycle, see the preventive ethics primer, *Preventive Ethics: Addressing Ethics Quality Gaps on a Systems Level* at: <http://vaww.ethics.va.gov/integratedethics/pec.asp>.

IntegratedEthics Staff Survey: The IntegratedEthics Staff Survey is designed to help facilities assess current ethics quality, identify strengths as well as opportunities for improvement, set goals, and develop quality improvement plans. (See <http://vaww.ethics.va.gov/integratedethics/iepo.asp>)

ISSUES Storyboard: A template for documenting an ISSUES cycle. (Available at: <http://vaww.ethics.va.gov/integratedethics/pec.asp>)

ETHICAL LEADERSHIP

Facility Reportable Data

EL1. Have facility ECF members completed the Ethical Leadership Self-Assessment tool, initiated an action plan, and reported this completion to their immediate supervisor? (Y/N) (Target completion: Q4)

EL2. Has the facility demonstrated systematic integration of ethical leadership practices in routine facility operations through at least three examples and reported these examples to the VISN IE Point of Contact? (Y/N) (Target completion: Q4)

VISN Reportable Data

VEL1. Have VISN ECF members completed the Ethical Leadership Self-Assessment tool, initiated an action plan and reported this completion to their immediate supervisor? (Y/N) (Target completion: Q4)

VEL2. Has the VISN demonstrated systematic integration of ethical leadership practices in routine operations through at least three examples and reported these examples to the VISN IE Point of Contact? (Y/N) (Target completion: Q4)

VEL3. Has VISN IE POC uploaded to the IE Performance Measure SharePoint site) a short (less than one page) description of the ways that the VISN and each VISN facility demonstrated systematic integration of ethical leadership practices in routine operations? (Y/N) (Target completion: Q4)

Ethical Leadership Definitions

ECF members: For purposes of this performance measure, ECF members are VISN and facility leaders at Level 4 of the VHA High Performance Development Model, as defined in the document available at: <http://lrnestweb8.dva.va.gov/succession/Estrada.config?resource=2574>.

The Ethical Leadership Self-Assessment tool: This tool helps leaders to identify areas in which they are successfully modeling behaviors that foster an ethical environment and culture and to identify opportunities for improvement. The tool is designed to be used in conjunction with the ethical leadership video and primer, *Ethical Leadership: Fostering an Ethical Environment & Culture* and is available at: http://vaww.ethics.va.gov/ETHICS/docs/integratedethics/Ethical_Leadership_Self-Assessment_Tool-fillable_form-20070222.doc