

# Jennifer Moore Ballentine

---

3460 Marron Road, #103-380, Oceanside CA

303-521-4111

jennifer@irisproject.net

---

## SELECTED ACHIEVEMENTS

- **As organizational leader:** Transformed a struggling nonprofit into a regional palliative care learning institute sustained by diverse revenue streams, staffed by a dynamic team, and strengthened by strategic partnerships with a university medical school, nursing schools, think-tanks, healthcare providers, and regional and national healthcare organizations. Obtained nearly \$1 million in new grant funding to support development and delivery of more than 700 educational programs across varied platforms to 20,000+ students, professionals, and community members.
- **As change designer:** Collaborating with Dr. Ira Byock's Institute for Human Caring, designed a strategic workplan based on an asynchronous continuous improvement model to implement Whole Person Care in 50 California hospitals and their communities.
- **As initiative architect:** Devised and spearheaded a statewide interagency educational rollout of the Medical Orders for Scope of Treatment (POLST paradigm) utilizing volunteer networks, customizable online and in-person teaching tools, and novel impact evaluation strategies, earning an OUTSTANDING ACHIEVEMENT AWARD from the Colorado Center for Hospice & Palliative Care.
- **As versatile consultant:** For a leading hospice data vendor, Hospice Analytics, analyzed membership patterns, interviewed stakeholders, and formulated growth strategies for the Texas & New Mexico Hospice Organization and the Missouri Hospice and Palliative Care Association.
- **As collaborator, author, and educator:** Co-chaired task forces to develop and disseminate clinical guidelines in palliative care best practice in the long-term care and primary care settings; Authored chapters in the Certified Senior Advisors textbook in advance care planning, hospice & palliative care, and healthcare ethics; Executed a certificate course in interdisciplinary palliative care.

## RECENT LEADERSHIP EXPERIENCE

**Executive Director, CSU Institute for Palliative Care**, San Marcos, CA, 2017–pres. Executive, operational, and strategic leadership of this innovative institute providing focused online education in palliative care for current healthcare professionals, partnering with faculty directors at seven CSU campuses to integrate palliative care into clinical and academic curricula and facilitating outreach to communities. Administering budget of \$3.4 million, from a revenue mix comprising grant funding, direct program revenue and gifts; supervising 7 direct reports and 21 total staff members; overseeing delivery of more than 100 courses accessed, since the Institute's inception in 2012, by more than 6,000 healthcare professionals across the globe. Representing the Institute on national association and stakeholder committees including the Patient Quality of Life Coalition, National Hospice and Palliative Care Organization Ethics Advisory Council, and the National Academy of Science, Engineering, and Medicine Roundtable on Quality Care for People with Serious Illness; partnering with like-minded organizations such as the Coalition for Compassionate Care of California, Children's Hospice & Palliative Care Coalition, NHPCO, Department of Health Care Services of California, Blue Shield of California, Association of Professional Chaplains, Institute for Health Communication, and others to advance palliative care quality and education.

**President, The Iris Project**, San Diego & Denver, 2014–2017. Delivered high-level consulting services to a portfolio of national clients, centering on initiatives to improve palliative care through education, policy development, practice and systems change. Focal areas of expertise included

change design and management, leadership training, strategic planning, professional and community education program design and evaluation, research and communications, ethics consultation and training. Clients included Hospice Analytics, Alliance of Catholic Health Care and Providence Institute for Human Caring, CSU Institute for Palliative Care, Colorado Medical Society, National Hospice & Palliative Care Organization. As volunteer, served as chair of the San Diego Coalition for Compassionate Care.

**Executive Director, Life Quality Institute, Denver, 2010–2014.** Transformed this small nonprofit focused on educating local medical students and community groups into a respected regional palliative care learning institute. Established a new operational paradigm with revenue streams from grants (50%), donations/ sponsorships (18%), and program/product revenue (32%) to support a \$400K annual budget. Obtained nearly \$1 million in grant monies; designed, executed, and evaluated 5 major funded projects over a 4-year period. Cultivated a robust team of clinical and community educators to create and deliver more than 700 innovative, evidence-based programs across varied platforms to 20,000+ attendees. Forged strategic alliances with the University of Colorado School of Medicine; Center for Improving Value in Health Care; AHECs and FQHCs; long-term care, hospice, and hospital associations; community groups, and others to advance palliative care.

**Research Program Strategist, The Denver Hospice–University of Colorado School of Medicine, Denver, 2009–2010.** Directed a community-based participatory research (CBPR) process in palliative care, working with leadership, clinical staff, and academic partners to identify, design, and pursue collaborative research opportunities; analyzed data and prepared reports to funders on active grants; fostered a “culture of inquiry” focused on translating research to clinical practice.

**Director of Programs, Colorado Center for Hospice and Palliative Care, Denver & Colorado Springs, 2005–2009.** Steered day-to-day operations of this statewide membership organization: Facilitated 11 workgroups; orchestrated all aspects of twice-yearly statewide conferences and other in-person and web-based trainings, reaching 1,800 total attendees and generating \$380K revenue. Scripted standardized community presentations, trained 40 presenters, supported delivery of 80 programs statewide, evaluated results. Supervised 6 grant-funded activity areas and projects. Mobilized advocacy on key issues directed toward state and national policy makers. Created consumer outreach and membership communications. Represented COCHPC in numerous partner projects with the Tanzanian Palliative Care Association, consumer groups, bar associations, state departments of public health and policy, CIVHC Palliative Care Taskforce, the Veterans Administration, and others.

## PREVIOUS PROFESSIONAL EXPERIENCE

**Co-Founder, Professional Book Center, Mountain View, California, and Denver.** Built this revolutionary, entrepreneurial book publishing services company from startup to \$500K annual sales. Produced more than 600 books in partnership with major publishers including Addison-Wesley, Houghton Mifflin, John Wiley, McGraw-Hill, Oxford and Cambridge University Presses, and international scientific and professional societies. **Director of Marketing, Morgan Kaufmann Publishers, San Francisco.** Grew this pioneering Artificial Intelligence and Machine Learning publisher from startup to \$2M annual sales. **Assistant Editor, Health Sciences/Nursing Division, Addison-Wesley Publishing Company, Menlo Park, California.** Editorial production of study guides, test banks, teaching manuals for major textbooks in nursing and community health, including Kozier & Erb, Fundamentals of Nursing, and Mott, et al., Child & Family Nursing. Wrote company’s first-ever Author’s Guide.

## HIGHER EDUCATION

B.A., Phi Beta Kappa, Interdisciplinary Studies, Oberlin College, Ohio.

M.A., Graduate Honors, End-of-Life Studies, Regis University, Denver. Thesis: Matters of Life and Death: An Indigenous Model for Community Education on the End of Life.

Residency in Folklore, School of Scottish Studies, University of Edinburgh, Scotland; President's Fellow, Social Anthropology, University of Virginia, Charlottesville; Advanced study, Theology and Pastoral Care, Iliff School of Theology, Denver.

## PROFESSIONAL CERTIFICATIONS AND PROGRAMS

Professional Advancement Certificate in Gerontology, University of Colorado—Colorado Springs.

Certified POLST Trainer, Coalition for Compassionate Care of California.

Respecting Choices Certified Advance Care Planning Facilitator, Gunderson-Lutheran Health Systems, WI.

Executive Directors Academy, JVA Consulting, Denver.

Community Development Certificate in End-of-Life Outreach/Fundraising, Rallying Points Initiative, Robert Wood Johnson Foundation, Princeton, New Jersey.

Certificate in Publishing (with distinction), University of California, Berkeley.

## TASKFORCES AND INTERAGENCY WORKGROUPS

Member, **Patient Quality of Life Coalition**, 2017, a national coalition of organizations working to advance the interests of patients and families facing serious illness, including survivors.

Member, **National Academy of Science, Engineering, & Medicine Roundtable on Quality Care for People with Serious Illness**, 2017.

Chair, **San Diego Coalition for Compassionate Care**, 2017. A local chapter of the statewide Coalition for Compassionate Care of California, this group hosts an annual regional professional conference and other educational events, collaborates with local and statewide agencies, and distributes authoritative resources on advance care planning and palliative care for the greater San Diego area.

Chair, **Taskforce on Physician Aid in Dying**, the National Hospice & Palliative Care Organization Ethics Advisory Council, 2015. Revitalized this stalled group tasked to develop a draft revision of NHPCO's Resolution and Commentary on Physician-Assisted Death; completed work in 6-week timeframe.

Co-chair, **Palliative Care Clinical Guideline Taskforce**, HealthTeamWorks, 2011. Developed two-page clinical guideline for primary care clinicians on providing palliative care. Guideline was published and distributed to more than 3,000 primary care practices. Conducted statewide webinar.

Member and principal writer/publication manager, **Workgroup on Palliative Care in Long-Term Care**, Center for Improving Value in Health Care, 2011–2012. Revised, updated, and formally published *Palliative Care Best Practice: A Guide for Long Term Care and Hospice*. This 110-page comprehensive clinical and operational guideline was printed and distributed to more than 200 nursing facilities in Colorado; with other workgroup members, presented training programs in individual facilities and at statewide and national conferences.

Member, **Taskforce on Palliative Care Definition and Standards for Colorado state health facilities regulations**, Colorado Center for Hospice & Palliative Care and Center for Improving Value in Health Care, 2010–2014. Developed definition and operational standards for any licensed healthcare facility or agency in Colorado claiming to provide “palliative care”; guideline was formally adopted into state health care facility licensing regulations in 2014, making Colorado the first state in the nation to have such a set of standards.

Chair, **Colorado Advance Directives Consortium**, 2015–2017; Co-Chair, 2009–2015. This all-volunteer interagency group convened in 2006 to review Colorado’s advance directive laws and tools to effect necessary updates and expansions. In 2010, the CADC’s work led to repeal/replacement of Colorado’s Living Will statute and passage of legislation to establish the Medical Orders for Scope of Treatment (MOST) Program statewide. With no formal structure, budget, or permanent membership, designed and spearheaded a collaborative initial education initiative/roll-out of the MOST; the CADC has continued to serve as statewide administrator, authoritative voice, and educational source for the MOST program.

Member, **Colorado Department of Public Health and Environment CPR Regulations Taskforce**, 2007– 2009. Served as the hospice sector representative on this multiorganizational taskforce to update and revise state regulations governing the out-of-hospital DNR, or “CPR directive.” Realigned regulations with governing statute; expanded application to other non-state-issued CPR forms.

Convener, **Focus Group on Financial Issues at the End of Life**, National Hospice & Palliative Care Organization and National Endowment for Financial Education, Denver, 2004. Identified diverse participants among professional and community stakeholders; developed inquiry goals and method; conducted 2 focus groups; assisted in development of final product, Financial Issues at the End of Life

### **OTHER COMMITTEES, COMMUNITY COLLABORATIONS, VOLUNTEER SERVICE**

Member, San Diego California Medical Society Bioethics Commission, 2016–pres.

Member, Advocates for Improving Hospice Quality, 2015–pres.

Member, National Hospice and Palliative Care Organization Ethics Advisory Council, 2015–pres.

Peer Reviewer, Journal of Palliative Medicine, 2014–pres.

Member, Mountain States Hospice Collaborative, 2014–2015.

Board of Directors member, Colorado Senior Lobby, 2013–2015.

Member, Center for Improving Value in Health Care Palliative Care Taskforce, 2010–present.

Board of Directors member, Colorado Healthcare Ethics Forum, 2010–2013.

Member, National Hospice Work Group Research and Education Forum, 2009–2013.

Member, Research, Academics, and Education committee, National Hospice Workgroup, 2009–2013.

Member, Colorado Center for Hospice & Palliative Care Hospice Regulations Subcommittee, 2009–2010.

Member, National Hospice and Palliative Care Organization Professional Education Committee, 2007–2014.

Chair, Metro Denver End-of-Life Coalition, 2004–2010.

Hospice Volunteer Trainer, Porter Hospice, 2003–2008.

Chair, Denver Community Bioethics Committee, 2002–2004; Member, 2000–2012.

Member, Centura Health At Home Ethics Committee, 2002–2004; 2006–2009.

Founding Member, Soup for the Soul committee, Centura Health at Home, 2000–2005.

Patient Care Volunteer, Porter Hospice, 2000–2005.

### **FILM, RADIO, TELEVISION APPEARANCES**

On-air feature segment of “Colorado Matters” with Ryan Warner, on the Colorado End-of-Life Options Act education for physicians and healthcare professionals, Colorado Public Radio, 2/27/17.

<http://www.cpr.org/news/story/teaching-colorado-doctors-how-to-navigate-new-aid-in-dying-law>

Interview and background for “As Implementation Questions Swirl, Catholic Hospitals Opt Out of Colorado’s New Aid in Dying Law,” by John Daley, Colorado Public Radio, 1/24/17. <http://www.cpr.org/news/story/as-implementation-questions-swirl-catholic-hospitals-opt-out-of-colorado-s-new-aid-in>

Live radio panel discussion with Jean Abbott, MD, and Kim Mooney, moderator, “How we die matters: The complexity of physician aid-in-dying legislation,” KGNU, 12/10/15: <http://news.kgnu.org/2015/12/how-we-die-matters-the-complexity-of-physician-aid-in-dying/>

Televised live panel discussion with legislative sponsors of Colorado legislation to legalize physician aid in dying and national director of Compassion & Choices for “COPOLITICS,” Sunday morning news show, “Death with Dignity,” moderated by Eli Stokols, 2/1/15: <http://kdvr.com/2015/02/01/death-with-dignity/>

Expert source for news stories associated with physician aid-in-dying legislation in Colorado:

“Death with Dignity’ legislation introduced in Colorado,” Eli Stokols for FOX31, 1/27/15:

<http://kdvr.com/2015/01/27/death-with-dignity-legislation-introduced-in-colorado/>;

“Woman lobbies for ‘Death with Dignity’ law,” Jonathan Gonzalez for 9NEWS, 1/16/15:

<http://legacy.9news.com/story/news/local/2015/01/17/woman-lobbies-for-death-with-dignity-law/21906815/>;

“Colorado activists push bill to legalize assisted suicide, target elderly and disabled,” Steven Ertelt for

LifeNews.com, 1/27/15: <http://www.lifenews.com/2015/01/27/colorado-activists-push-bill-to-legalize-assisted-suicide-target-elderly-and-disabled/>

“National Health Care Decisions Day—What You Need to Know,” on air interview, Colorado & Company, 9NEWS, 4/4/13.

Local panelist, “Living with Grief: Cancer at the End of Life,” national teleconference sponsored by Hospice Foundation of America, 2010.

Expert commentator on voluntary stopping eating and drinking and artificial nutrition & hydration at the end of life in the feature film, “Dying Wish,” Karen van Vuuren, producer, 2008.

Half-hour interview on The Five Wishes, with Ed Towey of Aging with Dignity, online video, 2008.

Host, instructional DVD, “Advance Directives & End-of-Life Decisionmaking,” Dennis Strettar, producer, 2005.

Local panelist, “Living with Grief: Ethical Issues at the End of Life,” national teleconference sponsored by Hospice Foundation of America, 2005.

Half-hour radio interview with Dennis Strettar, “Healthy Aging Today,” KEZW, 2005.

Radio guest spots on the Terri Schiavo case with Bob Newman, Craig Silverman, Peter Boyles shows, KHOW, and Jay Marvin show, AM-760, 2005.

On-air panelist, “And Thou Shalt Honor,” televised National Town Meeting, KRMA-TV, 2003. Denver community forums organizer and liaison for the PBS series “On Our Own Terms: Bill Moyers on Dying,” 2000.

## PUBLICATIONS (HEALTHCARE ONLY)

### AS AUTHOR/CO-AUTHOR

“Advance Care Planning and Directives,” Chapter 12 in *Working with Older Adults: A Professional’s Guide to Contemporary Issues of Aging*, Society of Certified Senior Advisors, 2015.

Book Review, “The Best Care Possible: A Physician’s Quest to Transform Care Through the End of Life by Ira Byock, MD,” *Natural Transitions* magazine, 2(1), spring 2012.

“Caregiving in the Workplace,” *Natural Transitions* magazine, 2(3), autumn 2012.

“Deactivation of Cardiac Devices in Competent Hospice Patients: An Ethical Consideration,” *American Journal of Hospice & Palliative Care* 22(1), January, 2005.

“Death, Taxes, and Advance Directives,” *CSA Journal*, 49, spring 2011.

“End-of-Life Choices and Ethics,” Chapter 14 in *Working with Older Adults: A Professional’s Guide to Contemporary Issues of Aging*, Society of Certified Senior Advisors, 2015.

“Ethics Committees for Hospice: Beyond the Acute Care Model,” with Pamela W. Dalinas, RN-BC, BSN, MA, *Hospice Ethics: Policy and Practice in Palliative Care*, Timothy W. Kirk and Bruce Jennings (eds.), Oxford University Press, 2014.

*Guide to Organizational Ethics in Hospice Care*, with Timothy W. Kirk, PhD, and Krista Harrison, PhD, National Hospice & Palliative Care Organization, 2016.

“Hospice and Palliative Care,” Chapter 13 in *Working with Older Adults: A Professional’s Guide to Contemporary Issues of Aging*, Society of Certified Senior Advisors, 2015.

“Hospice and Palliative Care: Options for Care at the End of Life,” a chapter in *Senior Law Handbook: A Colorado Legal Information and Reference Guide for Older Adults*, Sean C. Bell (ed.), Continuing Legal Education in Colorado Inc., annually 2008–2016.

“Improving Hospice Quality: Getting Back to Hospice Values,” blog for Advocates for Improving Hospice Quality (aihq.org), 2015; picked up and republished in Hospice Times, 3/2/16, [www.hospicetimes.com/index.php/guest-articles/improving-hospice-quality-getting-back-to-hospice-values/](http://www.hospicetimes.com/index.php/guest-articles/improving-hospice-quality-getting-back-to-hospice-values/)

“Law and Sausage: Physician-Assisted Death and the Solution to Suffering,” *Natural Transitions* magazine, 7/16. [Letter to the Editor on the Terri Schiavo case], in *The Denver Post*, 3/23/05.

“No, Colorado Shouldn’t Pass the End-of-Life Options Act,” guest commentary, *The Denver Post*, 2/14/16.

“Palliative Care: A New Approach to the Relief of Suffering,” with Cordt Kassner, PhD, and Paula Nelson-Marten, RN, PhD, AOCN, *Colorado Breast Cancer Resources Directory*, published through the Colorado Cancer Coalition/Colorado Department of Public Health and Environment, 2007, 2008, 2009, 2010.

“Palliative Care: A New Approach to the Relief of Suffering,” in *Seniors Blue Book*, SouthMetro Denver, May 2007–2008 edition.

*Palliative Care Best Practices: A Guide for Long-Term Care and Hospice*, principal author, Center for Improving Value in Health Care, 2012.

“Pathway to a Good Death,” *Natural Transitions* magazine, 1(4), winter 2011/2012.

“Physician-Assisted Death Does Not Improve End-of-Life Care,” with Cordt Kassner, PhD, and Ira Byock, MD, FAAHPM, Letter to the Editor, *Journal of Palliative Medicine*, 19(5), 2016.

*Your Right to Make Healthcare Decisions*, Colorado Hospital Association, 2011.

## **AS EXPERT SOURCE**

“Device Saves Lives but Can Extend Death,” *The Fort Wayne (IN) Journal Gazette*, 12/31/06.

“Devices Can Interfere with Peaceful Death: Implants Repeatedly Shock Hearts of Patients Who Cannot Be Saved,” *The Washington Post*, 12/17/06.

“The Effect of Legalizing Assisted Suicide on Palliative Care and Suicide Rates: A Response to Compassion and Choices,” Richard Doerflinger, MA, for the Charlotte Lozier Institute, 3/2/17. <https://lozierinstitute.org/the-effect-of-legalizing-assisted-suicide-on-palliative-care-and-suicide-rates/>

“Implantable Heart Devices Save Lives, May Worsen Deaths,” by Rob Stein, *The Washington Post*, Nation & World, 12/19/06. Reprinted in *The Seattle Times*, 12/19/06.

“Implants Save Lives, but Can Make Dying Harder,” *The Canton (OH) Repository*, 12/20/06.

“Right to Die Seminar,” Dave Segal, *Montrose Monitor*, 2/17, online: <http://montrosemonitor.com/right-die-seminar/>

“Taking Bitter Out of End, New Colorado Laws Would Expand Hospice Care, Clarify Dying Wishes,” Jennifer Brown, *The Denver Post*, 6/3/10.

## **AS EDITOR (selected titles; including a variety of editorial roles)**

*Aging: Demographics, Health, and Health Services*, Elizabeth Vierck & Kris Hodges, Greenwood Press, 2003.

*Building Family Competence: Primary and Secondary Prevention Strategies*, Luciano L’Abate, Sage Publishing, 1990.

*Cardiology: The Regents/Prentice Hall Medical Assistant Kit*. Prentice Hall, 1993.

*Cognitive-Behavioral Strategies in Crisis Intervention*, Arthur Freeman & Frank Dattilio (eds.), Guilford Press, 2000.

*Cognitive-Behavioral Treatment of Obesity: A Clinician’s Guide*, Zafra Cooper, et al., Guilford Press, 2003.

*Eat Well for a Healthy Menopause: The Low-Fat, High Nutrition Guide*, Elaine Moquette-Magee, Wiley, 1996.

*Family Relationships in Later Life*, Timothy Brubaker, Sage Publications, 1990.

*Family Sexual Abuse: Frontline Research and Evaluation*, Michael Patton (ed.), Sage Publishing, 1991.

*Handbook of Personality: Theory and Research*, Lawrence Pervin, Oliver John (eds.), Guilford Press, 1999, 2001.

*Heart Owner's Handbook*, The Texas Heart Institute, Denton Cooley, Wiley, 1995.

*Hematology: The Regents/Prentice Hall Medical Assistant Kit*, Prentice Hall, 1993.

*A History of Medical Informatics*, Bruce Blum & Karen Duncan. Addison-Wesley/Association for Computing Machinery, 1990.

*Insider's Guide to Graduate Programs in Clinical and Counseling Psychology*, Tracy Mayne, John Norcross, Michael Sayette, Guilford Press, 1998, 2000, 2004.

*The Insider's Guide to Mental Health Resources Online*, John Grohol, Guilford Press, 1997, 2000, 2003.

*Issues in the Psychology of Women*, Maryka Biaggio, Michel Hersen (eds.), Plenum/Kluwer/Springer, 2000.

*Latino Families in Therapy: A Guide to Multicultural Practice*, Celia Jaes Falicov, Guilford Press, 1998.

*Life After Trauma: A Workbook for Healing*, Dena Rosenbloom, et al., Guilford Press, 1999.

*Management of the HIV-Infected Patient*, Suzanne Crowe, et al., (eds.), Cambridge University Press, 1996.

*The McNally Method for Managing Your Health Care*, William McNally, Warde Publishers, 1997.

*Orthopedics: The Regents/Prentice Hall Medical Assistant Kit*, Prentice Hall, 1993.

*Practical Design Control Implementation for Medical Devices*, Jose Justiniano & Venky Gopalaswamy, CRC Press/InterPharm, 2003.

*Psychosocial Disturbances in Young People: Challenges for Prevention*, Michael Rutter (ed.), Cambridge University Press, 1995.

*The Quantum Brain: The Search for Freedom and the Next Generation of Man*, Jeffrey Satinover, Wiley, 2001.

*Self-Perception*, Richard Riding & Stephen Rayner (eds.), Ablex Publishing/Greenwood, 2001.

*Systems of Psychotherapy: A Transrational Analysis*, James Prochaska, John Norcross, Wadsworth, 2002.

*Urology and Reproduction: The Regents/Prentice Hall Medical Assistant Kit*, Prentice Hall, 1993.

*Yale University School of Medicine Patient's Guide to Medical Tests*, Barry Zaret, Peter Jatlow, Lee Katz, Houghton-Mifflin, 1997.

## **EDUCATIONAL CONFERENCES AND EXTENDED PROGRAMS**

### **CONFERENCES DESIGNED, PLANNED, AND EXECUTED**

Can We Talk? Conversations for Navigating the End of Life Conference, Arvada, 2010 (planning committee member)

Colorado Healthcare Ethics Forum, statewide annual conference, 2010–2013 (planning committee member)

Colorado End-of-Life Options Act: Everything Healthcare Providers and Facilities Need to Know Now, 2017, delivered in 10 locations across 9 communities in Colorado to more than 500 participants.

Cultural Issues in Health Care Ethics, statewide conference, Denver Community Bioethics Committee, 2001

Data Basecamp, for Hospice Analytics, Denver, 2015

Ethical Conflict Resolution and Shared Decision Making, statewide conference, Denver Community Bioethics Committee, 2004

Evidence-based Leadership Summit, for Hospice Analytics, Denver, 2015, 2016

The Iris Project Healthcare Community Briefing on updates and changes to Colorado advance directive laws and tools, Summit Event Center, Aurora, 2010

Legal and Ethical Decision Making, annual ethics training for EMS personnel, sponsored by South Metro Fire & Rescue; Medical Resource Consultation; Swedish Hospital Ethics Committee; Parker, Littleton, and Porter Adventist Hospitals Ethics Committees and EMS Services, 2004 (planning committee member)

Life and Death Matters, coordinated panel of experts on current events and end-of-life decision making at Regis University, Denver, for the Metro Denver End-of-Life Coalition, 2005

Medical Orders for Scope of Treatment Train-the-Trainer, for Colorado Advance Directives Consortium, Denver, 2011, 2015

“On Our Own Terms,” facilitated panel presentations and workshops in conjunction with Bill Moyers' PBS special, St. Andrew's Church, and Church of St. Peter & St. Mary, Denver, 2000

Palliative Social Work national conference, for Life Quality Institute, Denver, 2011, 2012, 2013, 2014

Spiritual Traditions in Health Care Ethics, statewide conference for the Denver Community Bioethics Committee, 2003

## **EXTENDED PROGRAMS AND CURRICULA, DESIGNED AND EXECUTED**

Life Quality Initiative, 2013–2014 (palliative care training-coaching-evaluation program): Pilot of practice change model to impart learning and embed palliative care principles and techniques in long-term care facilities and primary care practices. Teaching sessions comprised 6, 60-minute interdisciplinary sessions on introduction to palliative care, advance care planning, pain & symptom management, assessing & responding to psychosocial-spiritual pain, family dynamics & challenges of caregiving, grief and bereavement support and/or self-care for clinicians. Coaching included access to expert members of palliative disciplines (on-call and “office hours”) and measured progress toward a specific checklist of embedded practice. Over a year-long period, 6 nursing facilities and 8 primary care practices participated.

University of Colorado—Denver and Life Quality Institute Physician Assistants, Palliative Care Education and Clinical Rotation program, 2011–2014: Substantially designed and executed this nationally unique clinical rotation for physician assistant students, comprising quarterly modules for 10 students at a time: 3 didactic days focusing on advance care planning, communicating with patients and families, challenges of caregiving and family dynamics, psychosocial-spiritual care, and pain & symptom management; plus 4 clinical rotation days in partnership with numerous palliative care clinics, hospital consultation services, and hospice agencies.

Life Quality Institute Certificate Program in Interdisciplinary Palliative Care, 2012–2013: 3-day, 20-hour training program awarding nursing, social work, and chaplain CEUs to practicing clinicians, volunteers, and other professionals. Courses included introduction to palliative care, advance care planning, assessing & responding to spiritual pain, ethics of dying, moral distress & compassion fatigue, family dynamics & challenges of illness, coping with sudden or anticipated loss, pain & symptom management. Host sites:

The Heartlight Center, Denver, Colorado 2012

Heart of the Rockies Medical Center, Salida, Colorado, 2012, 2013 Hospice del Valle, Alamosa, Colorado, 2012, 2013

Montezuma Hospice, Cortez, Colorado, 2012

Sangre de Cristo Hospice & Palliative Care, Canon City, Colorado, 2012 Wray Community Hospital, Wray, Colorado, 2013

Fill in the GAPS: An Exploration of End-of-Life Issues, 2011–2012: 5-part series educational program for community groups and faith communities; conducted at 5 sites in Denver Metro area.

The Good Journey, 2005: 5-part community education series on end-of-life issues, Saint John's Cathedral, Denver, 2005. Program design included extended community needs assessment with prospective participant group surveys and focus groups; 5 custom-designed educational sessions on “Meaning of Death in America,” “Advance Directives and End-of-Life Care Planning,” “Challenges of Caregiving,” “Building a Spiritual Toolkit for the End of Life,” and “Grief and Bereavement.”

## **EDUCATIONAL PRESENTATIONS AND WORKSHOPS, CREATED AND PRESENTED**

### **National and Statewide Keynotes and Plenaries**

California State University Institute for Palliative Care and San Diego Coalition for Compassionate Care, Conversation to Action: Palliative Care Across the Continuum conference, San Marcos, 2016, “Our Covenant to Care: Conversations on Goals, Options, and Plans”

Coalition for Compassionate Care of California Annual summit, Newport Beach, 2016: “ACP and PAD: How Will (or Won't) Physician Aid in Dying Change Our Conversations?” with Nathan Fairman, MD, and Karl Steinberg, MD

Colorado Volunteer Leaders in Hospice statewide conference, 2014: “Health Care Ethics for Hospice Volunteers: Principles and Practice”

Georgia Hospice & Palliative Care Organization statewide conference, Athens, 2015: “The Future of Hospice & Palliative Medicine: Evidence-based Leadership” with Cordt Kassner, PhD

Global Health Partners international conference, Los Angeles, 2015: “Lessons from the Dying: What Hospice Can Teach Healthcare about Responding to Suffering”

Hospice & Palliative Care Association of the Rockies annual two-state conference, 2015: “Physician-Assisted Death: Pro, Con, and Common Ground” with Roland Halpern

Hospice & Palliative Care Federation of Massachusetts statewide conference, invited plenary speaker, 2015: “Harnessing the Power of Data to Improve Hospice Care and Success”

Huntington’s Disease Association annual statewide conference, Denver, 2013: “‘To Comfort Always’: Options for Care in Serious Illness or at the End of Life”

National Symposium on Palliative Care Education and Research, CSU Institute for Palliative Care, San Marcos, 2017, “Getting the Rubber to Hit the Road: Medical Aid in Dying at the Intersection of Research, Education, and Practice”

New Hampshire Hospice & Palliative Care Organization statewide conference, Concord, NH, invited keynote, 2016: “An Ethical Reflection on Physician-Assisted Death and Hospice Values”

Senior Lobby Day at the Capitol, a statewide event hosted by the Colorado Senior Lobby, Denver, 2014: “The Message of the Iris: Essential Conversations for Quality of Life”

University of Colorado–Denver, Center for Bioethics and Humanities, Arts in Medicine series, 2013: “Ars Moriendi: Reclaiming a Medieval Practice for Palliative Care”

University of Colorado–Denver, Center for Bioethics and Humanities “Ethics Bites” series:  
 2014, “Ars Moriendi: Reclaiming a Western Tradition in Companioned Dying”  
 2015, “A Question of Mercy and Morality: A Debate on Assisted Dying,” with Jeremy Lazarus, MD and David Hibbard, MD

University of Colorado–Denver, Palliative Care Days annual national conference, Aurora, 2015: “Physician- Assisted Death: The Debate”

### **National and Statewide Conference Workshops**

American Society for Bioethics and Humanities national conference, Washington, DC, 2007: “Deactivation of Implanted Cardiac Devices in Hospice Patients: An Interdisciplinary Approach”

American Society on Aging national annual conference, San Diego, 2014: “How Palliative Care Can Save Your Life (and the American Healthcare System)”

California Association of Health Facilities, Palm Springs, CA, 2016: “California End-of-Life Option Act: Challenges, Concerns, Emerging Best Practice from the First Five Months”

California Hospice & Palliative Care Association Annual Conference, 2016: “Got Ethics? Doing Well by Getting It Right”

Carolinas Center for End-of-Life Care statewide annual conference, Columbia, 2015: “Grounding the Frequent Fliers: How Hospice Can Help Hospitals Meet the Readmission Challenge”; “What Does the Data Say? Insights from the Numbers for Hospice Survival and Success”

Coalition for Compassionate Care of California Annual Summit, 2017: “Advancing Palliative Care through Partnerships and Community Engagement,” with Chris Knutson, RN, MSN; John Tastad, SCC; and Ryan Hazley, RN, BSN.

Coalition for Compassionate Care of California, statewide training, 2016: “California End-of-Life Option Act: Key Concepts and Critical Conversation Skills for Providers,” with Shirley Otis-Green, MSW; Lael Duncan, MD, and Karl Steinberg, MD.

Coalition for Elder Rights and Abuse Prevention annual conference, Aurora, 2011: “Getting the MOST out of the Medical Orders for Scope of Treatment”

Colorado Assisted Living Association statewide annual conference, Denver, 2014: “Enhancing Your Residents’ Quality of Life with Palliative Care”

Colorado Business Group on Health annual statewide summit, Denver, 2012: “Caregiving in the Workplace”

Colorado Center for Hospice & Palliative Care annual conferences:  
 2008: “A 5-Step Process for Ethical Consultation”

- 2011: “Guinea Pigs in Hospice? Ethics of Research at the End of Life”; “Palliative Care in Long-Term Care Settings: A Collaborative Best Practice”
- 2013: “Mandatory Reporting of Elder Abuse: What Every Hospice Needs to Know”; “Prepare to Care: A Report on a Palliative Care Education Program for Rural Care Providers”
- Colorado Hospice Organization annual statewide conferences:
- 2001: “Ethics Consultation and Committees in Hospice”
  - 2002: “Cultural Issues in End-of-Life Care”
  - 2003: “Ethics Isn’t Just for Eggheads Anymore”
  - 2004: “Autonomy . . . Shmautonomy! The Limits and Limitations of the Prime Principle”; “Hospice Is from Venus . . . and Mars! Gender and Communication at the End of Life”
  - 2005: “The Good Journey: An Indigenous Model for Community-based End-of-Life Education”
- Colorado Health Care Association statewide annual conference, Denver, 2012: “Getting the MOST out of the Medical Orders for Scope of Treatment”
- Colorado Healthcare Ethics Forum annual statewide conferences:
- 2004: “Autonomy . . . Shmautonomy! The Limits and Limitations of the Prime Principle”
  - 2004, 2005, 2007: “From Conversation to Consult: A Process for Ethics Consultations”
  - 2008, 2012: “Ethicize! Building a Regimen for Health Care Ethics in Hospice”
  - 2009: “When All Else Fails—Including Most Moral Justifications: The Problem of Palliative Sedation”
- Colorado Medical Director’s Association annual statewide conference, Denver, 2014: “More About the MOST: An Update on Colorado’s Medical Orders for Scope of Treatment Process and Revised Form”
- Colorado Volunteer Leaders in Hospice statewide conference, Denver, 2013: “Raising Your Ethical Antennae: Healthcare Ethics for Hospice Volunteers”
- Hospice & Palliative Care Association of the Rockies annual two-state conference, 2014: “PAD Comes to Colorado: What Physician-Assisted Death Means for Hospice”
- National Hospice and Palliative Care Organization national Clinical Team annual conferences:
- 2006: “Cardiac Device Deactivation for Patients: Ethical Issues and Policy Development”
  - 2009: “When All Else Fails—Including Most Moral Justifications: The Problem of Palliative Sedation”
  - 2011: “Belief and Grief”
- National Hospice & Palliative Care Organization national Management & Leadership annual conferences:
- 2008: “Ethics: The Fourth Dimension of Care at the End of Life”; “Palliative Care in Long-Term Care Settings: A Collaborative Best Practice”
  - 2012: “Ethicize! Building a Regimen for Health Care Ethics in Hospice”
  - 2013: “When Is Palliative Care Not Palliative Care? Developing Palliative Care Guidelines for a State Health Department”
  - 2015: “Organizational Ethics in Hospice Care” (invited preconference, with Timothy Kirk and Krista Harrison)
- National Hospice & Palliative Care Organization Mind, Body, Spirit national conference, Albuquerque, 2007: “The Good Journey: An Indigenous Model for Community-based End-of-Life Education”
- National Hospice & Palliative Care Organization Volunteerism and Family Caregiving national conference, Denver, 2006: “Raising Your Ethical Antennae: Healthcare Ethics for Hospice Volunteers”; “Hospice Is from Venus . . . and Mars! Gender and Communication at the End of Life”
- Senior Law Day, Colorado Bar Association, Denver, annual statewide community gathering, 2007–2014: “To Comfort Always: Options for Care in Serious Illness or at the End of Life”

## **Facility, Community, and Webinar Workshops**

### ***Advance Directives and Advance Care Planning***

- Advance Directives and Advance Care Planning (various program titles: community groups)
- Academy for Lifelong Learning, Denver, 2011
  - Aspen Place Assisted Living, Westminster, 2011
  - Brookdale Retirement Community, Park Place, Denver, 2012
  - Brookdale Retirement Community, The Villas at Atrium, Boulder, 2013
  - Brookdale Retirement Community, Westland Meridian, Littleton, 2013
  - Carmel Oaks Retirement Village, Littleton, 2013
  - Colorado Cross Disabilities Coalition, 2011
  - Colorado State University EAP program, Fort Collins, 2011, 2012, 2013
  - Denver University community program, 2013

First Unitarian Universalist Church, Denver, 2012  
 Sangre de Cristo Hospice & Palliative Care, National Healthcare Decisions Day community forum, Pueblo, 2013  
 Wheeler Trigg & O'Donnell Attorneys at Law, Denver, 2011  
 Advance Directives and Advance Care Planning (various program titles: clinicians, professionals, academics)  
 Alzheimer's Association, Denver, 2010  
 Center for Improving Value in Health Care, Health Transitions statewide webinar series, 2013  
 Christian Living Community (skilled nursing staff), 2013  
 Colorado Health Care Association, 2011 Compassion & Choices, Denver, 2007  
 Denver Community Bioethics Committee, 2010  
 Denver University School of Social Work, Denver, 2012  
 Exempla Lutheran Medical Center, Wheat Ridge, 2012  
 HealthOne Ethics Committee Chairs, Englewood, 2010  
 Kaiser Permanente Medical Group, Aurora, 2012  
 Legislative Interim Committee, State Capitol, Denver, 2009  
 Mercy Regional Medical Center, Durango, 2011  
 Physician Health Partners, Denver, 2013  
 Pueblo Life Care Center, Pueblo, 2011  
 Senior Issues Briefing, Colorado Gerontological Society, Boulder, 2010  
 University of Colorado—Denver School of Medicine faculty & students, Aurora, 2011  
 University of Colorado—Colorado Springs Professional Advancement Certificate in Gerontology program, Denver, 2012, 2013, 2014  
 Communicating End-of-Life Wishes Columbine Manor, Fort Collins, 2008  
 Communicating End-of-Life Wishes, Train the Trainer, The Denver Hospice, 2009  
 First Universalist Unitarian Church, Denver, 2008  
 Julia Temple Nursing Facility, 2009  
 Olinger Mortuaries & Cemeteries, Wheat Ridge, 2009  
 Saint Andrew's Village, Denver, 2010  
 Saint John's Cathedral, Denver, 2008  
 Standardized presentation Train-the-Trainer via statewide webinar, 2007, 2009  
 The Conversation Project standardized presentation for use by community presenters in grant-funded initiative, Life Quality Institute, 2014  
 End-of-Life Planning and Medical Decision Making for Developmentally Disabled Adults Rocky Mountain Homecare Services, Aurora, 2013  
 Matters of Life & Death: Demystifying Medical Decision Making Colorado Free University, Denver, 2010  
 Medical Orders for Scope of Treatment (MOST) (various program titles)  
 Colorado Health Care Policy & Finance staff and leadership, 2014  
 Colorado Health Information Management annual statewide conference, Golden, 2012  
 Colorado Hospital Association, Denver, 2010  
 Colorado Medical Society Legislative Committee, Denver, 2010  
 Compassion & Choices, Denver, 2011  
 Denver County Health & Human Services Adult Protection Division, 2011  
 Exempla Saint Joseph Hospital Grand Rounds, Denver, 2011  
 Kaiser Permanente Medical Group, Aurora, 2012  
 Life Quality Institute statewide open webinar training for healthcare professionals, Denver, 2012  
 Mercy Regional Medical Center, Durango, 2011  
 Monthly constituency meeting with Senator Suzanne Williams, Aurora, 2009  
 Morningside Assisted Living, Aurora, 2011  
 Northwest Coalition of Senior Service Providers, Wheat Ridge, 2011  
 Network North Seniors Coalition, Wheat Ridge, 2009  
 Pathways Hospice, Fort Collins, 2010  
 Presbyterian/Saint Luke's Medical Center Grand Rounds, Denver, 2012  
 Rocky Mountain Cancer Center, Denver, 2011  
 Rose Medical Center annual ethics conference, 2011  
 Saint Mary's Hospital and Regional Medical Center Grand Rounds, Grand Junction, 2011  
 Sarah Cares Adult Day Care, Denver, 2011  
 Senior Issues Briefing, Colorado Gerontological Society, Boulder, 2009  
 Statewide open webinar for clinicians and professionals, 2014

- Sterling Regional Medical Center, Sterling, 2011  
 The Denver Hospice, 2009  
 University of Colorado–Denver School of Medicine, Arnold P. Gold Honor Society, Aurora, 2011
- POLST: Physician Orders for Life-Sustaining Treatment  
 Memorial Health System, Colorado Springs, 2008  
 The Denver Hospice, Denver, 2011
- End-of-Life Issues***
- Ars Moriendi: Reclaiming a Western Approach to Companioned Dying  
 Colorado Health Care Association, Denver, 2007  
 First Universalist Unitarian Church, Denver, 2009  
 Porter Hospice volunteer in-service, 2012  
 Saint John's Episcopal Cathedral, Denver, 2008  
 University of Colorado–Denver Bioethics and Humanities Arts in Medicine series, Aurora, 2013
- Belief and Grief, Olinger Mortuaries & Cemeteries community education series, 2011
- Building a Spiritual Toolkit for the End of Life  
 Evangelical Lutheran Church in America Parish Nurse Conference, 2011  
 Saint John's Episcopal Cathedral, Denver, 2005
- Cancer and End-of-Life Care, Hospice Foundation of American National Teleconference, Highlands Ranch, 2010
- Creating a Legacy of Love: A Workshop on Spiritual Testaments, Saint John's Episcopal Cathedral, Denver, 2006
- End-of-Life Laws in Colorado: An Update  
 Medical Center of Aurora, Aurora, 2012  
 Rose Medical Center annual ethics conference, Denver, 2012
- Everybody Dies  
 Colorado Community College Nursing School, 2012, 2013  
 CREATE Health Program, Regis University, Wheat Ridge, 2012  
 Metropolitan State University Allied Health program, 2014
- Facing the Big Questions: Support and Care for Those Facing Advanced Illness, Senior Law Day, Colorado Bar Association, Denver, 2005
- "I Don't Know What to Say": Compassionate Conversations About Crisis and Care  
 Brookdale Retirement Community, Meridian, Boulder, and Park Place, Denver, 2013  
 Recorded for inclusion in Hospice Education Network, Weatherbee Resources, Massachusetts, 2012
- Meaning of Life and Death in America, Saint John's Episcopal Cathedral, Denver, 2005
- Scared to Death: Historical Attitudes Toward Death and Dying  
 Exempla Saint Joseph Hospital Grand Rounds, Denver, 2011  
 Olinger Mortuaries & Cemeteries community education series, 2011
- Venus and Mars at the End of Life: Gender Issues in Dying, Denver Area Bereavement Council, Denver, 2005
- Healthcare Ethics***
- A 5-Step Process for Case Analysis / Ethical Consultation  
 Centura Hospice, Home Health, and Senior Services Ethics Committee, 2007, 2009  
 Colorado Healthcare Ethics Committee, Denver, 2008  
 Creekside West service coordinators, Denver, 2011  
 Hospice of Metro Denver Ethics Committee annual training, 2003, 2005, 2007  
 Metropolitan State College, Denver, 2007, 2008, 2009  
 Rose Hospital ethics committee, Denver, 2008  
 Sky Ridge Hospital, Lone Tree, 2008  
 Spalding Rehabilitation Hospital ethics committee, Aurora, 2004  
 The Denver Hospice, Denver, 2012, 2013  
 Total Longterm Care ethics committee, Lakewood, 2004  
 University of Colorado–Colorado Springs Professional Certificate in Gerontology, Denver, 2011, 2012
- Autonomy . . . Shmautonomy! The Limits and Limitations of the Prime Principle  
 Denver Community Bioethics Committee, 2007  
 Hospice of Metro Denver Ethics Committee, 2006  
 McKee Hospital ethics committee, Loveland, 2006

Basics of Healthcare Ethics for Hospice / Healthcare Facilities / Volunteers  
 Centura Health at Home employee training, Denver, 2003  
 Centura Hospice, Home Health, and Senior Services ethics committee, Denver, 2007  
 Hospice of Metro Denver ethics committee, 2003  
 Porter Hospice/Hospice of Peace, Denver, Volunteer in-service, 2003, 2007, 2008  
 Recorded for inclusion in Hospice Education Network, Weatherbee Resources, Massachusetts, 2012  
 Total Longterm Care Ethics Committee, Lakewood, 2004

Ethics Committees for Hospice / Communities / Other Facilities  
 Geriatric Care Managers Conference, Boulder, 2009  
 Memorial Health Systems ethics committee, Colorado Springs, 2007  
 The Denver Hospice, 2008

Cultural Issues in Health Care Ethics  
 Guardianship Alliance public program, Arvada, 2002  
 Presbyterian/St. Luke's Hospital ethics committee, 2003

Ethical Concepts and Conflict Resolution: Palliative Sedation in Hospice, Porter Hospice and Hospice of Peace  
 Volunteer in-service, 2007

Faith Perspectives on Biomedical/Ethical Dilemmas, Participant in program for pastoral care providers  
 sponsored by Life Quality Institute, Denver, 2005

Guinea Pigs in Hospice? Ethics of Research at the End of Life  
 Denver Community Bioethics Committee, 2010  
 The Denver Hospice, general clinical education, 2010; ethics committee training, 2011  
 Swedish Medical Center ethics committee, Englewood, 2012

Living with Grief: Ethical Issues at the End of Life, Hospice Foundation of America annual teleconference  
 local panel presentation, Colorado Springs, 2005

Modes of Dying: An Ethical Taxonomy Metropolitan State University, 2013, 2014

Moral Distress: The Elephant in the Room  
 Allied Jewish Senior Living Apartments, Denver, 2011  
 Medical Center of Aurora Grand Rounds, 2013, 2014  
 Metropolitan State University Allied Health program, 2012  
 National Association of Social Workers, Denver, 2013  
 Rose Medical Center annual ethics conference, Denver, 2011

Physician Aid in Dying Ethical, Legal, and Operational Issues (various titles)  
 California Association of Health Facilities, Palm Springs, CA, 2016  
 Coalition for Compassionate Care Seminar, San Diego, CA, 2016  
 Colorado Center for Hospice & Palliative Care statewide conference, 2014  
 Creating Our Future Together community conference on senior issues, Longmont, CO, 2014  
 Hospice & Palliative Care Association of the Rockies statewide conference, 2015  
 Metropolitan State University Nursing Program, 2015  
 Metropolitan State University campus-wide forum, 2015  
 New Hampshire Hospice & Palliative Care Organization statewide conference keynote, Concord, 2016  
 Sangre de Cristo Hospice & Palliative Care Organization Leadership and Board of Directors Retreat, Pueblo,  
 2015  
 University of Colorado–Denver Anschutz Medical Campus “Ethics Bites” series, Aurora, 2015  
 University of Colorado–Denver School of Medicine, Aurora, 2015

Spiritual Traditions in Health Care Ethics  
 Centura Health at Home, Hospice, and Senior Services ethics committee, 2003  
 Spalding Rehabilitation Hospital ethics committee, 2003

## **Hospice & Palliative Care**

Building Palliative Care Connections Across Colorado, Standardized program developed for use by Colorado  
 Palliative Care Partnership Education workgroup members, 2006

Building the Business Case for Palliative Care Colorado Business Group on Health, Denver, 2011

Highlights of Hospice Utilization Trends from Medicare Claims Data, 2014

Customized presentation delivered in person or via webinar to statewide organizations in Hawaii and  
 Connecticut, and to a national audience, 2015

Hospice Is from Venus . . . and Mars! Gender and Communication at the End of Life The Denver Hospice, Denver, 2011

Hospice & Palliative Care Overview (various titles, community members)  
Brookdale Retirement Community, Heritage Club, Denver, 2013  
Columbine Unitarian Church, Lakewood, 2008

Hospice & Palliative Care Overview (various titles, clinicians and professionals)  
Colorado Foundation for Medical Care annual Quality Summit, Aurora, 2011  
Colorado Health Care Association “Season Ticket” series, Denver and Pueblo, 2007  
Colorado Health Care Association Assisted Living Residence managers, 2014  
Exempla Saint Joseph Hospital Grand Rounds, Denver, 2011  
Metropolitan State University Allied Health program, Denver, 2011, 2012, 2013  
Northwest Coalition of Senior Advisors, Broomfield, 2006  
Platt College School of Nursing, Aurora, 2011  
Saint Luke’s Ministry Certified Nurse’s Aide Training Program, Denver, 2012  
South Denver Continuum of Care Consortium, Englewood, 2014

The Nurse’s Role in Palliative Care, Craig Rehabilitation Hospital, Denver, 2013

Palliative Care and Healthcare Decision Making: A Statewide Stakeholders Forum, Colorado Advance Directives Consortium, Denver, 2013

Palliative Care Clinical Guideline for Primary Care HealthTeamWorks statewide webinar, Littleton, 2012

Palliative Care: When to Refer, Colorado Gerontological Society annual meeting, 2008

Striving for Excellence in End-of-Life Care: A Collaborative Process, Colorado Health Care Association “Season Ticket” Program, Denver & Pueblo, 2008

### **Organizational Operations and Ethics**

Improving Care and Quality through Data Analytics, Monthly webinar for Hospice Analytics, 2014, 2015

Maintaining Professional Boundaries  
Allied Jewish Senior Living Apartments, 2011  
National Association of Social Workers, Denver, 2013