

# Jennifer Moore Ballentine, M.A.

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## RESUME AND CURRICULUM VITAE

Jennifer is an educator, advocate, and consultant with more than 15 years' experience in palliative care and hospice; previously a corporate executive, growing innovative businesses from startup to maturity. A widely published author and polished public speaker, she has extensive experience working collaboratively with healthcare professionals, organizational leaders, community groups, stakeholders, and academics. Jennifer has a proven track record in creative vision, organizational ethics and leadership, marketing, fundraising, people and project management. She offers expertise in a broad spectrum of content topics, adult education program development and evaluation, and public policy.

## LEADERSHIP EXPERIENCE

**President,** The Iris Project, Denver & San Diego, 2004–pres. The Iris Project was founded in 2004 to offer web-based resources and training for professional and community groups in end-of-life issues, palliative and hospice care, advance care planning, and related topics. Now positioned as a consulting firm with national clients, The Iris Project is available to assist with initiatives to improve end-of-life care for individuals, in institutions, by education, policy development, or practice and systems change. Primary areas of activity include change design and management, professional and community education, research and analysis, policy development, ethics consultation and training. Sample recent projects:

- Alliance of Catholic Health Care and California Catholic Conference of Bishops, 2016: Strategic workplan for statewide build-out of inpatient palliative care services in 50 Catholic hospitals and implementation of Hospital-Parish Partnership for Whole Person Care
- Colorado Advance Directives Consortium, 2010–pres.: Grant writing and management of projects for ongoing statewide education and resource development on use of advance care planning and the Colorado Medical Orders for Scope of Treatment
- National Hospice and Palliative Care Organization, 2014–2015: Reconcept and revise membership *Guide to Organizational Ethics*, with Timothy Kirk, PhD, and Krista Harrison, PhD.
- Hospice Analytics, 2016: Marketing communications, special research projects, marketing and membership surveys for clients
- California State University–San Marcos Institute for Palliative Care, 2016: Guest instructor, Ethics module for Post-MSW course in Palliative Care; online curriculum development in change management and ethics; evaluation strategy redesign

**Vice President,** Hospice Analytics, Colorado Springs, 2014–2016. Developed and implemented marketing communications, client training, prospect presentations, state and national conference plenaries and workshops, white papers, issue briefs, articles and blogs, social media posts, and special projects to expand the reach of this innovative data analytics enterprise. Completed special project studies for 3 state hospice organizations; provided detailed analysis and tracking of 25 states' legislative initiatives related to end-of-life care; presented at 4 statewide and 2 national hospice conferences; planned and executed 3 national conferences comprising more than 100 participants; grew monthly e-newsletter subscriptions from less than 500 to more than 2,500; offered monthly webinar trainings for 5 to 20 prospective clients; launched regular social media postings on LinkedIn and Facebook.

**Executive Director,** Life Quality Institute, Denver, 2010–2014. Transformed this small nonprofit focused on educating local medical students and community into the top learning institute for palliative care between Ohio and California. Established a new operational paradigm with diverse revenue streams

from grants, fee-based programs, sponsorships, sales of educational products, and consulting to support a \$400K annual budget. Obtained nearly \$1 million in grant monies for the organization and designed, executed, and evaluated 5 major funded projects over a 4-year period. Recruited and directed a team of 6 physician, nurse, and community educators to create and deliver more than 700 innovative, evidence-based programs to more than 17,000 attendees. Collaborated with national and regional partners to advance palliative care and effect practice change. Directed statewide rollout of the Medical Orders for Scope of Treatment program, earning the Colorado Center for Hospice and Palliative Care OUTSTANDING ACHIEVEMENT AWARD in 2011. Designed and tested the “Life Quality Initiative” model of training-coaching-evaluation to embed palliative care practices in long-term care and primary care settings.

**Research Program Strategist**, The Denver Hospice, 2009–2010. Initiated and coordinated grant-funded, research-oriented projects in palliative care, working with leadership, clinical care staff, and academic partners to identify funding opportunities, write LOIs, complete grant applications; coordinate clinical setting activities, analyze data, prepare reports to funders on active grants; foster a “culture of inquiry” through internal newsletter articles on value of research to clinical practice. Additional responsibilities in national and state public policy conversations, regional projects including the Center to Improve Value in Health Care Palliative Care Taskforce, Colorado Advance Directives Consortium, Colorado Department of Public Health & Environment CPR Directive Taskforce, Colorado Center for Hospice & Palliative Care (COCHPC) Hospice Regulations Subcommittee.

**Director of Programs**, Colorado Center for Hospice and Palliative Care, 2005–2009. Responsible for day-to-day operations of this statewide membership organization: Coordinated 11 task forces; managed all aspects of twice-yearly statewide conferences and other in-person and web-based trainings that drew 1,800 total attendees and generated \$380K revenue. Scripted standardized community presentations, trained 40 presenters, supported delivery of 80 presentations statewide, tracked and analyzed results. Supervised 6 grant-funded activity areas and projects. Coordinated advocacy on key issues for state and national policy-makers, leading to passage of 3 state bills in 2008, and facilitated development of major legislative checklist for 2010. Developed and disseminated consumer outreach and membership communications. Represented COCHPC in numerous statewide collaborative projects with 9Health Fairs, Alzheimer's Association, Colorado Bar Association, Colorado state health and healthcare policy departments, Colorado Health Care Association, the Veterans Administration, and others.

**Co-Founder, Vice President of Marketing and Production**, Professional Book Center, 1989–2004. Built this small, revolutionary book publishing services company from startup to \$500,000 annual sales, managed full-time staff and 100+ freelancers, produced 600+ books worldwide. Managed up to 20 complex projects simultaneously to completion on time and on budget. Partnered with large international scientific and professional societies. Edited and produced books for Academic Press, Addison-Wesley, Houghton Mifflin, Wiley, McGraw-Hill, Oxford and Cambridge University Presses, Prentice Hall, Springer Verlag, and others as well as government entities, including the Crow Nation, the U.S. Department of the Interior, and the Defense Advanced Research Projects Administration.

**Director of Marketing**, Morgan Kaufmann Publishers, San Francisco, 1985–1989. Responsible for growth of this high-level academic publisher from startup to \$2M annual sales through international marketing, scientific conference exhibits, bookstore and library agency plans, and numerous worldwide direct mail campaigns of up to 50,000 pieces. Managed a small staff.

**Assistant Editor**, Addison-Wesley Publishing Company, Menlo Park, CA (1984–1985). 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*. Photo research and rights negotiation. Wrote company's first-ever Author's Guide.

## DEGREES AND HIGHER EDUCATION

**M.A., End-of-Life Studies** (with Graduate Honors), Regis University, Denver, 2005. Course work included spiritual/multicultural traditions in death and dying, legal aspects of end-of-life care and decision making, healthcare ethics and ethics consultation, interdisciplinary efforts to improve care at the end of life, grief and bereavement. Thesis focused on development, delivery, and evaluation of multi-part community end-of-life education program: *Matters of Life and Death: An Indigenous Model for Community Education on the End of Life*.

Advanced study in Theology and Pastoral Care, Iliff School of Theology, Denver.

President's Fellow in Anthropology, University of Virginia, Charlottesville.

**B.A., Interdisciplinary Studies** (Phi Beta Kappa), Oberlin College, Ohio, with study abroad at the University of Edinburgh, Scotland.

## PROFESSIONAL CERTIFICATIONS AND PROGRAMS

Certified POLST Trainer, Coalition for Compassionate Care of California.

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

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

Executive Directors Academy, JVA Consulting, Denver.

Hospice Manager Development Program, Levels I & II, NHPCO, Washington, D.C.

Community Development Certificate in End-of-life Outreach/Fundraising, Robert Wood Johnson Foundation, Princeton, New Jersey.

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

## TASKFORCES AND MULTIAGENCY WORKGROUPS

Chair-Elect, **San Diego Coalition for Compassionate Care**, 2016. A local chapter of the statewide Coalition for Compassionate Care of California, this committee hosts educational events and maintains 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. Tasked to complete draft revision of the organization's *Resolution and Commentary on Physician-Assisted Death*. Revitalized this stalled subcommittee and completed work in 6-week timeframe.

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; assisted with development of inquiry and goals; conducted 2 focus groups; assisted in development of final product, *Financial Issues at the End of Life*.

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

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.

Co-chair, **Colorado Advance Directives Consortium**, 2009–present. 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. The CADC, with no formal structure, budget, or permanent membership completed a collaborative initial education initiative/roll-out of the MOST and has remained the statewide administrator, authoritative voice, and educational source for the program. Performed more than 100 professional and community education sessions on the MOST and other advance directive topics.

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

#### **OTHER COMMITTEE WORK, COMMUNITY COLLABORATIONS, VOLUNTEER ACTIVITIES**

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

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

Member, National Hospice and Palliative Care Organization (NHPCO) 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.

Co-Chair, Colorado Advance Directives Consortium, 2009–present.

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

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

Member, Colorado Department of Public Health and Environment CPR Regulations Taskforce, 2007–2009.

Member, NHPCO 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

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-assisted death 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-assisted death 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 Stretar, 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 Stretar, “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. 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016 in press.

“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*, March 2, 2016, [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, in press.

“Make Your End-of-Life Decisions Before It’s too Late,” guest commentary, *The Denver Post*, April 26, 2013.

“No, Colorado Shouldn’t Pass the End-of-Life Options Act,” guest commentary, *The Denver Post*, February 14, 2016.

“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*, December 31, 2006.

“Devices Can Interfere With Peaceful Death Implants Repeatedly Shock Hearts Of Patients Who Cannot Be Saved,” *The Washington Post*, December 17, 2006.

“Implantable Heart Devices Save Lives, May Worsen Deaths,” by Rob Stein, *The Washington Post*, Nation & World, December 19, 2006. Reprinted in *The Seattle Times*, December 19, 2006.

“Implants Save Lives, but Can Make Dying Harder,” *The Canton (OH) Repository*, December 20, 2006.

“Taking Bitter Out of End, New Colorado Laws Would Expand Hospice Care, Clarify Dying Wishes,” Jennifer Brown, *The Denver Post*, June 3, 2010; provided source material and quotes.

**AS EDITOR** (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, Christopher Fairburn, Deborah Hawker, Guilford Press, 2003.
- Eat Well for a Healthy Menopause: The Low-Fat, High Nutrition Guide*, Elaine Moquette-Magee, Wiley, 1996.
- Exceptional Language Development in Down Syndrome: Implications for the Cognitive-Language Relationship*, Jean Rondal, Cambridge University Press, 1995.
- 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, Mary Beth Williams, Barbara Watkins, Guilford Press, 1999.
- Management of the HIV-Infected Patient*, Suzanne Crowe, Jennifer Hoy, John Mills (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 Gopaldaswamy, CRC Press/InterPharm, 2003.
- The Psychology of Sex, Gender, and Jobs: Issues and Solutions*, Louis Diamant & Jo Ann Lee (eds.), Praeger Publishing, 2001.
- 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 Transtheoretical Analysis*, James Prochaska, John Norcross, Wadsworth, 2002.
- Treatment of Childhood Disorders*, Eric Mash & Russell Barkley (eds.), Guilford Press, 1998.
- 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 BY JENNIFER

- 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)
- Cultural Issues in Health Care Ethics, statewide conference for the Denver Community Bioethics Committee, 2001
- Data Basecamp, for Hospice Analytics, Denver, 2015
- Ethical Conflict Resolution and Shared Decision Making, statewide conference for the 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 SouthMetro 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
- Palliative Social Work national conference, for Life Quality Institute, Denver, 2011, 2012, 2013, 2014
- 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
- Spiritual Traditions in Health Care Ethics, statewide conference for the Denver Community Bioethics Committee, 2003

### EXTENDED PROGRAMS AND CURRICULA, DESIGNED AND EXECUTED BY JENNIFER

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

**The Good Journey**, a 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.”

**Life Quality Institute Certificate Program in Interdisciplinary Palliative Care**, 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

**Life Quality Initiative**, 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 bereavements support 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, psycho-social-spiritual care, and pain & symptom management; plus 4 clinical rotation days in partnership with numerous palliative care clinics, hospital consultation services, and hospice agencies.

#### **EDUCATIONAL PRESENTATIONS AND WORKSHOPS CREATED AND PRESENTED BY JENNIFER**

##### **NATIONAL AND STATEWIDE CONFERENCE PLENARY SESSIONS AND KEYNOTES**

California State University–San Marcos 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”

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, “Physician Aid in 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)”

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”

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

Colorado Health Care Association statewide annual conferences:

2012: “Getting the MOST out of the Medical Orders for Scope of Treatment”

2014: “More About the MOST: An Update on Colorado’s 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 conferences:

2013: “Raising Your Ethical Antennae: Healthcare Ethics for Hospice Volunteers”

Hospice & Palliative Care Association of the Rockies annual two-state conferences:

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

The Conversation Project standardized presentation for use by community presenters in grant-funded initiative, Life Quality Institute, 2014

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

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 Christian 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, 2013  
Brookdale Retirement Community, 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 Advancement 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 catalog of online courses offered by 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-Assisted Death Ethical, Legal, and Operational Issues (various titles)

Creating Our Future Together community conference on senior issues, Longmont, 2014  
Metropolitan State University Nursing Program, 2015  
Metropolitan State University campus-wide forum, 2015  
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