

The Kingfisher at Work with Halcyon Hospice

Agency Practice Model Paper

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I. Abstract

Hospice care does not seek to cure life-limiting disease. Hospice does not seek to hasten or prolong death. Hospice care offers comfort and support for patients and their families.

Hospice care allows for emotional and spiritual growth while physical, social, spiritual and emotional care of the patient and family, with professionals and volunteers available 24 hours a day, seven days a week.

Hospice care honors the potential for growth in this cycle of life, bringing a clinically-directed, interdisciplinary team to nurture, support and heal during the last stages of an illness and into the bereavement period. Non-discriminatory, diagnosis, availability of a primary caregiver or ability to pay. (Halcyon Hospice and Palliative Care, 2017)

II. Description of Organization/Agency

Mission

Halcyon hospice is committed to a standard of excellence in providing sensitive, patient-centered health care to hospice patients and families. (Halcyon Hospice and Palliative Care, 2017).

Vision

To represent peace and to settle restlessness; be present to listen and to respond; to embolden the delivery of care by an organizational culture of service and team. (Halcyon Hospice and Palliative Care, 2017)

Values

Authenticity

Servant Leadership

Fluid Chaos

Lateral Identity

Spiritual

Trust

Empowerment

Untraditional

Vinovators “visionary, creative, innovative”

Google Table Community

Vulnerable

(Halcyon Hospice and Palliative Care, 2017)

A Letter To All:

“It is an honor for Halcyon Hospice to be invited into your lives at such a sacred time. We are deeply committed to living up to your expectations, wishes and desires. Halcyon is a not-for-profit hospice. Our vision is to provide patient-centered care to people who reside in both rural and urban settings.

This is a strong vision. It means that we will go where you are- anywhere along Colorado’s Front range. It also means that we will listen to you. We have experience, we are compassionate and we are innovative. Our goal is to use all of that on your behalf, to help you realize your goals and dreams at this stage of your life. Halcyon is a name that has meaning. It stands for the Kingfisher, a legendary bird that nested upon disrupted waters and brought calm and peacefulness. Halcyon wants to bring calm and peacefulness to you and your loved ones as well. We want to live up to our namesake.

Relationships form the foundation of the best hospice care. We will never lose sight of that. Our relationships with you, to one another and to our mutual community are integral to what makes our vision unique. We want all whom we touch to feel they have touched us as well. Thank you very much for allowing us to be part of your lives.” (Halcyon Hospice and Palliative Care, 2017)

Location

Halcyon started in a small office in Mead, Colorado and added a Northglenn office and an Aurora office as the agency grew. Halcyon incorporated with CareSynergy in 2017 to ensure safeguard when “curve in” begins. This will help Halcyon stay afloat during Medicare and other insurance changes. They now serve communities along the Rocky Mountains from Fort Collins and stretching to Castle Rock with a few outliers in Colorado Springs. (

Primary Services

Halcyon began when Sonia Fossen and Rod Graber saw a need that wasn’t being fulfilled. They saw that people in rural areas such as Mead and Estes were not given all the resources and opportunities they needed when it came to Hospice and Palliative Care. Halcyon provides care by meeting the patient where they are. They also provide services to patients even if they have no means to pay for the services. Halcyon provides 24/7 services to the patient.

Therapies

Holistic therapies, passage/healing touch, aromatherapy, guided imagery, music enrichment, journaling, art enrichment, sacred speaking and listening, and pet visits are just a few of the therapies that Halcyon can offer patients. (Halcyon Hospice and Palliative Care, 2017)

Team Members

Halcyon must provide skilled professionals such as Certified Nursing Assistants, Registered Nurses, Team Leads, Social Workers, Care Coordinators, Medical Directors, Volunteers, Chaplains. (Halcyon Hospice and Palliative Care, 2017)

Bereavement

Halcyon provides bereavement, or grief therapy to the families and friends who have lost a loved one. The bereavement team comes alongside the families and patient to provide one-on-one counseling sessions and group sessions. In addition, Halcyon offers three free therapy sessions to anyone in the community no matter if they have had a connection to Halcyon in the past or are planning to in the future. (Halcyon Hospice and Palliative Care, 2017)

Levels of Care

Routine

When a patient is comfortable and symptoms are well managed, they require less intensive care. This level of care is generally provided in the comfort of your home or in a setting of your choice. This level of care can be provided in a residential unit according to bed availability. However, Medicare and other insurance plans do not cover the room and board costs associated with this level of care. Our social worker will address the patient/family's ability to pay room and board on an individual basis. (J. Davis, personal communication. September 20, 2017)

Acute General Inpatient Care

Admission or transfer to General Inpatient Care may be needed to control a patient's pain or for other acute symptom management. The team's efforts are directed toward resolution of the symptoms that prompted the admission. The stay is generally limited to short term and is

viewed as a transitional to control symptoms until the patient can return home or can be cared for in a less medically acute setting. (J. Davis, personal communication. September 20, 2017)

Continuous Care

To maintain a patient at home this level of care may be needed to achieve acute symptom management during a medical crisis. This period is generally limited to a short period of time. (J. Davis, personal communication. September 20, 2017)

Respite Care

Respite care in an in-patient unit is to provide a rest for family or those persons caring for the patient at home. The Hospice Medicare respite benefit allows up to a five-day stay for this level of care per certification period. (J. Davis, personal communication. September 20, 2017)

Target Impact

Halcyons target impact are the families, friends and patients that they serve. They also impact hospice and palliative organizations around the area by providing a structured model philosophy that other companies strive to compare to. In addition, Halcyon impacts its employees by providing a space to be compassionate and driven to provide the best possible care for our clients. (B. Davidson. Personal communication. September 20, 2017).

Demographic

The demographics and populations that Halcyon serves daily is on a sliding scale. They have served patients as young as 20 and as old as 105. They care for patients with Medicare, Medicaid, Tricare, Private insurances, but unlike many they care for patients with no insurance at all. They also care patients of all races and ethnicities. (B. Davidson. Personal communication. September 20, 2017).

Organizational Context

Halcyon is a not-for-profit organization that has grown from a small organization to a large agency with the incorporation of CareSynergy. In 2016, Halcyon cared for over 1,237 patients and an average of 305 patients per day. (B. Davidson. Personal communication. September 20, 2017).

Organizational Chart



III. Practice Models and Goals

Practice Models and Approaches

Halcyon's practice models include Interdisciplinary Team Approach and Holistic Model.

Halcyon incorporates the Interdisciplinary Team Approach into their daily work to continuously improve upon patient care. Every two weeks, Halcyon coworkers from every internal discipline get together to go over every patient and the best way to navigate care. By working as a team, Halcyon can be innovative with care and compassionate with the patients. Halcyon also takes a Holistic Approach by catering to emotional, physical, spiritual, psychological and social needs of the patients. (Halcyon Hospice and Palliative Care, 2017)

Generalist Approach

The generalist approach is used at Halcyon. They do this by implementing certain levels of prevention and intervention techniques through means of care planning for the patient.

Halcyon care plans for pain, facility coordination, communication, bereavement risk and many others. (J. Davis, personal communication, 2017)

Social Work Roles

The Social Work roles within Halcyon reflect the NASW core values. The many roles a social worker can obtain include a broker, an advocate, counselor/clinical, teacher, case manager, professional, social change agent, supervisor, and administrator. Halcyon social workers wear many hats and take on many roles. Social workers advocate for their clients' biopsychosocial needs as well as medical needs. The social worker's take on counselor roles through means of bereavement therapy. Social workers are the supervisors at Halcyon due to training around values, confidentiality, boundaries and inclusiveness. The social work supervisors also take on a teaching role by implementing monthly social work educational workshops to improve skills and review case scenarios. The social workers take on a broker role by identifying the clients' needs and assessing the resources that would be viable for them and their families. Halcyon social workers are case managers because they review the resources available and continually check in with clients to follow-up and coordinate services. Additionally, the social workers become administrators by implementing policies and coordinating agency development in interdisciplinary team meetings and through agency wide emails. These are just of a few of the roles that Halcyon social workers take on. (Sheafor & Horejsi, 2015).

IV. Knowledge and Skills

Knowledge

A social worker at Halcyon uses NASW Code of Ethics to demonstrate knowledge and competency. By carrying a copy of the Code of Ethics at all times a social worker at Halcyon is able consult and work through any problems they are faced with. In the professional practice of social work there is also the knowledge of all the theories and models that Halcyon upholds. By staying informed and being in the known a social worker is better able to provide for their clients as Halcyon. These include staying on top of agency wide emails and attending Interdisciplinary Team meetings. (Sheafor & Horejsi, 2015).

Skills

The skills required and to be continually built upon include acting in a professional way, active listening, to complete biopsychosocial assessments, to interpret medical jargon, to comply with agency values and policies, to use motivational interviewing and open-ended and closed ended questions. Too many open-ended questions can confuse a client with dementia. The ability to act in multiple roles as a social worker is also necessary at Halcyon. The skill of time management throughout workload is a skill used daily at Halcyon. The ability to meet a client where they are in their life and to cater to that is one of the most important skills. Finally, a Halcyon social worker must be able to be a team player. (Sheafor & Horejsi, 2015).

V. Agency Cultural Competence

The implementation of cultural competence in the Macro, Mezzo and Micro level of social work is necessary for spread of awareness. The NASW Standards for Cultural Competence include 1. To value and respect human diversity; 2. Diligent self-assessment regarding one's

own or one's agency's cultural perspectives, values, and beliefs; 3. Awareness of special dynamics that are in play whenever people of different cultures interact; 4. Develop programs and services that reflect an appreciation and understanding of diversity. (Sheafor & Horejsi, 2015).

Practitioner Level

At the practitioner level, one must be aware of their own personal values, biases, and cultural upbringing. With each discrepancy, I have with a client or with agency, as a social worker, I need to be able to step back and look at each position and ensure that these cultural divides do not inhibit be from caring for my client in the best possible way.

Agency Level

Halcyon has put in place an anti-discriminatory policy to ensure inclusiveness and an equitable work environment for all cultural diversity. Halcyon has the same hiring, training and supervising sessions for all levels of disciplines to level to create a more inclusive environment. However, Halcyon takes the time to train each discipline by shadowing every other discipline to ensure that each employee is well-rounded and understands every aspect of the company. They talk about the values and mission statement of the company and provide the same level of resources to all employees. Halcyon uses the ethics committee to go over cases of cultural and diversity discrepancies. Halcyon continues to educate their employees through group trainings, Interdisciplinary meetings and workshops to better inform every one of the external and internal workings of the company and how they are trying to improve.

Community Level

At the community level, Halcyon works hard to provide a resource to the communities they serve. Halcyon does not turn away individuals based on their ability to pay. They also provide therapy to anyone in their locations scope the resource of three free therapy sessions. Halcyon is culturally competent in providing services to the underserved and discriminated against populations in the community.

VI. Effects of Policies

Proposition 106: Medical Aid In Dying (MAID)

Requests for Medical Aid in Dying Halcyon Policy

- A. The Organization will explore and evaluate patient statements related to end of life options to include medical aid in dying if they arise.
- B. Patient requests for information will be responded to with respect and compassion.
 - a. Staff should inquire into patient's concerns, fears, and symptoms with the goal to improve patient care.
- C. Patients requesting further information or who are seriously considering making a request should be advised of the need to begin the process by speaking to their attending physician.
 - a. A change of attending may be needed if the hospice physician is currently serving as attending.
- D. Patients will be informed that the Organization does not assist in the End of Life Options Act or medical aid in dying but will provide end of life care according to hospice agency.
- E. Patients may be referred to other available resources such as Compassion & Choices.

- F. Patients seeking medical aid in dying medication while located in a facility that does not allow ingestion on the premises (such as hospice care center or in-patient units) will be assisted with relocation options.
- G. Staff may ask to transfer patients who are considering or who have obtained medical aid in dying medication to another staff member without fear of discipline or retaliation.
- H. The patient may at any time, rescind the request for medical aid in dying medication.
- I. Our physicians will not prescribe medical aid in dying medication nor serve as the consulting physician in the course and scope of employment with the Organization.
- J. The medical aid in dying medication will not be paid for by the Organization, will not be dispensed by the Organization and is not covered as part of the hospice benefit.
- K. The Organization allows, but does not require staff and volunteers to be present at the time of ingestion of the medical aid in dying medication, providing presence, but may not assist in administration of medical aid in dying medication.
- L. Staff may assess for vital signs and attend deaths per agency protocol.

Medical Aid in Dying Policy

- A. The Act requires that medical aid in dying medication be self-administered by the patient.
- B. Staff may not assist in any manner with administration to include but not limited to helping to measure the medication, prepare the medication, or handing the medication to the patient.
- C. If a patient dies without self-administering the medical aid in dying medication and the medications are in the home, medication disposal will be according to agency policy at time of death.
- D. Upon death, staff will provide professional services per agency policy.

E. Death certificates are to be signed by the attending physician that prescribed the medical aid in dying medication.

F. (J. Davis, personal communication. September 20, 2017)

Effects

Many Hospices and Hospitals around Colorado have had to change their policy surrounding MAID and adjust accordingly. Halcyon has instituted their own policy surrounding MAID.

Title 24: Public Health, Chapter 4, Subchapter B, Part 418: Hospice Care

Effects

Halcyon must be compliant with Medicare policies set out for all hospices. This means they must adhere to the guidelines of eligibility, covered services, medical appliances and supplies, drugs and biologicals, team member services, certification periods, and educational trainings. Any item or service specified in the care plan that is under a diagnosable hospice stay is covered under hospice. (J. Davis, personal communication. September 20, 2017)

VII. Organizational Assessments/Evaluation

Consumer Assessment of Healthcare Providers and Systems (CAHPS Survey)

The survey questions are sent to Medical Power of Attorneys 5 weeks after their loved one has passes. This survey is formative and summative. The questions asked through CAHPS include:

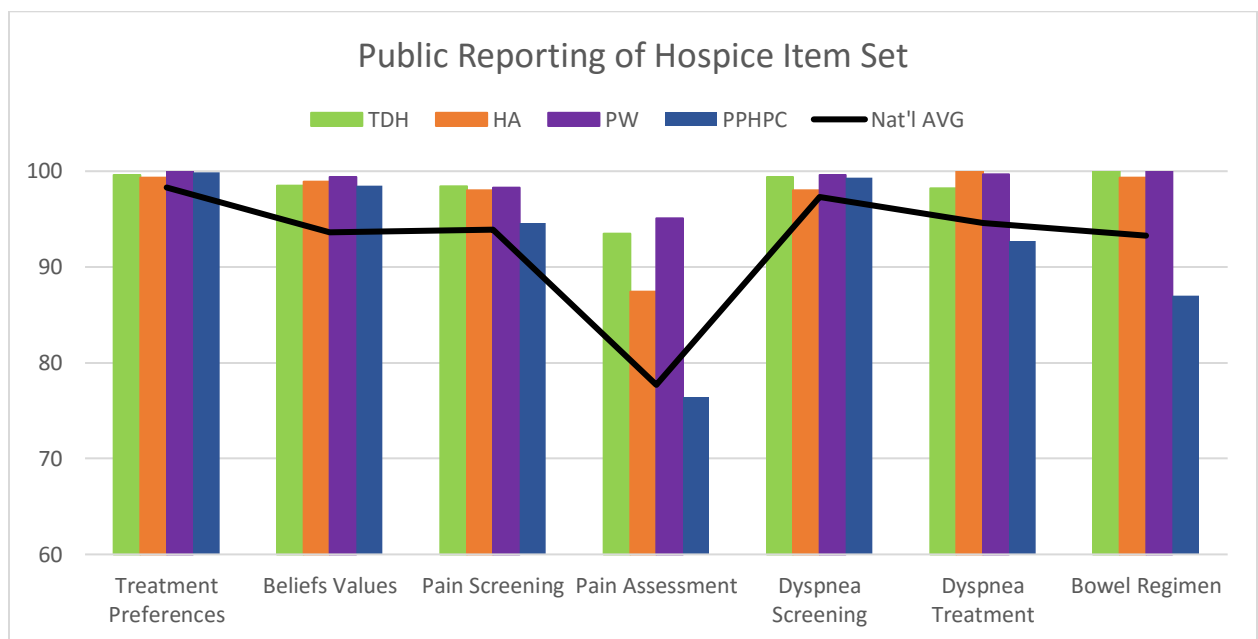
1. Were your questions answered?
2. Were you provided with the training you needed?
3. Were you treated with respect and dignity?
4. Were you provided information regarding what to expect from hospice care?
5. Was timely care provided?

6. How was level of team communication?
7. Did you receive adequate spiritual and emotional support?
8. Did your loved one get help with symptoms?
9. Is there anything you would like to add?

(J. Davis, personal communication. September 20, 2017)

Hospice Item Set (HIS)

Hospice Item Set is a hospice compare chart that is a public document. The chart is made up of logistics and is full of previous year data. When a hospice gives their data to HIS they receive a reimbursement for the data and research collected. This is a spectrum survey based mostly on progress made through documentation charts and care plans and not from patient or family experience. This survey is summative. (J. Davis, personal communication. September 20, 2017)



VIII. Conclusion

In conclusion, Halcyon Hospice and Palliative Care is an exceptional agency that goes above and beyond for its clients. They are intentional with the level of compassion and care they give. I consider myself proud and lucky to be completing my internship with Halcyon.

IX. References

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