Ten Steps to Growing Palliative Care Referrals

DIANE E. MEIER, M.D.

What ultimately makes or breaks a palliative care program is its ability to generate and handle referrals. A program with a sophisticated approach to referrals will thrive; a program without one may not survive.

This month in Notes from the Field, we focus on 10 principles that successful palliative care programs say allowed them to master the referral process. These programs reflected these principles from the earliest stages of planning their service, and they continue to apply them every day to position and promote their programs at their institutions. The art of internally marketing a palliative care program is a perpetual work in progress. As one advocate put it, "You are never done."

1. SOLICIT SUPPORT FROM THE START

Advocates planning palliative care programs often contact clinicians and staff at a variety of departments at their hospital to assess their colleagues' priorities and to determine potential support for a program. This effort, which can be carried out through a formal survey, informal conversations or presentations, has four important benefits. First, it yields data that can help make a case for palliative care to administrators. Second, it educates key audiences about palliative care, laying the groundwork for referrals later. Third, it helps identify supportive specialties or departments that can become a promising source of referrals. And last, it starts to build the relationships key to generating referrals. "We realized that in order to make our program successful, we needed to reach out beyond our physicians to the many other providers involved in caring for Kaiser members. We held meetings to introduce our program and enlist early support with discharge planners, dieticians, social workers, speech therapists, medical center physicians and interventional radiologists, among others,"

says Dr. Julie Krasner from Kaiser Foundation Hospital in Vallejo, California. Hospice Savannah of Georgia, which has a palliative care program with Memorial Health Medical Center, says it was important to include the critical care committee of the hospital in developing plans for its program.

2. RECRUIT RESPECTED CHAMPIONS

Early in the process of creating a program, successful palliative care teams select several respected physician champions and institutional leaders who are willing to serve as supportive, knowledgeable allies and ensure the palliative care program retains institutional support over time. Choose champions that give a program the credibility and visibility needed to grow referrals.

3. SELECT A TEAM POSITIONED TO GENERATE REFERRALS

Teams led by a well-regarded physician from a respected specialty have an easier time generating referrals than those with a lower profile leader. Other team members also should be selected according to reputation, not just discipline or expertise. By including team members with a following in a variety of specialties or backgrounds, for example, oncologists, internists, nurse practitioners or social workers, a program can attract referrals from the broadest possible group of colleagues.

4. REMEMBER THE PHYSICIAN IS THE CLIENT

Palliative care professionals were trained to think of patients as their main focus and respon-

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