

## Transformational Measure 7 Integrated Ethics Program Implementation

VHA Transformational Measure

By the end of 2008, Network Directors will implement Integrated Ethics as follows:

1. Integrated Ethics PROGRAM STRUCTURE and ACTIVITY: Each facility and VISN will establish an IE program with all of the following components and activities:
  - a. IE Council (facility level)
  - b. An IE Program Officer (IEPO), an Ethical Leadership (EL) Coordinator, a Preventive Ethics (PE) Coordinator, and an Ethics Consultation (EC) Coordinator (facility level)
  - c. IE Advisory Board (VISN level)
  - d. An IE Point of Contact (VISN IE POC) and an IE Senior Lead (VISN level)
  - e. Administer the IE Staff Survey when it is released.
  - f. Complete the IE Facility Workbook.
  - g. Demonstrate regular meetings of the IE Council.
  - h. The Preventive Ethics Team will complete at least one ISSUES Cycle.
  - i. Demonstrate routine usage of ECWeb.
  
2. Integrated Ethics TRAINING AND EDUCATION: Each VISN and facility should ensure the following:
  - a. Facility IE staff (IEPO, EL, EC, PE) and VISN IE staff (VISN IE POC and VISN IE Senior Lead) will attend one of the 1.5 day national Integrated Ethics Workshops being held at various locations offered by the National Center for Ethics in Health Care (10E) and EES; at least 80% of facilities in each Network will have their entire IE team complete the training.
  - b. Integrated Ethics self-study training
    1. All members of the Ethics Consultation service complete the Ethics Consultation training materials consisting of the primer and video, *Ethics Consultation: Responding to Ethics Questions in Health Care* and exercises provided with these materials (100%).
    2. All members of the Preventive Ethics Team complete the Preventive Ethics training materials consisting of the primer and video, *Preventive Ethics: Addressing Ethics Quality Gaps on a Systems Level*, and exercises provided with these materials (100%).
    3. At least 30% of facility leaders will complete the Ethical Leadership self study course consisting of the primer and video, *Ethical Leadership: Fostering an Ethical Environment and Culture*. The target audience for this training is defined as in the HPDM model to include all senior executives and mid-managers (division/department/service line manager). All senior leaders at the facility (e.g., the tetrad) should complete the training. (For simplicity in tracking, the facility will be given credit for anyone who completes the Ethical Leadership training regardless of whether that individual is a leader at the facility.)
  - c. Facilities will promote the *Ethics in Health Care* online learning module among all staff; at least 10% of staff in the PAID System will complete the course (this does not include trainees, volunteers, etc). (For simplicity in

tracking, the facility will be given full credit for any part-time staff or others that may have completed the learning module.)

- d. Facilities will promote the *Ethical Practices in Business and Management* online learning module (not available until January 2008) among all business and finance staff; at least 50% of business and finance leaders will complete the course. The target audience for this course is supervisory staff in business and finance in your facility. (For simplicity in tracking, the facility will be given credit for anyone who completes the course, regardless of whether they are supervisors in the business and finance offices.)

By the end of 2008, Chief Officers will implement Integrated Ethics as follows:

1. Each VACO Program Office will ensure:
  - a. At least 30% of program office leaders will complete the Ethical Leadership self study course consisting of the primer and video, *Ethical Leadership: Fostering an Ethical Environment and Culture*. The target audience for this training is defined as in the HPDM model to include all senior executives and mid-managers (division/department/service line manager). (For simplicity in tracking, the program office will be given credit for anyone who completes the Ethical Leadership training regardless of whether that individual is a leader.)
  - b. Promote the *Ethics in Health Care* online learning module among all program office staff; at least 10% of staff in the PAID System will complete the course (this does not include trainees, volunteers, etc). (For simplicity in tracking, the program office will be given full credit for any part time staff or others that may have completed the learning module.)
  - c. Promote the *Ethical Practices in Business and Management* online learning module (not available until January 2008) among all business and finance staff; at least 50% of business and finance leaders will complete the course. The target audience for this course is supervisory staff in business and finance. (For simplicity in tracking, the program office will be given credit for anyone who completes the course, regardless of whether they are managers or supervisors in the business and finance offices.)
  - d. Administer the IE Staff Survey when it is released.

**Network Director Targets**

In each VISN, the designated VISN IntegratedEthics POC should submit data in the following format to the IntegratedEthics Chief (10E) on a quarterly basis.

	VISN	Facility
Name	VISN	
VISN IE POC	Joe Smith	
VISN IE Senior Lead	Jane Special	
	<b>TARGETS</b>	VAMC Quality Town
IE Team Assigned?	100% teams assigned	Yes / No
IE Council Named?	100% councils named	Yes/ No
Workshop Training	80% facilities in VISN complete	Yes/No
PE Team Fully Trained?	100% Trained	Yes/No
EC Team Fully Trained?	100% Trained	Yes/No
Ethical Leadership Training	30% Trained	% Complete
All staff – <i>Ethics in Health Care</i> online module	10% Trained	% Complete
<i>Ethical Practices in Business and Management</i> online module	50% senior finance/bus	% Complete
IE Staff Survey	Participated	% Participation
IE Facility Workbook	Completed	Yes/No
IE Council Activity	No target	# meetings in the quarter
PE ISSUES Cycle	One	# cumulative year
ECWeb Activity	All consults by 4 <sup>th</sup> quarter	# total for quarter

GREEN = VISN reported  
 PEACH = Facility reported

A passing score is 9/13.

**Chief Officer Targets**

In each VACO Office, data should be submitted in the following format to the IntegratedEthics Chief (10E) at the end of FY08:

Activity	Target	Achievement
Leadership—Ethical Leadership Training	30% trained	% complete
All Staff—Ethics in Health Care online module	10% trained	% complete
<i>Ethical Practices in Business and Management</i> Module	50% Senior finance/business	% complete
IE Staff Survey	Participated	% participation

A passing score is 3/4.

## **DEFINITIONS**

**VISN IE POC** = Name of the VISN level point of contact for IE.

**VISN IE Senior Lead** = Name of the VISN level IE Senior Lead

**IE Team assigned** = all four IE functions (IE Program Officer, Ethics Consultation Coordinator, Preventive Ethics Coordinator, Ethical Leadership Coordinator) have been assigned to specific staff at the facility. The names of these individuals have been shared with your VISN IE POC? Yes/No

**IE Council Named** = Your facility has named staff to an IE Council. The titles of the individuals on your council (your council roster) have been shared with your VISN IE POC? Yes/No

**Workshop Training** = All facility IE teams, consisting of the IE Program Officer, Ethics Consultation coordinator, Preventive Ethics coordinator, and Ethical Leadership coordinator will complete the one and ½ day hands on training provided by the National Center for Ethics in Health Care. Has your entire IE team has completed the training? Yes/No

**PE Team Fully Trained** = All members of your Preventive Ethics team have completed the primer—*Preventive Ethics: Addressing Ethics Quality Gaps on a Systems Level*, viewed the video course and completed the exercises provided in the toolkit. Your PE team is fully trained? Yes/No

**EC Team Fully Trained** = All members of your Ethics Consultation team have completed the primer—*Ethics Consultation: Responding to Ethics Questions in Health Care*, viewed the video course, and completed the exercises provided in the toolkit. Your EC team is fully trained? Yes/No

**Ethical Leadership Training** = % of leaders at your facility who have completed the Ethical Leadership self study course consisting of the Primer, *Ethical Leadership: Fostering an Ethical Environment and Culture*, and video. Leadership is defined as in the HPDM model to include all senior executives and mid-managers (division/department/service line manager). All senior leaders at the facility (e.g., the tetrad) should complete the training. Numerator = the # of continuing education credits given by VALU to your facility for completion of this course. Denominator = the number of leaders (FTE) assigned to your facility. (Note that for simplicity this gives the facility credit for anyone who completes the Ethical Leadership training regardless of whether that individual is a leader at the facility.)

**All Staff Ethics in Health Care Module** = % of all staff who have received continuing education credit from VALU for completing the IntegratedEthics on-line learning module, *Ethics in Health Care*. Numerator = number of staff at your facility receiving CE from VALU for the course. Denominator = number of FTE in the PAID system at your facility. (Note that for simplicity this gives full credit to any part time staff that may have completed the learning module.)

**Ethical Practices in Business and Management Module** = % of managers and supervisors in the business and finance offices who have completed the Integrated Ethics on-line learning module, *Ethical Practices in Business and Management*. (Note that the module will not be available until December 2007). Numerator = number of continuing education credits provided by VALU to your facility for completion of this

course. Denominator = the number of supervisory staff in business and finance at your facility (VSSC #). (Note that for simplicity this gives the facility credit for anyone who completes the Ethical Practices in Business and Management training regardless of whether they are managers or supervisors in the business and finance offices.)

**IE Staff Survey** = Facilities receive credit for any level of data registered for the IE Staff Survey at the VSSC for their facility. However, facilities should strive to achieve at least a 40% participation rate. A good participation rate would be > 60%. Excellent would be >85%.

**IE Facility Workbook** = Facilities receive credit for completing the workbook and sharing a copy of their completed workbook with the VISN POC. The workbook can be accessed at:  
[http://vaww.ethics.va.gov/docs/integratedethics/IntegratedEthics\\_Facility\\_Workbook\\_Tool\\_fillable\\_20070705.doc](http://vaww.ethics.va.gov/docs/integratedethics/IntegratedEthics_Facility_Workbook_Tool_fillable_20070705.doc)

**IE Council Activity** = Facilities are to report the number of times their IE council met that quarter.

**PE ISSUES Cycle** = Facilities are to report the number of PE ISSUES cycles completed during the entire fiscal year. One improvement cycle (i.e., working through each step in the ISSUES approach once) is sufficient to be credited for achieving the monitor.

**ECWeb Activity** = By the end of the year, all facilities should be using ECWeb to document all of their consults. Report the number of consults in ECWeb at the end of each quarter.