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 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 treatment provided at these points in a person’s life is often driven by medical decisions and insurance mandates and sometimes focused on an unrealizable goal for a cure. A shift in serious illness and end of life care 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 also plan to help Western respond to the need for well-trained palliative care providers. Western is well-suited to build education and training programs for those seeking careers in supportive care for those with serious illness or facing end of life and for already licensed care-providers who are seeking to develop new skills and competencies.

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 has already collaborated with the RN-BSN Nursing Program to embed palliative competencies in the program and has begun to reach out to other departments and colleges to explore additional curriculum development on our campus, such as an academic minor in Palliative Care. We also have provided an opportunity for collaboration among faculty from across the university interested in participating in programs and research related to palliative care. PCI has submitted a grant proposal to the Whatcom Community Foundation to support the development of a
training program to augment the skill set of practitioners who serve dying patients in skilled nursing and assisted living facilities. (See Appendix for more details.)

**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 Coalition (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:

**Appendix One provides an update on current activities related to each of these objectives.**

1. Work in partnership with other agencies and members of the Whatcom County community to enact the Northwest Life Passages Coalition’s *Blueprint for Palliative Care Excellence*, which serves as a model program in leadership in the reform 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 improvement of palliative and end of life care,
   iv. 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?) Example of these metrics are included in the Appendix.

GOAL & OBJECTIVE #1: Work in partnership with other agencies and members of the Whatcom County community to enact the Northwest Life Passages Coalition’s 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:
  o the number of participants at each of the PCI events
  o evaluations from participants
  o 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 were developed during the summer 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:
  o the number of events sponsored or co-sponsored by PCI each year
  o the number of participants at each event
  o evaluations from participants
- developing a robust website of resources to provide better access to services in Whatcom County. Assessment markers will include:
  o the number of participating agencies linked to the site
  o 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:
  o 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,
  o 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.” Additionally, as noted earlier, WWU has experienced an increase in student interest in health related fields.

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 permanent dollars allocated to this Institute. The Director’s salary has been funded through some external donations and some one-at-a-time allocations from the Provost’s office and the Dean of Woodring College. Although we have been successful in raising
some external funds, including a Viking Funder campaign, and are actively seeking additional external funds, each local donor wants to be assured that Western also has made a sustained commitment to this Institute.

Additionally, without permanent funding that demonstrates WWU’s commitment to sustaining the Institute’s work, we are unable to go forward with applications for some of the larger government and foundation multi-year grants that could support PCI initiatives on the campus and in the community. It is also clear that Woodring College and the Provost’s Office do not have the resources to continue the ad hoc support provided so far, so without funding, the Institute may have to discontinue our work.

**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. We are exploring the following funding sources, such as:

- **Boeing Foundation** (to fund events like the Ramp-Up to National Healthcare Decisions Day)

- **Kaiser Permanente Foundation** (the merger between Kaiser and Group Health Cooperative means that significant new Foundation dollars will be allocated to this region.)

- **The Chuckanut Health Foundation** (particularly their program on transforming healthcare)

- **The Cambia Health Foundation** (particularly to support the development of the certificate program in palliative care)

- **The Kresge Foundation** (particularly their program on community-centered approaches to healthcare - creating access and opportunity in underserved communities, improving the health of low-income people)

- **The Alex and Rita Hillman Foundation** (particularly their program focusing on nursing models of care)

- **Pacific Hospital Preservation and Development Authority** (particularly their program on health’s triple aim and health gaps)

- **National Institute of Health** (particularly the National Institute of Nursing Research program)

- **Whatcom Community Foundation** (a grant submitted for the 2017 application cycle.)

- **Healthier Washington** (particularly their program to create healthier communities and a more sustainable system: 1) Building healthier communities through a collaborative regional approach 2) Ensuring health care focuses on the whole person.)

- **North Sound Accountable Community of Health** (particularly their program to continually improve the health of our communities and the people who live in them.)
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, Community 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. Finally, 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, Former Director of Palliative Care, PeaceHealth St. Joseph Medical Center
  Carol Gipson, CEO, 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, Chuckanut 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

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?

  An on-campus office to house support staff would be beneficial.

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 should be funded from 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, an operating budget for materials and supplies, and support for student internships and faculty research grants should also be allocated by the University.

<table>
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<th>Type</th>
<th>Source</th>
<th>Amount</th>
<th>Notes</th>
</tr>
</thead>
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<tr>
<td>Director</td>
<td>State Funds</td>
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<td>.333 FTE &amp; Summer Stipend. Any additional work by the Director would need to be supported by grants.</td>
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<td>Student Stipend for Internships</td>
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<td>-Two internships per term: ($15/hr for 10/hrs for 10 weeks) -</td>
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<td>Student Scholarship for Conferences</td>
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<td>Micro Grants</td>
<td>Private Funds</td>
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<td>Viking Funder</td>
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<tr>
<td>Faculty Action Research Grants</td>
<td>State Funds</td>
<td>$12,000</td>
<td>To support faculty release for research projects related to PCI. (Two grants @ $6000 each to support summer or course release.) Any additional action grants would come from private or government grant sources.</td>
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<tr>
<td>Program Planning - Conference and Community Activation events.</td>
<td>Self-Sustaining/Private Funds</td>
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<td>Conference and other event fees. Donors, Business partners.</td>
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It is anticipated that the annual Palliative Care Conference revenue will cover some program planning and community activation costs, as could revenue from other grants.
Appendix: Emergent Program Proposal 2017

Palliative Care Institute

Some of the accomplishments during 2016 in each specific objective area for the Palliative Care Institute are listed in this Appendix.

5. **Work in partnership with other agencies and members of the Whatcom County community to enact the Northwest Life Passages Coalition’s Blueprint for Palliative Care Excellence, which serves as a model program in leadership in the reform 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,**

   PCI offered a conference and a provider in-service in the 2016 year and has another conference planned for Spring 2017.

   **Care of Latinos with Serious Illnesses: A Palliative Approach, November 15, 2016.** This four-hour workshop for healthcare professionals focused on culturally competent care of Latinos. The students from the RN-BSN Nursing program also attended. The workshop focused on:
   - Strategies for building patient engagement
   - Culturally appropriate chronic disease management
   - Integrating community health workers and patient navigators into care coordination
   - Didactic and interactive training with group discussion of case studies

   **Third Annual Palliative Care Institute Conference: Care for the Caretaker & Evidence Based Integrative Care, May 13 & 14.** This conference brought together clinicians and community members concerned about care for those with chronic or serious illness or facing end of life. The two-day event featured nationally known speakers and local experts to address how we “Care for the Caretaker” and offer “Evidence-Based Integrative Care.” In collaboration with PeaceHealth Hospital the event was approved for CNNE continuing medical education credits.

   **Third Annual Palliative Care Institute Conference: Building Resilience: Care for the Caregiver. May 12, 2017.** This day-long conference will build on and deepen our engagement with the themes of building resilience and combating compassion fatigue for both clinical professionals and family members working in palliative and end of life care introduced at last year’s PCI conference.
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,**

PCI worked with faculty in the RN-BSN Nursing Program this summer to embed palliative care competencies developed by the American Association of Nursing’s End-of-Life Nursing Education Consortium (ELNEC) project. Additionally, the Director has made numerous presentations to Nursing and Political Science students and students are invited to participate in conferences and community events.

iii. **continuing to foster community conversations about the definition of ‘health’ and the de-medicalization of palliative and end of life care,**

PCI has offered a number events in our Community Conversation Series over the past year. This series is intended to provide opportunities in many different venues for community members to reflect on and talk about their own values and wishes related to serious illness or end of life care:

**Ramp Up to National Health Care Decisions Day.** March 16, 2016, Settlemyer Hall, Bellingham Technical College.
The Ramp-Up was a kick-off effort to build a healthier, happier, more productive community through employer participation in Whatcom County. Through this event, the Palliative Care Institute, the Whatcom Alliance for Health Advancement (WAHA), the Palliative Care Team at PeaceHealth Hospital, and our other partners sought to encourage employers to help motivate their employees to complete their healthcare advance directives (AD). This free community event attracted over 100 participants and was supported in part by a grant from the John A. Hartford Foundation, a grant from the Northwest Washington Medical Society, significant support from over 30 local businesses who provided ‘door prizes’ for the event, and significant volunteer support.

**Being Mortal Screening,** October 20, 2016, Pickford Theater
This screening of the FRONTLINE documentary *Being Mortal* invited Whatcom County residents to join in a national dialogue taking place concerning an inescapable reality of life: death. The community discussion which followed the film helped the 130 participants explore what matters most to patients and families experiencing serious illness. This screening was supported in part by a grant from The John and Wauna Harman Foundation in partnership with the Hospice Foundation of America, the RiverStyx Foundation and the Pickford Film Center.

**Death Happens: Let's Talk about Your Choices,** October 28, 2016, Center for Spiritual Living.
From a series of presentations, 120 participants learned about and explored various end of life choices for them and their loved ones, including stopping treatment, palliative sedation, Death with Dignity and Voluntary Stopping of Eating and Drinking (VSED). Through presentations and discussions, participants gained clarity about when treatment may no longer be helpful, and may even prolong the dying process and about the challenges when there is a dementia diagnosis. Participants
were encouraged to explore how these choices can impact the quality of death and the medical and legal issues raised by these choices.

**Not If But When: Books for Young People About Death and Loss.**
This two-hour workshop has been offered five times over the past year. In this session, community members and professionals who work with children are guided through strategies for using books to initiate discussions about death and loss with children or youth. Marie Eaton, Director of Palliative Care Institute at Western Washington University, Thom Barthelmess, Youth Services Manager at the Whatcom County Library System, and Sylvia Tag, Librarian at Western Washington University present an introduction to the books that can provide pathways to these difficult conversations, and tips for introducing them with young people in your life.

**Gleason**, February 3, 2017, Concert Hall, Performing Arts Center, WWU
*Gleason*, a 2016 Sundance Film Festival documentary, intimately chronicles five years in the life of former New Orleans Saints football defensive back Steve Gleason diagnosed with ALS at the age of 34. This film follows the rapid progression of his disease, taking the audience through his family's journey as he becomes a father, with all the triumphs, tragedies and struggles as he remains determined to live a purposeful life. This event was co-sponsored by PCI and Western's Ignite Your Intellect speaker series.

Some up-coming events include:

**Empathy Card Workshop.** February 12, 2017, 2-4 pm, Stampadoodle.
PCI volunteer, Aurora Fox, will facilitate an empathy card making workshop for the members of *Women with Wings*, a local group who sings at the bedside of those who are seriously ill or dying. This will be the first, we hope, of many workshops for community members (groups or individuals) who would like to participate in this activity.

**Aging and End of Life Care in China: Traditional Culture and Modern Practices,** March 2, 2017. 4:00 pm to 5:30 pm, Bellingham Senior Activity Center, 315 Halleck Street, Bellingham
In this presentation, visiting scholar, Dr. Li Xu, an expert on community-base and culturally appropriate palliative care from Jiangxi Normal University, Nanchang, Jiangxi, China, will join Dr. Baozhen Luo, from the Sociology Department at WWU to share insights and stories about cultural practices in the care of the elders in China from the past to the present. Calligraphy master, Kathy Pak, will demonstrate the role of her art form in graceful aging. This event is co-sponsored by the Palliative Care Institute and the Sociology Department at Western Washington University, the Whatcom County Council on Aging and the Bellingham Senior Activity Center.

**Revised Fundamentals of Caregiving: Whatcom Reads Panel Discussion,** Thursday, March 9 at 1:00 p.m., Bellingham Technical College, Settlemyer Hall.
Jonathan Evison will join a panel discussion on *The Art of Caregiving* in a collaboration between the Palliative Care Institute, Bellingham Technical College,
and Whatcom READS. Evison is the author of *The Revised Fundamentals of Caregiving* which portrays interactions between an in-home caregiver and a young man in the advanced stages of Duchenne muscular dystrophy. This book, although fictionalized, raises many of the issues about providing palliative care, including questions of independence and the balance between living a ‘full’ life and a ‘safe’ life. Panel members will include Evison, Bonnie Blachly from WWU’s RN-BSN Nursing Program, a faculty member from BTC’s nursing program and a representative from the Alzheimers Society of Washington.

**Your Voice, Your Choice**, March 22, 2017, St. Luke’s Health Education Center, 6:00 – 8:00 pm, Free.
The Palliative Care Institute is sponsoring a community education event in collaboration with PeaceHealth St. Joseph Medical Center, Whatcom Alliance for Health Advancement, and Make Your Wishes Known to motivate healthcare providers to engage their patients and community members to work with their families and loved ones to prepare their own healthcare advance directives. Keynote speakers will be PeaceHealth’s Scott Foster, MD, a healthcare directive advocate, two local ICU nurses who will illustrate the impacts of advanced medical interventions, and other members of the medical community who will demonstrate strategies for engaging these often challenging conversations.

In two sessions Margi Fox from WWU’s English Department will lead participants in writing legacy letters, a way to share values, blessings, life's lessons, hopes and dreams for the future, love, and forgiveness with your family, friends, and community.

**Micro-Grant Projects**
PCI allocates some funding annually to support activities initiated by community members that will help explore themes related to serious illness and end-of-life care and build a palliative community (up to $2000 each). This year’s micro-grants (raised through private funding) supported projects such as:

- An empathy card project which provides materials and support for designing sympathy cards appropriate for those who will not ‘get well soon’ and their caregivers
- Support for the National Healthcare Decisions Ramp Up event (March 16, 2016) which encouraged employers to engage their employees in making choices about end-of-life care.
- Support for the Your Voice, Your Choice event (see above)
- Support for the Death Happens: Let’s Talk About Your Choices event (see above)

iv. *developing a robust website of resources to provide better access to services in Whatcom County.*
PCI received a $10,000 grant from the River Styx Foundation to build this resource website. The project is moving forward and we hope to have a beta version by the end of 2017.

6. **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,**
   
   In 2016, PCI worked in partnership with the RN-BSN Nursing Program and with Sara Weir in Political Science to include aspects of Palliative Care in their course and programs. Faculty from Sociology, English, Community Health and Human Services have also participated in PCI events or programs.

   ii. **collaborating with departments at WWU to develop a cross-disciplinary minor in palliative and end of life care open to all Western students,**
   
   Initiating these conversations is a priority for PCI in 2017. We believe that palliative and end of life care is a future career opportunity for many WWU students (perhaps like a new STEM). Only 20% of care at the end of life is clinical, so, as the population ages, opportunities will open across multiple disciplines and majors for careers and service in this field. PCI has an important role to play as Western seeks to strengthen offerings that will prepare our students for careers in palliative and end of life care, both in the development of a possible minor and in providing internship and practicum opportunities for 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.**

   PCI has begun this work through a grant application to Whatcom Community Foundation for the Touch of Grace Project, focused on the development of a pilot training program about palliative end-of-life care for nursing home and assisted living staff. Collaborators on this project include: Whatcom Hospice, Home Attendant Care, Christian Health Care Center, RN-BSN Nursing Program, WWU, Palliative Care Team at PeaceHealth Hospital, Alzheimer Society of Washington

7. **Provide opportunities for Western students and faculty to participate in**

   i. **action research related to the development of a palliative community of excellence,**

   Dr. Hope Corbin and Dr. Devyani Chandran from Human Services both collaborated with PCI on research related to service providers. Each has published an article and presented at professional organization meetings about their research. PCI has also collaborated with Dr. Casey Shillam, former director of the RN-BSN Nursing Program and now Associate Dean at University of Portland’s School of Nursing in
collecting data presented at national conferences.

ii. *community based service learning for students interested in careers in health-related fields,*

PCI sponsored a number of students in community service projects, including outreach to under-served communities and writing copy for the PCI website.

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,*

Students and faculty from the Theater Department at WWU performed monologues related to the challenges of care for Alzheimer’s patients at the spring 2016 Institute Conference. A faculty member from the English Department is leading a workshop on writing legacy letters.

iv. *development of a resource of conference proceedings and research reports available to the public through the Western Library,*

PCI’s CEDAR site is under-development and should be live by the beginning of Spring quarter 2017. This site will house conference proceedings, including PowerPoints and videos of presentations and links to research related to palliative care.

v. *development of a community based website of resources.*

As noted earlier, this project, funded by the River Styx Foundation, is underway and should be completed before the end of 2017.

8. Improve Western’s ability to raise external funds related to these efforts.

PCI has already received external funding or support from a variety of corporate and private donors, including some major foundations. A representative list includes:

- The River Styx Foundation
- The John and Wauna Harman Foundation
- The Hospice Foundation of America
- The Pickford Film Center
- The Hartford Foundation
- The Community Food Co-op
- The Whatcom Medical Society
- PeaceHealth St. Joseph’s Medical Center

We are actively seeking funding for future projects from other granting agencies, both public and private, who have an interest in the improvement of healthcare in community settings.