

2013

# The Role of Leadership in Maximizing Ethical Hospice Care by Volunteers

Paul D. Longenecker  
Otterbein University, [plongenecker@otterbein.edu](mailto:plongenecker@otterbein.edu)

Follow this and additional works at: [http://digitalcommons.otterbein.edu/hsports\\_fac](http://digitalcommons.otterbein.edu/hsports_fac)



Part of the [Leadership Studies Commons](#), and the [Medicine and Health Sciences Commons](#)

---

## Repository Citation

Longenecker, Paul D., "The Role of Leadership in Maximizing Ethical Hospice Care by Volunteers" (2013). *Health and Sports Sciences Faculty Scholarship*. Paper 8.  
[http://digitalcommons.otterbein.edu/hsports\\_fac/8](http://digitalcommons.otterbein.edu/hsports_fac/8)

This is brought to you for free and open access by the Health and Sports Sciences at Digital Commons @ Otterbein. It has been accepted for inclusion in Health and Sports Sciences Faculty Scholarship by an authorized administrator of Digital Commons @ Otterbein. For more information, please contact [library@otterbein.edu](mailto:library@otterbein.edu).

Oklahoma Hospice &  
Palliative Care Organization  
Annual Conference

**Presenter:**

**Paul D. Longenecker, RN, MBA, PhD**  
**Otterbein University**

# The Role of Leadership in Maximizing Ethical Hospice Care by Volunteers

---

# Objectives

1. Identify ethical concepts relative to the role of hospice volunteers.
2. Describe key ethical challenges confronting hospice volunteers.
3. Outline a organizational plan to enhance the role that volunteers play in ethical hospice care.

# Origin of Program

- Have taught the Management Development Program Ethics Module (classroom & on-line) since its inception.
- Volunteer Case part of the course.
- Issues and information being presented were identified by MDP participants.

# Ethical Challenges

What are some of the key ethical challenges that hospice volunteers deal with?

What are some of the key ethical challenges that hospice leaders have in dealing with volunteers?

# Ethical Principles

- Autonomy
- Veracity
- Justice
- Non-maleficence
- Beneficence
- Integrity

Which of these concepts impact hospice volunteers the most?

Who trains their volunteers on them?

## Question:

Are the expectations placed on hospice volunteers different than those of paid hospice personnel?

# Challenges For Hospice Volunteers

- Role definition
- Boundaries
- Value awareness
- Confidentiality



# Volunteer Stats

458,000 volunteers provided 21 million hours of service in 2010 (45.5 hours per volunteer)

450,000 volunteers provided 21 million hours of services in 2011 (46.6 hours per volunteer).

- Direct care (60%)
- Clinical support (19%)
- General support (21%)

# Hospice COP's

- **418.78 Condition of participation— Volunteers.**
- The hospice must use volunteers to the extent specified in paragraph (e) of this section. These volunteers must be used in defined roles and under the supervision of a designated hospice employee.
- (a) *Standard: Training. The hospice must maintain, document, and provide volunteer orientation and training that is consistent with hospice industry standards.*
- (b) *Standard: Role. Volunteers must be used in day-to-day administrative and/or direct patient care roles.*
- (c) *Standard: Recruiting and retaining. The hospice must document and demonstrate viable and ongoing efforts to recruit and retain volunteers.*
- (d) *Standard: Cost saving. The hospice must document the cost savings achieved through the use of volunteers. Documentation must include the following:*
  - (1) The identification of each position that is occupied by a volunteer.
  - (2) The work time spent by volunteers occupying those positions.
  - (3) Estimates of the dollar costs that the hospice would have incurred if paid employees occupied the positions identified in paragraph (d)(1) of this section for the amount of time specified in paragraph (d)(2) of this section. (e) *Standard: Level of activity. Volunteers must provide day-to-day administrative and/or direct patient care services in an amount that, at a minimum, **equals 5 percent of the total patient care hours of all paid hospice employees and contract staff. The hospice must maintain records on the use of volunteers for patient care and administrative services, including the type of services and time worked.***

# NHPCO Ethical Guidelines

- Internal to your organization
  - Patient/Family
  - **Staff/Volunteer**
  - Governance
- External to your organization
  - The Market
  - Donors
  - The Public
  - Society

# *Internal Guidelines: Staff*

- Employee and Volunteer Relations
  - Treat staff with respect, fairness, and honor
  - **Support development of staff skills and expertise**
  - Provide a clean, safe, and pleasant workplace
  - Do not discriminate; respect diversity within the staff
  - Ensure that contract providers are competent
  - **Support the interdisciplinary team concept**
  - Inform staff of policies and program activities
  - Provide complaint and error-reporting systems

# Volunteer Conflict of Interest

Policies on:

- Disclosing any conflicts
- Non-solicitation
- Patient/family privacy
- Sharing donor information outside the organization

# Core Values: Which ones are most important to hospice volunteers? Are they different than others?

- Peace
- Wealth
- Happiness
- Success
- Friendship
- Fame
- Authenticity
- Power
- Influence
- Justice
- Integrity
- Joy
- Love
- Recognition
- Family
- Truth
- Wisdom
- Status
- Faith

# Hospice Values Research Results

<u>Top Eight</u>		<u>Top Four</u>		<u>Top Two</u>	
1.	Family 91%	Family 78%	Family 66%		
2.	Love 87%	Faith 53%	Faith 42%		
3.	Peace 84%	Love 56%	Love 26%		
4.	Integrity 82%	Integrity 43%	Integrity 22%		
5.	Faith 70%	Peace 39%	Peace 10%		

19 values (all)

15 values

12 values

\* Volunteers represented 2% of the sample.

# Ways to Address Ethical Issues within Your Organization with Volunteers

- Structures to address ethics issues
  - Initial point person
  - Interdisciplinary team
  - Hospice Ethics Committee
  - Hospital Ethics Committee
  - Outside Ethics group (NHPCO)



# Ways to Address Ethical Issues within Your Organization with Volunteers

- The Ethics Committee
  - Interdisciplinary including **volunteers**
  - Oriented to EOL ethical issues and resources
  - Meets at least monthly to discuss internal issues and external ethical developments

# Ways to Address Ethical Issues within Your Organization with Volunteers

- Policies and procedures
  - How to report situations of concern
  - Documentation
  - Decision-making steps
    - Consulting
    - Facilitating communications
    - Convening the ethics team
  - Revision process for policies and procedures

# Ways to Address Ethical Issues within Your Organization with Volunteers

- Existing guidelines
  - Adopt the NHPCO “Ethical Principles” guidelines
  - Review/adopt existing position statements on common ethical issues from NHPCO and National Ethics Associations

# Ways to Address Ethical Issues within Your Organization with Volunteers

- Staff, **volunteer**, patient, and community education
  - Develop materials
  - Build **volunteers** into IDT meetings (patient related)
  - Include in admissions disclosures
  - Include in outreach efforts

# Ways to Address Ethical Issues within Your Organization with Volunteers

- Staff/**Volunteer** Education
  - Part of new staff/**volunteer** orientation.
  - Agenda topic for staff/**volunteer** meetings yearly.

# Other ways to involve volunteers

- Active participation in the IDT (annual experience)
- Value training – area of commonality



Case

Volunteer Role

# Walk Away Points

- Treat volunteers like the non-paid employees that the regs define
- Awareness of ethical challenges confronting volunteers
- Involve volunteers in ethics activities
  - Ethics committee
  - Initial & ongoing training
  - Involvement in IDT



# QUESTIONS

# Contact Information:



Paul D. Longenecker, RN, PhD  
Graduate Faculty  
School of Professional Studies  
Otterbein University  
614-823-1083  
[plongenecker@otterbein.edu](mailto:plongenecker@otterbein.edu)

---