Budget Proposal Narrative  
Division: Academic Affairs

Title: Palliative Care Institute

Statement of Purpose: (What is the problem or opportunity being addressed? How will you address this problem or opportunity?)

Western Washington University has recently approved the establishment of the Palliative Care Institute (PCI). One of the goals of this Institute is to help re-conceptualize what ‘health’ means, including the development of new concepts and language to talk about health through all of life’s phases. More individuals live with chronic health conditions and serious illness for which there are no cures. The population of the United States over 65 is predicted to double by 2050. Additionally, those with chronic or end-of-life illness, regardless of age, are actively seeking to live to their fullest, with their pain and suffering alleviated, their fears and questions heard and addressed, and their relational, spiritual, and cultural needs met. Currently the kind of treatment provided at these points in a person’s life is often driven by medical decisions and insurance mandates and often focused on an unrealizable goal for a cure. A shift has begun to offer interventions which can prevent and relieve suffering to those for whom there is no cure, through early identification, assessment and treatment of pain and other problems, physical, psychosocial and spiritual. This kind of intervention is called “palliative care.”

Western is poised to make a significant contribution to improved care for all those with serious or terminal illness by mounting projects with other partners that demonstrate how ‘palliative care’ is best supported through collaborations among those both inside and outside of the medical industry, reclaiming this care as a community responsibility, and by leading conversations in our community about the redefinition of ‘health’ and what a truly palliative and caring community requires.

Even before PCI was granted Institute status, we fostered conversations about serious illness and end of life care through a series of community based workshops and four conferences. Institute status has allowed us to take on new initiatives in our areas of responsibility in the community. In our next phase of work we plan also to help Western respond to the need for well trained palliative care providers. According to Marc Geisler, Associate Dean of Humanities and Social Sciences, there has been a sharp increase in students interested in majors related to the healthcare field. PCI plans to collaborate with departments and colleges to support additional curriculum development on our campus, such as an academic minor in Palliative Care accessible to students wishing to take courses, a certificate program to augment the skill set of practitioners and also to provide an opportunity for collaboration among faculty from across the university interested in participating in programs and research related to palliative care.

Anticipated Outcome(s):
The primary goal of the Palliative Care Institute is to transform palliative care in the Whatcom County community by collaborating with other agencies and constituents in
Northwest Life Passages (NWLP) so that people with serious illnesses don’t have to be cured to heal and where community responses can support the human experiences of living with serious illness and dying. This Institute will enhance the University’s visibility and identity in Whatcom County in strategic areas related to health, wellness and the continuum of care across life, including palliative and end of life care and allow Western Washington University to make a significant contribution as leader and thought-partner with other agencies.

The specific objectives for the Institute are:

1. Work in partnership with other agencies and members of the Whatcom County community to enact the Northwest Life Passages *Blueprint for Palliative Care Excellence*, which serves as a model program in leadership in the de-medicalization of palliative and end of life care. PCI’s role in this leadership initiative includes:
   i. continuing to offer a series of workshops and conferences to alternative and allopathic health providers focused on training and community transformation about palliative and end of life care,
   ii. collaborating with the RN to BSN Nursing Program at Western to continue to provide a strong palliative focus the training of the next generation of nurses,
   iii. continuing to foster community conversations about the definition of ‘health’ and the de-medicalization of palliative and end of life care,
   iv. developing non-medical programming for a community based palliative care center,
   v. developing a robust website of resources to provide better access to services in Whatcom County.

2. Stimulate interdisciplinary activities and programming on various types and aspects of palliative and end of life care that could also be a model in palliative care for other higher education institutions, including:
   i. linking and strengthening existing majors at Western Washington University,
   ii. collaborating with departments at WWU to develop a cross-disciplinary minor in palliative and end of life care open to all Western students,
   iii. collaborating with Bellingham Technical College and Whatcom Community College to develop a certificate program in palliative care that can be offered to practitioners through Extended Education.

3. Provide opportunities for Western students and faculty to participate in
   i. action research related to the development of a palliative community of excellence,
   ii. community based service learning for students interested in careers in health related fields,
   iii. learning opportunities for those in the arts and humanities to bring the languages and practices of their own disciplines to bear on these complex social issues,
   iv. development of a resource of conference proceedings and research reports available to the public through the Western Library,
   v. development of a community based website of resources.
4. Improve Western’s ability to raise external funds related to these efforts.

**Metrics:** *(How will outcomes be measured?)*

**GOAL & OBJECTIVE #1:** Work in partnership with other agencies and members of the Whatcom County community to enact the Northwest Life Passages *Blueprint for Palliative Care Excellence*

- continuing to offer a series of workshops and conferences to alternative and allopathic health providers focused on training and community transformation about palliative and end of life care. Assessment markers will include:
  - the number of participants at each of the PCI events
  - evaluations from participants
  - evaluations collected from participants registering for Continuing Medical Education credits.
- collaborating with the RN to BSN Nursing Program at Western to continue to provide a strong palliative focus the training of the next generation of nurses. Assessment markers will be developed at the December 2015 RN-BSN Nursing faculty retreat.
- continuing to foster community conversations about the definition of ‘health’ and the de-medicalization of palliative and end of life care: Assessment markers will include:
  - the number of events sponsored or co-sponsored by PCI each year
  - the number of participants at each event
  - evaluations from participants
- developing non-medical programming for a community based palliative care center. Assessment markers will include:
  - number of community based micro-grants projects initiated
  - number of events held at the community center
  - number of visitors to the community center
  - visits to the website
- developing a robust website of resources to provide better access to services in Whatcom County. Assessment markers will include:
  - the number of participating agencies linked to the site
  - the number of hits on the community website of resources

**GOAL & OBJECTIVE #2:** Stimulate interdisciplinary activities and programming on various types and aspects of palliative and end of life care that could also be a model in palliative care for other higher education institutions, including:

- linking and strengthening existing majors at Western Washington University, developing a cross-disciplinary minor in palliative and end of life care open to all Western students. Assessment markers will include:
  - progress in working with departments to coordinate classes related to palliative or end of life care so they do not compete with each other in the yearly academic calendar,
  - evaluation of the feasibility of development of a cross-disciplinary minor in palliative care by winter 2017, with development of the minor by 2018 if appropriate.
- developing a certificate program in palliative care that can be offered to practitioners
through Extended Education: Assessment markers will include:
  o evaluation of the feasibility of development of a certificate in palliative care
    by fall 2017, with development of the certificate program by 2018 if
    appropriate.

GOAL & OBJECTIVE #3: Provide opportunities for Western students and faculty to
participate in action research related to the development of a palliative community of
excellence. Assessment markers will include:
  o number of faculty projects related to palliative care
  o number of students engaged in service learning activities

• community based service learning for students interested in careers in health related
  fields learning opportunities for those in the arts and humanities to bring the
  languages and practices of their own disciplines to bear on these complex social
  issues. Assessment markers will include:
  o number of students participating in volunteer or service learning projects with
    PCI.
  o Written reflections from these students about the impact of these learning
    opportunities

GOAL & OBJECTIVE #4: Improve Western’s ability to raise external funds related to
these efforts. Assessment markers will include:
  o numbers of grant proposals submitted and received
  o in-kind donations of time or supplies in support of PCI’s programming
  o external dollars raised in support of PCI’s programming

How does this project support the University Mission and Strategic Objectives?

Western’s vision is to be “an international leader in active learning, critical thinking, and
societal problem solving.” One of WWU’s Strategic Goals is to “build upon Western’s strengths
to address critical needs in the State of Washington.”

As the population over 65 in the US is likely to double by 2050, Western can play a role in
helping create a community of excellence in palliative care through academic initiatives on
campus, the research agendas of collaborating faculty, provider training and community
activation projects. An important part of this work will be to collaborate with our multiple
communities to explore how different cultures and traditions approach serious illness and death
and how these practices and beliefs should shape palliative care in both clinical settings and
community responses.

What are the consequences of not funding this package?
Currently there are no line item dollars allocated to this Institute. We have been funded through
some external donations and some one-at-a-time allocations from the Provost’s office and
Woodring College. We are active in seeking external funds, but each local donor wants to be
assured that Western also has made a commitment to this Institute.
What alternatives were explored and why was this alternative chosen?

As we seek funding from other national funding sources (NIH, Cambia, Hartford), we are required to have in-kind support. Finally, overhead dollars are difficult to raise, and it is challenging to stay focused on the mission of the Institute when we are unsure of the funding for the staff from quarter to quarter.

Which units (departments, colleges, etc.) will be involved?
PCI is housed in Woodring College and has a close relationship with both the RN-BSN Nursing and Health & Community Studies Programs. Additionally, we have support from faculty in other departments/colleges where students are seeking to work in health related fields, such as Speech Pathology/Audiology, Health and Human Development, and Fairhaven College; we also are working with the advisors for students seeking careers in healthcare fields. Because Palliative Care is not only clinical care, but also related to important policy issues, social and emotional support, and community activation projects, we also have made connections with faculty in Sociology, Political Science, Psychology, Music and Art. Additionally, there are possible connections with students in Marketing or Design as we develop more on-line tools to help connect those facing serious illness or end of life with the resources in our county.

List any external advocates.

Northwest Life Passages Steering Community Partners
- Bree Johnston, Director of Palliative Care, PeaceHealth St. Joseph Medical Center
- Jim Diegel, Interim COO, Whatcom Alliance for Healthcare Advancement
- Meg Jacobson, Medical Director, Whatcom Hospice
- Chris Phillips, Director for Community Affairs and Strategic Communication at PeaceHealth St. Joseph Medical Center.
- Berdi Safford, Vice President and Medical Director of Quality, Family Care Network
- Dan Murphy, Executive Director, Northwest Regional Council (NWRC)
- Sue Sharpe, Executive Director, Chucknut Health Foundation
- Heather Flaherty, Program Officer, RiverStyx Foundation
- Bobbi Virta, Pastor at United Church of Ferndale
- Mary Ann Percy, Advanced Care Specialist, Whatcom Alliance for Healthcare Advancement
- Lynnette Treen, Case Manager, Whatcom Alliance for Healthcare Advancement

Other Community Partners
- Katherine Sitker, Executive Director, Alzheimer Society of Washington
- Richard Scholtz, Community Member and former Director, Community Organizing Group for Health
- Geof Morgan, Consultant, Whatcom Family & Community Network

Equipment: No special equipment is required.
Space Requirements:

How much new space will be required?

This project does not require additional on-campus space.

Personnel Requirements:
Funds for the Institute will come from four primary areas: state funds, self-sustaining funds (primarily from the annual Palliative Care Conference), grants, and Foundation funds.

The 0.333 FTE faculty director and 0.333 FTE Community Liaison should be funded the University’s budget (currently envisioned as a combination of course releases, reassignment and/or honoraria, and a summer stipend); a 0.5 FTE staff person should also be funded by the University, although some funding for the amount of time and effort allocated to support of the annual conference could come from conference revenue. An operating budget for materials and supplies should also be allocated.

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<th>Type</th>
<th>Source</th>
<th>Amount</th>
<th>Notes</th>
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<td>Director</td>
<td>State Funds</td>
<td>$30,000</td>
<td>.333 FTE &amp; Summer Stipend. Could be supported in part by grants in the future.</td>
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<td>Community Liaison</td>
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<td>Staff</td>
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<td>Endowment</td>
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<td>Private Funds</td>
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<td>Student Stipend for Internships</td>
<td>Private Funds</td>
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<td>Micro Grants</td>
<td>Private Funds</td>
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<td>Faculty Action Research Grants</td>
<td>Private Funds</td>
<td>$24,000</td>
<td>To support faculty release for research projects related to PCI. (Four grants @ $6000 each to support summer or course release.)</td>
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It is anticipated that Palliative Care Conference revenue will cover some operating costs, as could revenue from other grants. As mentioned above, we are currently working with the Western Foundation on a proposal for a major gift that would help support the Institute in the first three to five years.