

National Consensus Project

FOR QUALITY PALLIATIVE CARE

[Home](#) | [Project Description](#) | [Process](#) | [Consensus Documents](#) | [Communications Plan](#) | [Contact Us](#)

Background

Organizational Structure

Project Goals

The NCP consists of 3 subgroups:

Project Phases

Organizational Structure

1. [NCP Consortium Organizations](#) Five national professional organizations devoted to palliative care that joined in a national consortium to support, oversee and ensure the success of the NCP.
2. [NCP Steering Committee](#) A twenty-person group composed of four representatives of each of the five consortium organizations. It is charged with developing and making operational the project's organizational structure; fund raising to support the work; defining the scope of the document and writing drafts for iterative review and edit by principal stakeholders oversight of the administrative and fiscal management of the project; and assuring an appropriate and comprehensive communication strategy for dissemination and implementation of the resulting document. An executive team designated by the steering committee coordinates administration.
3. [NCP Advisory Committee](#) This one hundred-plus person Advisory Committee includes many of the nation's leaders in the interdisciplinary field of palliative care. They were identified by their peers in a national mail nominations process that occurred over the past year. The role of the Advisory Committee is to serve as the peer review of the documents to ensure input from a interdisciplinary, diverse palliative care community.

Administration

National Consensus Project

FOR QUALITY PALLIATIVE CARE

[Home](#) | [Project Description](#) | [Process](#) | [Consensus Documents](#) | [Communications Plan](#) | [Contact Us](#)

- Communications Plan
- Consortium Organizations
- Steering Committee
- NCPAC
- Contact Us

Consortium Organizations And NCP Representative

American Academy of Hospice and Palliative Medicine (AAHPM)

Martha Twaddle, MD, FACP, FAAHPM
Immediate Past President
Vice President of Medical Services and Medical Director
The Palliative Care Center and Hospice of the North Shore
Program Director, Palliative Medicine
Rush Medical Center
Assistant Professor, Clinical Medicine, Northwestern University School of Medicine
<http://www.aahpm.org>

Center to Advance Palliative Care (CAPC)

Diane E. Meier, MD
Director
Director, Hertzberg Palliative Care Institute
Professor, Geriatrics & Adult Development
Mount Sinai School of Medicine
<http://www.capc.org/>

Hospice and Palliative Nurses Association (HPNA)

Judy Lentz, RN, MSN, OCN, NHA
Executive Director
<http://www.hpna.org/>

National Hospice and Palliative Care Organization (NHPCO)

J. Donald Schumacher, PsyD
President & CEO
<http://www.nhpco.org/>

Partnership for Caring: America's Voices for the Dying (PFC)

Karen Orloff Kaplan, MPH, ScD
President & CEO
<http://www.partnershipforcaring.org>

[Home](#) | [Project Description](#) | [Process](#) | [Consensus Documents](#) | [Communications Plan](#) | [Contact Us](#)

National Consensus Project

FOR QUALITY PALLIATIVE CARE

[Home](#) | [Project Description](#) | [Process](#) | [Consensus Documents](#) | [Communications Plan](#) | [Contact Us](#)

Communications Plan

NCP Steering Committee Members

Consortium Organizations

Steering Committee

Affiliation: 1-AAHPM; 2-CAPC; 3-HPNA; 4-NHPCO; 5-PfC

NCPAC

Robert Arnold, MD (1)
Chief, Section of Palliative Care and Medical Ethics
University of Pittsburgh School of Medicine

Contact Us

Ann Berger, RN, MSN, MD (2)
Chief of Pain and Palliative Care
NIH, Warren Grant Magnuson Clinical Center

J. Andrew Billings, MD (2)
Co-Director, Harvard Medical School Center for Palliative Medicine

Anne Cordes, MHA (1)
Executive Director
AAHPM

Constance M. Dahlin, RN, CS, ANP (3)
Advanced Practice Nurse, Palliative Care Service
Massachusetts General Hospital

Betty Ferrell, PhD, RN, FAAN (3)
Research Scientist
City of Hope National Medical Center

Karen Orloff Kaplan, MPH, SCD (5)
President & CEO
Partnership for Caring: America's Voices for the Dying
National Program Director, Last Acts

Mary Labyak, MSW, LCSW (5)
President, The Hospice of the Florida Suncoast

Judy Lentz, RN, MSN, OCN, NHA (3)
Executive Director
Hospice and Palliative Nurses Association

Diane E. Meier, MD (2)
Director, Center to Advance Palliative Care
Director, Hertzberg Palliative Care Institute
Professor, Geriatrics & Adult Development
Mount Sinai School of Medicine

Judith R Peres, LCSW-C(5)
Deputy Director
Partnership for Caring

Russell K. Portenoy, MD (1)
Chairman, Dep't. Of Pain Medicine & Palliative Care, Beth Israel Hospital, New York
Professor of Neurology, Albert Einstein College of Medicine

True Ryndes, ANP, MPH (4)
President & CEO, National Hospice Work Group

J. Donald Schumacher, PsyD (4)
President and CEO
NHPCO

Deborah Witt Sherman, PhD, APRN, ANP, BC, FAAN (3)
Associate Professor
New York University
Program Coordinator of the Advanced Practice Palliative Care Masters and Post-Masters Programs, NYU
Faculty, Bronx VA Medical Center Interdisciplinary Palliative Care Fellowship Program

David Simpson, MA, LSW (4)
Chief Executive Officer, Hospice of the Western Reserve

Daniel R. Tobin, MD (5)
The Life Institute, The Stratton VA Medical Center

Martha Twaddle, MD, FACP, FAAHPM (1)
President-Elect, American Academy of
Hospice and palliative Medicine (AAHPM)
Medical Director & Vice President of Medical Affairs,
Palliative Care Center and Hospice of the North Shore
Program Director, Palliative Medicine
Fellowship
Rush North Shore Medical Center
Assistant Professor, Clinical Medicine,
Northwestern University School of Medicine

Charles F. von Gunten, MD, PhD, FACP (2)
Medical Director, Center for Palliative Studies
San Diego Hospice
Associate Clinical Professor, School of Medicine
University of California, San Diego

J. Richard Williams, Jr., MD (4)
Executive Vice President
VITAS Healthcare Corp.

[Home](#) | [Project Description](#) | [Process](#) | [Consensus Documents](#) | [Communications Plan](#) | [Contact Us](#)

National Consensus Project

FOR QUALITY PALLIATIVE CARE

[Home](#) | [Project Description](#) | [Process](#) | [Consensus Documents](#) | [Communications Plan](#) | [Contact Us](#)

[Communications Plan](#)

[Consortium Organizations](#)

[Steering Committee](#)

[NCPAC](#)

[Contact Us](#)

National Consensus Project Advisory Council

- **Kimberly Acquaviva, PhD, MSW**
Director of Research
Hospice of Florida Suncoast
- **Carla Alexander, MD**
Medical Director, NHPCO
Palliative Care Program
University of Maryland
- **Theresa Altilio, ACSW**
Social Work Coordinator
Department of Pain Management and Palliative Care
Beth Israel Medical Center
- **John R. Anderson, PhD**
Director, Office on AIDS
American Psychological Association
- **Constantino Benedetti, MD**
Director, Cancer Pain and Palliative Medicine
James Cancer Hospital and Solove Research Institute
Professor, Clinical Anesthesiology
The Ohio State University
President Elect, American Cancer Society, Ohio Division
- **Ted Billings**
Manager, Federal Government Relations
American Cancer Society
- **Susan Blacker, MSW, LCSW-C**
Senior Social Worker
Johns Hopkins Oncology Center
Department of Oncology Social Work
- **Susan Block, MD**
Chief, Psychosocial Oncology, Dana-Farber Cancer Institute and Brigham and Women's Hospital
Co-Director, Harvard Medical School Center for Palliative Care
Associate Professor of Psychiatry (Medicine), Harvard Medical School
Director of Faculty Scholars Program, Project on Death in America
Dana Farber Cancer Institute
- **Kathy Brandt**
Director, Rallying Points Resource Center
The Hospice of the Florida Suncoast
- **William Breitbart, MD**
Chief, Psychiatry Service
Attending Psychiatrist
Pain and Palliative Care Service
Memorial Sloan-Kettering Cancer Center
- **Frank Brescia, MD**
Professor of Medicine
Director, Palliative & Supportive Care Services
The Medical University of South Carolina Hematology/Oncology
- **Micke A. Brown, BSN, RN**
President
American Society of Pain Management Nurses
- **Eduardo Bruera, MD**
Professor of Medicine
F. T. McGraw Chair in the Treatment of Cancer
Department of Palliative Care & Rehabilitation Medicine (Box 008)
Univ. of Texas MD Anderson Cancer Center
- **Ira R. Byock, MD**
Director, Robert Wood Johnson Foundation National Program Office, Promoting Excellence in End of Life Care
Director
The Palliative Care Service
- **Margaret Campbell, RN, MSN, FAAN**
Nurse Practitioner, Palliative Care and Clinical Ethics
Detroit Receiving Hospital
- **David Casarett, MD, MA**
Center for Health Equity Research and Promotion at the Philadelphia VAMC

Assistant Professor, Division of Geriatrics
University of Pennsylvania

- **Grace Christ, DSW**
Associate Professor of Social Work
Columbia University School of Social Work
- **Elizabeth J. Clark, PhD, ACSW, MPH**
Executive Director
National Association of Social Workers
- **Inge Corless, PhD, RN, FAAN**
Professor, MGH: Institute of Health Professions
Past President, Association of Nurses in Aids Care
- **Patrick Coyne, RN, MSN, CS**
Advance Practice Nurse- Medical College of Virginia's Palliative Care Unit
- **Lavera Crawley, MD**
Executive Director, Initiative to
Improve Palliative Care for African-Americans
Lecturer in Medicine
Stanford University Center for Biomedical Ethics
- **June Dahl, PhD**
Professor of Pharmacology
University of Wisconsin Medical School
- **Deborah Danoff, MD**
Associate Vice President, Division of Medical Education
Association of American Medical Colleges
- **Mellar Davis, MD**
Medical Director, Harry Horvitz Center for Palliative Medicine
The Cleveland Clinic Foundation
- **Jeanne Dennis, LCSW**
Director, VNS of New York Hospice Care
- **Derek Doyle, MD**
Vice President, National Council for Hospice and Specialist Palliative Care Services
Vice President, Scottish Agency for Palliative Care
St. Columba' Hospice
- **Thomas Edes, MD**
Chief of Home and Community-Based Care
Department of Veterans Affairs
- **Kathy Egan, MA, BSN, CHPN**
Vice President, Hospice Institute of the Florida Suncoast
- **Linda Emanuel, MD, Ph.D.**
Buehler Professor of Geriatric Medicine
Director, Buehler Center on Aging
Director, Program on Professionalism and Human Rights
Northwestern University Medical School
Director, Health Section, Ford Center on Global Citizenship
Kellogg School of Management, Northwestern University
Principal, EPEC
- **Frank Ferris, MD**
Medical Director, Palliative Care Standards
San Diego Hospice
- **Marilyn J. Field, PhD**
Senior Program Office
Institute of Medicine
- **John Finn, MD**
Vice President, Medical Affairs
Hospice of Michigan
- **Kathleen M. Foley, MD**
Project Director, Project on Death in America, Open Society Institute, New York
Attending Neurologist, Pain & Palliative Care Service at Memorial Sloan-Kettering Cancer Center, New York City, Professor of Neurology, Neuroscience, and Clinical
Pharmacology, Cornell University Medical College
Open Society Institute
Project on Death in America
- **Muriel Gillick, MD**
Physician-in-Chief
Hebrew Rehabilitation Center for Aged
- **Marcia Grant, DNSc, RN, FAAN**
Research Scientist
Co-Investigator ELNEC
City of Hope Cancer Center
- **Burton Grebin, MD**
President and CEO

St. Mary's Healthcare System for Children

- **Terrence Gutsell, MD**
Medical Director, Hospice of the Bluegrass, Hospice Care Center, St. Joseph Hospital
- **James Hallenbeck, MD**
Asst. Professor of Medicine, Stanford University
Director, Palliative Care Services, VA Palo Alto HCS
Hubsite Director, VA Palo Alto HCS
- **Joanne M. Hilden, MD**
The Children's Hospital at The Cleveland Clinic
Chair, Department of Pediatric Hematology/Oncology
Medical Director, Pediatric Palliative Care
- **Bruce Himelstein, MD, FAAP**
Program Director, Palliative Care
Children's Hospital of Wisconsin
- **Gail Gibson Hunt**
Executive Director
National Alliance for Caregiving
- **Nora Janjan, MD**
UT MD Anderson Cancer Center
Dept. of Radiation Oncology
- **Bruce Jennings, MA**
Senior Research Scholar
The Hastings Center
- **David Joranson, MSW**
Senior Scientist, Director
Pain and Policy Studies Group
University of Wisconsin Comprehensive
Cancer Center
- **Barry Kinzbrunner, MD, FACP**
Vice President/National Director
VITAS Healthcare Corp.
- **Kenneth W. Kizer, MD, MPH**
President and CEO
The National Quality Forum
- **Mary Jane Koren, MD, MPH**
Senior Program Officer
The Commonwealth Fund
- **Kim K. Kuebler, MN, RN, ANP-CS**
Palliative Care Nurse Practitioner
Adjuvant Therapies, Inc.
- **Jean Kutner, MD, MSPH**
Associate Professor, Division of General Internal Medicine
Director, Population Based Palliative Care Resource Network
University of Colorado Health Science Center
- **Deborah A. Lafond, MS, RNCS, PNP**
Advanced Practice Clinician, Hematology/Oncology
Children's National Medical Center
- **Matthew J. Loscalzo, MSW**
Associate Dean
Office of the Dean and Provost
Eastern Virginia Medical School
- **Gail Lovinger**
Vice President, Association Governance
American Hospital Association
- **Joanne Lynn, MD**
President & CEO
Americans for Better Care of the Dying
- **Neil MacDonald, MD**
Director, Cancer Nutrition-Rehabilitation Program
Department of Oncology
McGill University
- Clinical Research Institute of Montreal
- **Sylvia McSkimming, PhD, RN**
Executive Director, Supportive Care of the Dying
Providence Health System
- **Keith Meador, MD, ThM, MPH**
Professor of the Practice of Pastoral Theology and Medicine
Duke Divinity School
Clinical Professor of Psychiatry

Duke University School of Medicine

- **Melanie Merriman, PhD, MBA**
Touchstone Consulting
- **Robert A. Milch, MD, FACS**
Medical Director
The Center for Hospice & Palliative Care
- **Steven H. Miles, MD**
Professor of Medicine and Bioethics
Center for Bioethics
- **Galen Miller, PhD**
Executive Vice President
Patient Care Services
NHPCO
- **Susan C. Miller, PhD**
Assistant Professor of Community Health
Center for Gerontology & Health Care Research
Brown University
- **Charles A. Mowll, FACHE**
Executive Vice President, Business Development,
Government & External Relations
JCAHO
- **Cameron Muir, MD**
VP, Medical Services
The Hospices of the National Capital Region
- **Evvie F. Munley**
Sr. Health Policy Analyst
American Association of Homes & Services for the Aging
- **Patricia Murphy, PhD, RN, APN, FAAN**
Principal Investigator,
Interdisciplinary Model for Palliative Care
in the Trauma/Surgical ICU
Patient Care Services
UNDNJ University Hospital
- **Naomi Naierman**
President and CEO
American Hospice Foundation
- **Karen Nichols, CEO**
Valley Hospice, Inc.
- **Janet E. Neigh**
Executive Director
Hospice Association of America
- **Judith Nelson, MD, JD**
Assoc. Prof of Medicine
Mt. Sinai School of Medicine
- **Tony O'Brien, MD**
Past Chair of Committee, Ireland Report of National advisory committee on Palliative Care
Chair, First National Council of Palliative Care
Chair, Council of Europe in Strasburg
Marymount Hospice, St. Patrick's Hospital
- **Joseph F. O'Neill, MD, MPH**
Director, HIV/AIDS Bureau
Office of HIV/AIDS Policy
- **Judith Paice, PhD, RN, FAAN**
Palliative Care & Home Hospice Program
Northwestern University Medical School
Division of Hematology/Oncology
- **Judy Passerini, CNHA**
Deputy Secretary, Catholic Health Care Services, Archdiocese of Philadelphia
- **Richard Payne, MD**
Chief of Pain and Palliative Care Services, Memorial Sloan-Kettering
Attending Neurologist, The New York Hospital
Memorial Sloan-Kettering Cancer Center
President, American Pain Society
- **Christina Pulchalski, MD**
Director, The George Washington Institute
for Spirituality and Health
Assistant Professor, Departments of Medicine and Health Care Sciences
The George Washington University Medical Center
- **Gloria Ramsey, RN, JD**
Director, Legal and Ethical Aspects of Practice

New York University
Division of Nursing

- **Mary Raymer, MSW**
PDIA Social Work leader,
Past chair, NHPCO Social Work Section
- **Anne Rhome, MPH, RN**
Deputy Executive Director
American Association of Colleges of Nursing
- **Paula Trahan Rieger, RN, MSN, AOCN, CS, FAAN**
Director of International Affairs
American Society of Clinical Oncology
Immediate Past President, Oncology Nursing Society
- **Paul Rousseau, MD**
Associate Chief of Staff, Geriatrics and Extended Care
Director, Palliative Care, VA Medical Center, Phoenix, Arizona
Adjunct Assistant Professor, Division of Clinical Education, Arizona College of Osteopathic Medicine
- **Cynda Rushton, DNS, RN, FAAN**
John Hopkins University and Children's Center
- **Sherry R. Schachter, PhD**
Asst. Attending Grief Therapist
Pain & Palliative Care Service
Psychiatry Service
Memorial Sloan-Kettering Cancer Center
- **Colleen Scanlon, RN, JD**
Vice President for Advocacy
Catholic Health Initiatives
- **Julia A. M. Smith, MSN, ANP-BC, AOCN**
Yale University School of Nursing
- **Thomas Smith, MD**
Richard Lower Professor of Oncology, and Chair, Division of Hematology/Oncology
Department of Internal Medicine
- **Rev. Dr. Walter J. Smith, S.J.**
President & CEO
The HealthCare Chaplaincy
- **Lois Snyder, JD**
Director, Center for Ethics & Professionalism
American College of Physicians
- **Daniel Sulmasy, OFM, MD, PhD**
Sisters of Charity Chair in Ethics,
SVCMC, Saint Vincent's Manhattan
Professor of Medicine and Director
Bioethics Institute of New York Medical College
- **Lizabeth H. Sumner, RN, BSN**
Executive Director for the Children's Program for San Diego Hospice
- **Lorraine Tarnove**
Executive Director
American Medical Directors Association
- **Joan Teno, MD, MS**
Associate Professor of Community Health and Medicine, Associate Director, Center for Gerontology and Health Care Research,
Associate Medical Director, Home and Hospice Care of RI
Brown Medical School
- **Virginia Tilden, DNSc, RN, FAAN**
Youmans Spaulding Distinguished Professor
Associate Dean for Research, School of Nursing
Associate Director, OHSU Center for Ethics in Health Care
Oregon Health & Science University
- **Jamie Von Roenn, MD**
Professor, Northwestern University
School of Medicine, Division of Hematology/Oncology
- **T. Declan Walsh, MD**
Office of Professional Staff Affairs
Director, Harry R. Horvitz Center for Palliative Medicine
Professor, Ohio State University College of Medicine
Chief Executive Officer, Cleveland Clinic Home Care Services
Cleveland Clinic Health System
- **Joan C. Warden-Saunders, RNC, BSN, CDONA**
NADONA/LTC
- **David E. Weissman, MD**
Professor of Medicine
Director of Palliative Care

Medical College of Wisconsin
Editor, Journal of Palliative Medicine
Co-Director, EPERC

[Home](#) | [Project Description](#) | [Process](#) | [Consensus Documents](#) | [Communications Plan](#) | [Contact Us](#)

National Consensus Project

FOR QUALITY PALLIATIVE CARE

[Home](#) | [Project Description](#) | [Process](#) | [Consensus Documents](#) | [Communications Plan](#) | [Contact Us](#)

Background

Administration

Project Goals

Project Phases

Organizational Structure

Administration

Partnership for Caring provides the administrative home for the project and serves as the project fiscal intermediary. The other four consortium organizations provide in-kind support as needed. Primary administrative and managerial responsibility for the NCP is provided from Partnership for Caring's New York City Office. The name and contact information for the project's director is as follows:

- Mary Meyer
Partnership for Caring
109 Cambridge Place
Brooklyn, NY 11238
Phone: 212.870.2003 until 4-25-03
Phone: 718: 622-0089 after 4-25-03
Fax: 718: 622-0577
Email: mmeyer@partnershipforcaring.org

Two members of the Steering Committee serve as co-chairs. They are:

- [Betty Ferrell](#) from City of Hope Medical Center
- [Diane Meier](#) from Mount Sinai School of Medicine.

Major decisions and planning occur through the 20-person Steering Committee during regular conference calls and in-person meetings. Administrative coordination is performed by an executive team, which consists of the co-chairs, Karen Kaplan of Partnership for Caring, and the project director.

National Consensus Project

FOR QUALITY PALLIATIVE CARE

[Home](#) | [Project Description](#) | [Process](#) | [Consensus Documents](#) | [Communications Plan](#) | [Contact Us](#)

Contact Us

We welcome hearing from you. Please feel free to contact any of the individuals listed below for further information or comments.

Contact Information

Mary Meyer
Project Director
C/o Partnership for Caring
109 Cambridge Place
Brooklyn, NY 11238
Phone: 718: 622-0089
Fax: 718: 622-0577
Email: mmeyer@partnershipforcaring.org

Betty Ferrell, PhD, RN, FAAN
Co-chair Steering Committee
Research Scientist
City of Hope National Medical Center
1500 East Duarte Road
Duarte, CA 91010-0269
(626) 359-8111 X 62825
bferrell@coh.org

Diane E. Meier, MD
Co-chair Steering Committee
Director, Center to Advance Palliative Care
Director, Hertzberg Palliative Care Institute
Professor, Geriatrics & Medicine
Gaisman Professor of Medical Ethics
Mount Sinai School of Medicine
One Gustave L. Levy Place
Box 1070
New York, NY 10029
(212) 241-1446
diane.meier@mssm.edu

National Consensus Project

FOR QUALITY PALLIATIVE CARE

[Home](#) | [Project Description](#) | [Process](#) | [Newsroom](#) | [Communications Plan](#) | [Contact Us](#)

[About NCP](#)

[Guidelines](#)

[Order Guidelines](#)

[Download Guidelines](#)

[Endorse Guidelines](#)

[Use Guidelines](#)

[Funders](#)

Funders

Financial support has been provided by the following organizations:

- American Academy of Hospice and Palliative Medicine
- Arthur Vining Davis
- Center to Advance Palliative Care
- The Charitable Leadership Foundation
- Hospice of the Western Reserve
- Hospice and Palliative Care Nurses Association
- Last Acts Partnership
- Mayday Fund
- National Hospice and Palliative Care Organization
- Purdue Pharma Fund
- The Robert Wood Johnson Foundation