

# Project ADAM

(Automated Defibrillators in Adam's Memory)

# Affiliate Manual

**A Roadmap for Affiliate Hospital Programs**



## **AUTHORS:**

Allison Thompson, BS, CHES; Aaron Kinney, PhD, DBA, FACHE;  
Kathleen Murphy, DNP, RN, NEA-BC, FAAN; Sydney Allen, MPH

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## INTRODUCTION

Welcome to the Project ADAM (Automated Defibrillator's in Adam's Memory) affiliate team! You have taken an important step towards protecting your local schools and communities against sudden cardiac death. Such losses are devastating to a community, especially when a child is lost. *Sudden Cardiac Arrest (SCA)* occurs in over 395,000 individuals outside of hospital walls every year, with over 12,500 of those SCAs occurring in youth (*Institute of Medicine, 2015*). When a SCA occurs, action must be taken within minutes to activate emergency medical services, start CPR and get the nearest AED. Project ADAM affiliate programs strive to save lives through the implementation of coordinated CPR-AED efforts so there is not only an accessible AED for victims in the community, but also a team of trained staff and a practiced plan in place.

This manual will serve as a road map to developing your Project ADAM affiliate program locally and regionally within your state. We will explore structuring the program, fostering strong collaborations statewide and utilizing valuable Project ADAM affiliate benefits and resources.

Project ADAM's vision is to implement affiliate hospital systems within every state to serve as the lead resource in supporting implementation and sustainability of school CPR-AED programs. We look forward to taking this journey with you and welcome aboard!

## Section 1 – HISTORY AND MANUAL GOALS

### History

Project ADAM began in 1999 after a series of sudden deaths among high school athletes in Wisconsin and Georgia. Many of these deaths appeared to be due to ventricular fibrillation – heart arrest caused by abnormal, sustained electrical stimulation of the heart muscle. Project ADAM began after Adam Lemel, a 17-year-old Whitefish Bay, WI, high school student, collapsed and died while playing basketball. Adam's parents, Patty Lemel-Clanton and Joe Lemel, collaborated with Children's Hospital of Wisconsin and the Herma Heart Institute to create this program in Adam's memory.

Had an AED been available at these schools, the outcome may have been very different for Adam and the other athletes with similar stories. Though this is merely a snapshot of the tragedies that occur around the country, it is a reminder of the importance of a school emergency response plan to address the use of the chain of survival: early 9-1-1, early CPR, early defibrillation and early emergency medical care.

*“Adam's death, as well as the others who have died similarly, symbolizes the undeniable fact that without the proper chain of survival in place, children are denied the best chance of survival. By spreading our message my hope is that the stories you will read are not from a parent who has lost a child, but rather those of survivors and their families, and that no parent will again stand witness to the death of their child without knowing they had the best chance of survival.”*

*-Joe Lemel, Adam's father*

## Mission, Vision, Values

**Mission:** Project ADAM saves lives by empowering schools and communities to be prepared for a sudden cardiac arrest.

**Vision:** Eradicate sudden cardiac death through school and community prevention.

### Values:

**Advocacy:** Focusing on legislative advocacy and awareness to strengthen the cardiac chain of survival in our communities.

**Education:** Develop and share evidenced based training materials to strengthen the cardiac chain of survival.

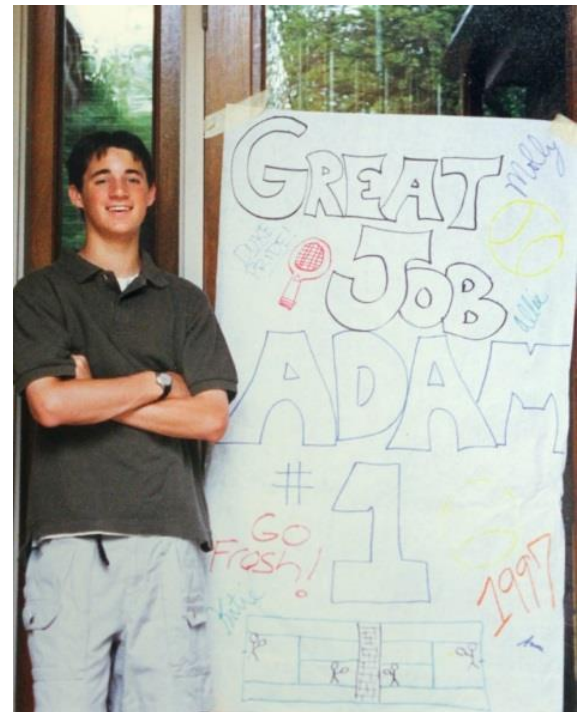
**Preparedness:** Committed to developing and supporting equipment placement, staff training and implementation of practiced cardiac emergency response plans in schools.

**Collaboration:** Committing to building necessary partnerships at the state and national level to implement and sustain comprehensive CPR-AED programs.

**Memory:** In memory of Adam Lemel, a 17-year-old Whitefish Bay, WI, high school student who collapsed and died while playing basketball at school, we will strengthen the cardiac chain of survival in schools and communities.

*"Adam wrote in his 8th grade autobiography, 'I want to live a life I can be proud of.' It seemed at 14 years old Adam understood the meaning of life. He did live a life he could be proud of and through Project ADAM he continues to do so. The spirit of Adam lives on through Project ADAM, making a positive impact on the world, helping save the lives of countless others and helping schools become a safer place through cardiac emergency preparedness and awareness. 'I want to live a life I can be proud of' ... these words have been the inspiration for me to live the rest of my life by. I am forever grateful for the wonderful gift of having Adam as my son, in life and in his passing."*

*-Patty Lemel-Clanton, Adam's mother*



## Manual Goals

This manual is a roadmap for Project ADAM affiliate hospitals to build a functional and sustainable program to support schools in the implementation of CPR-AED programs and awareness about sudden cardiac arrest.

1. To serve as a roadmap for hospital coordinators, medical directors and hospital administration to build the foundation of a successful Project ADAM affiliate program.
2. To define Project ADAM affiliation benefits and program resources for the affiliate hospital, administration and partner schools.
3. To define key internal and community collaborations to build the foundation for your hospital affiliate program.
4. To provide recommendations and templates to establish, grow and sustain your affiliate program.

***In addition to the appointed Project ADAM hospital coordinator and medical director, these goals should be shared with hospital administration, department leadership, program stakeholders and others in your state who have a vested interest in the outcomes of your Project ADAM affiliate program.***

*All up-to-date affiliate program templates referenced in this manual can be made available to you by contacting the Project ADAM national office. Templates can be customized to your affiliate site.*

## Section 2 – WHAT IS A PROJECT ADAM AFFILIATE HOSPITAL PROGRAM?

### Definitions

***Affiliate:*** A Project ADAM affiliate program is committed to serving as a local and statewide resource for implementing CPR-AED programs in schools and communities. Hospital systems appoint a medical director and coordinator that collaboratively develop program structure and activities.

***Heart Safe School Designation:*** Project ADAM affiliate programs support implementation of Heart Safe Schools. Achieving this designation in partnership with Project ADAM means the school has taken all the steps necessary to safeguard the health of students, including making sure AEDs are available and accessible, that there is a written plan and team of CPR/AED trained staff ready to act in an emergency, and conduct emergency response practice drills.

### Affiliate Responsibilities

***Affiliate Hospital*** – In partnership with Project ADAM, commits to implementing a program serving as a resource to raise awareness about sudden cardiac arrest and implementing Heart Safe Schools.

***Project ADAM Hospital Coordinator*** – oversees program activities within the hospital and community. Serves as the lead CPR-AED resource to schools and oversees program advisory council. Collaborates with affiliate coordinators and medical directors. Is responsible for collecting and inputting school incident and annual affiliate data.

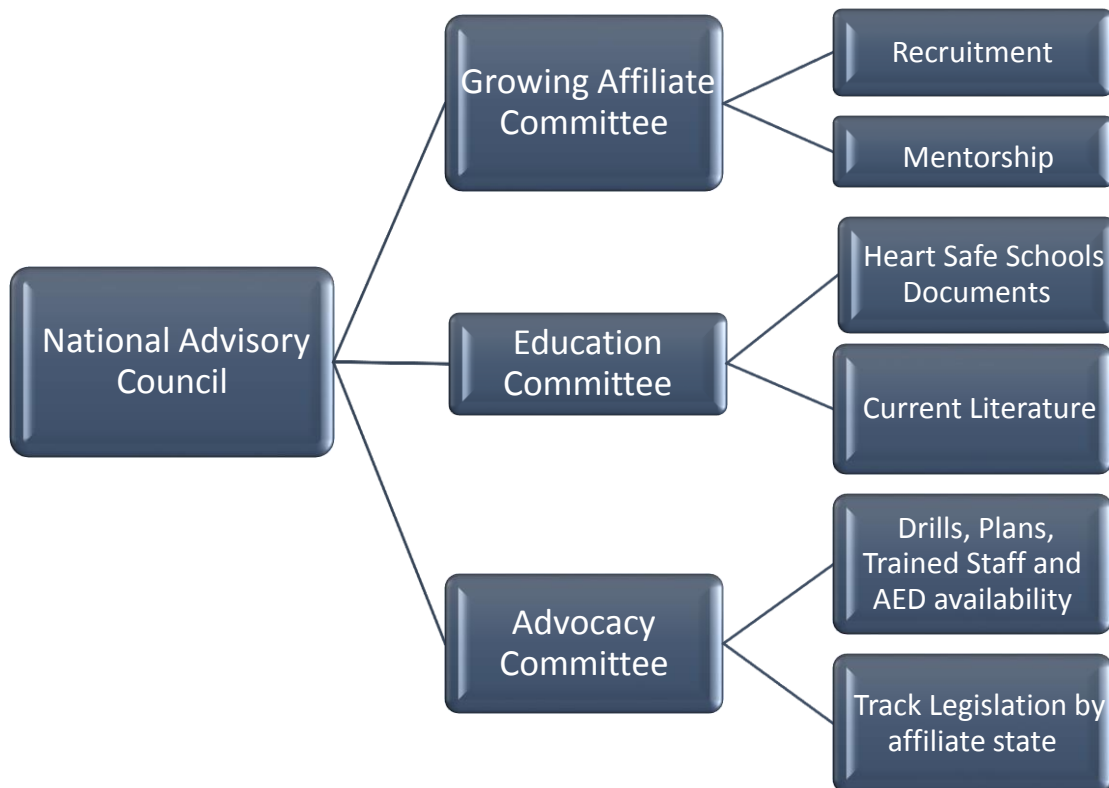
*Project ADAM Medical Director* – oversees Project ADAM affiliate program to serve as the lead medical resource integrating the program into the department and working in partnership with the Project ADAM hospital coordinator and hospital administrator to implement Project ADAM program activities. Collaborates with affiliate coordinators and medical directors.

*Project ADAM School* – partners with Project ADAM affiliate program to implement their school CPR-AED program, writes and practices a plan to respond to a sudden cardiac arrest, and has a team of trained staff ready to respond.

*Project ADAM Site Coordinator* – this individual serves as the school lead to oversee the school’s CPR-AED program in partnership with Project ADAM. Responsibilities include developing a team and written plan to respond to SCA in the school.

### National Structure

Beyond our Project ADAM hospital coordinators, medical directors and partner schools and organizations, we have created a structure to help our organization move forward with the goal of supporting schools in saving lives through coordinated CPR-AED programs. The Project ADAM Administrator (the position held at the National Office, providing oversight and support to both the WI/Affiliate programs), will support new affiliate members with involvement in the below committees.



## Section 3 – MAKING THE CASE AND STEPS TO AFFILIATION

*“Many hospital systems, especially Heart Centers, see the need for a program such as Project ADAM. Community outreach programs like Project ADAM help demonstrate your institutional commitment to the continuum of care, starting with prevention and early intervention. Public access defibrillation programs that are part of an overall heart safe school strategy are most effective when connected to larger systems and support. Being part of a national program like Project ADAM provides easy access to up to date resources and best practices to help ensure that your program has all the tools it needs to be successful. “*

*-Kathleen Murphy, Project ADAM National Advisory Council Member*

### The Affordable Care Act and Project ADAM

Hospitals have always had an interest in community benefit and have worked hard to be good corporate citizens as well as good community citizens. The Patient Protection and Affordable Care Act of 2010, more commonly known as the Affordable Care Act (ACA), has aided their efforts. The ACA helps hospitals maximize their community benefit contributions by requiring a formal community health needs assessment (CHNA) process to determine the community’s assets and needs, which builds on and strengthens efforts by nonprofit hospital industry leaders to promote greater community engagement and population health orientation in their community benefit investment practices, (Rosenbaum, S., & Byrnes, M., n.d.). Many hospital systems, and specifically heart centers and/or sports medicine programs align well with programs such as Project ADAM.

The majority of hospitals in the United States operate as nonprofit organizations and, as such, are exempt from most federal, state, and local taxes. This favored tax status is intended to be an acknowledgement of the “community benefit” provided by these institutions. The *Affordable Care Act* added Section 501(r) to the Internal Revenue Code, which contains four new requirements related to community benefits that nonprofit hospitals must meet to qualify for 501(c)(3) tax-exempt status. They are as follows:

- Conducting a community health needs assessment with an accompanying implementation strategy;
- Establishing a written financial assistance policy for medically necessary and emergency care;
- Complying with specified limitations on hospital charges for those eligible for financial assistance; and
- Complying with specified billing and collections requirements.

The new *Affordable Care Act* requirements do not include a specific minimum value of community benefits that a hospital must provide to qualify for tax-exempt status.

Project ADAM directly meets the requirements of the *Affordable Care Act* in the following ways:

1. Is a community-based strategy to reduce the burden of sudden cardiac arrest and help improve outcomes after sudden cardiac arrest.
2. Provides cardiac arrest preparedness in the community; this prevents catastrophe AND allows patients to be entered into the care system to get appropriate care.

3. Provides a tangible community benefit for non-profit tax purposes.
4. Provides a meaningful way to leverage the positive effect your organization has on the community, which can drive philanthropy, engagement, and community partnerships.
5. Is a primary prevention and early intervention strategy that involves community engagement, a population health orientation, and community health improvement.

Already discussed above, the community benefit is easy to quantify, however most programs track their community benefit in the following areas:

- Lives saved
- AEDs placed
- CPR / AED Trainings Conducted
- School Grants provided
- Presentations / School Events / Community engagements
- Advocacy Events (Such as lobbying for CPR in schools laws)

To summarize, Project ADAM is uniquely positioned to help hospitals “address the ACA priorities of preventive care and population health through community health improvement activities” (Health Affairs, 2016).

## Benefits of Affiliation

### Affiliate hospital

- National program implementation resources
- United in a mission to support schools in implementing the chain of survival
- Project ADAM national exposure

### Partner schools

- Recipient of resources to respond to a cardiac emergency
- Part of a national effort to save lives
- Heart safe schools are part of an environment that fosters healthy, resilient learners.
- Schools as community gathering spaces want to be well equipped to meet the community standard of care for sudden cardiac arrest.
- An investment in school CPR-AED programs is an investment in the community that will pay dividends over time with more community members aware of, and able to perform CPR-AED rescue.

### Affiliate medical directors

- Identified leader in improving *out of hospital cardiac arrest* (OHCA) survival rates
- Identified state expert in school CPR-AED programs
- Participate in future national collaborative to prevent sudden cardiac death in the young
- Research opportunities

### Marketing

- Often, affiliate programs get positive press for implementing Heart Safe Schools



- Future research will be conducted to prove a possible correlation between positive media press and patient volumes
- Amazing survivor stories that raise awareness of SCA

## Steps towards Affiliation

*Note: each affiliate takes shape in unique and autonomous ways. The following are general steps to work towards a fully functioning and sustainable Project ADAM affiliate program.*

### 1. Connect with Project ADAM

- [www.projectadam.com](http://www.projectadam.com)
- [www.facebook.com/supportprojectadam](https://www.facebook.com/supportprojectadam)
- Contact our national office, [projectadam@chw.org](mailto:projectadam@chw.org)

### 2. Partnership meeting

An introductory conference call should be scheduled to gauge partner interest and discuss resources in place and resources needed to start an affiliate program.

- Attendees: Project ADAM administrator or national affiliate staff, key affiliate hospital stakeholders (medical director, hospital administrator, coordinator if there is a prospect).

### 3. Secure hospital administration support – *See Hospital Proposal Templates*

In many cases the future hospital medical director will make the case for an affiliate program. Insight from current Project ADAM affiliate coordinators and medical directors along with use of the following templates can help guide a successful proposal of future affiliation.

### 4. Secure program budget – *See Program Budget Template*

In many cases a dedicated physician will identify the need for Project ADAM within their hospital structure. Working with your administrator or business manager is the best way to build a budget to sustain program staffing and activities. An appointed coordinator staffing role is critical to sustaining program activities. Some program sites choose to use an existing staff role to embrace the Project ADAM coordinator duties while some programs choose to post this opportunity as a new position.

### 5. Complete affiliate and trademark agreements – *Please request from Project ADAM Administrator*

- Prospective affiliate hospital system completes Project ADAM Standard Agreements in partnership with Children’s Hospital of Wisconsin.
- Project ADAM provides the resources and guidance to do so within the structure of a hospital system.
- Our affiliate program aims to provide tools, resources and best practices to our coordinators, medical directors and constituents. Affiliate and Trademark agreements have been implemented to protect the trademark of “Project ADAM” by the Lemel Family (Adam’s parents), and to acknowledge that Children’s Hospital of Wisconsin does not have control over what a program implements locally as we give hospital systems autonomy to use the tools and Best practices and tailor it to their schools and communities. Therefore, we ask affiliate hospital

systems to understand and take ownership of the program that is implemented locally by signing the standard agreements as they have been created.

6. Appoint a Project ADAM medical director - *See Medical Director Checklist*

7. Appoint a Project ADAM hospital coordinator - *See Project ADAM Coordinator Job Description*

8. Mentorship and program development plans with the Project ADAM national office - *See New Program Checklist*

9. Develop your school consultation and educational model to reach schools

*See Section 6 – School Partnerships*

9. Announce and promote your program

Build a local website within your hospital web site – *See Local Website Template*

- Utilize the Project ADAM national website and ensure your affiliate program is listed

10. Stay in touch with Project ADAM national affiliates for ongoing support

## Hospital Administration Testimonials

Project ADAM has collected the following testimonials from hospital administrators across the nation to support your journey towards an affiliate site:

*“Project ADAM is a tremendous value add not only to the Herma Heart Institute, but to the community. More than any other clinical initiative, Project ADAM allows us to reach ahead of diagnosis in a way not previously possible. Not only are we helping to get AEDs in the community, but more importantly making sure that people are able and willing to respond in emergency situations has proven time and again to be fundamental in saving lives.”*

*Aaron Kinney, DBA, FACHE, Executive Director, Herma Heart Institute, Children's Hospital of Wisconsin*

## Section 4 – FUNDING CONSIDERATIONS

Sustainability is an important concern for any community program, especially one that is engaged in the development, deployment, and quality improvement related to heart safe schools. Short and long term funding strategies should be an integral part of your affiliate development plan, along with assurances to the community and potential funders that they are investing in a long-term commitment to ensuring that all children have access to sudden cardiac arrest life saving strategies in schools.

Collaborative strategies work best, and it is helpful to have an understanding of the funding model that might work best in your community and with the available resources. The well-known Bridgespan Group’s mission is to work to build a better world by strengthening the ability of mission-driven

organizations and philanthropists to achieve breakthrough results in addressing society's most important challenges and opportunities, (About Bridgespan. (n.d.). They offer some compelling tips about understanding non-profit funding models at:

<https://www.bridgespan.org/insights/library/funding-strategy/ten-nonprofit-funding-models>.

## Section 5 –PROGRAM STRUCTURE

There are many components that go into creating and sustaining a successful affiliate program. First, development of a core leadership team will enhance buy-in and structure of your program. Second, development of a program council will help your program identify advocates and volunteers for your program efforts. Last, communication and sharing program updates within your hospital will lead to clearer understanding of mission and activities within the affiliate hospital system.

### Leadership Team

First, appoint a Project ADAM medical director, hospital coordinator and an engaged hospital administrator. These three roles will serve as your core leadership team to build and sustain the program as a part of your hospital system. It is critical this is a unified team to ensure the program has a solid foundation and can grow into a credible and respected program within the hospital. The core leadership team should meet regularly to share updates, discuss and address program needs. An hour standing meeting held every two weeks should be set up to ensure program success. The core leadership team should also take opportunities to speak on the issue of sudden cardiac arrest/death as a community and public health issue and share what your hospital system is now doing to ensure the availability, access and education on CPR and AEDs in schools and communities.

### Program Council

A program council will consist of key stakeholders who are invested and passionate about the success of a community outreach program such as Project ADAM. This group serves as a team to spread awareness, and ensure effectiveness of your program in schools and communities. This team should meet two times per year with the core leadership team. Members can have specific priorities such as advocacy, education, heart safe schools or volunteerism. Development of committees within your council can enhance specific areas of interest.

### Hospital Partnerships

Next, building relationships with various support service departments within your hospital system. Affiliates should work towards a designated point person to help move program activities and projects forward. This section will guide affiliate sites in identifying and collaborating with internal hospital support services to develop your affiliate program foundation and activities. Although many Project ADAM program activities will occur outside the hospital building, taking steps to develop a core structure and relationships within your own building will set your program up for success.

*Note: Hospital Support Services / Department names and priorities will vary by hospital system.*

1. Heart Center / Department

Building an internal team of passionate hospital colleagues or staff that wants to engage in the Project ADAM mission can be a great way to strengthen the capacity of your program and allow

more individuals to be knowledgeable about the need for Project ADAM in schools and help to advocate and get involved in your program. The following are examples to build relationships:

- Meeting Platforms:
  - Staff Meetings
  - Research/Quality Meetings
  - Pediatric Grand Rounds
- Opportunities for colleague involvement
  - Build a committee or workgroup with hospital colleagues interested in advocating for Project ADAM in schools.

## 2. Hospital Foundation

The priority of a hospital's foundation is to build philanthropic partnerships with individuals, corporations and organizations to advance programs within the hospital. Generating a sustainable funding stream will likely be a priority of your affiliate program. Use these steps to begin fostering a relationship with your foundation:

- Find the appropriate partner. Identify who your best point of contact in the foundation is. Foundation staff are often aligned with various strategies or departments throughout the system.
- Provide this contact person a description of program structure, activities and funding needs. This will help the foundation identify and align prospective partnership for your affiliate program.
- Invite this contact to join your advisory board to stay up to date with funding needs.
- Define your "products", and a brief one-page snapshot of your program so that others can share with interested parties what Project ADAM is and how they can be involved.
- Develop an "elevator speech" to share with foundation partners so messaging is consistent across philanthropy platforms.

## 3. Marketing and Communication

The Marketing and Communication department of your hospital system will support the development of site specific branding and program materials. Each affiliate site will receive a Project ADAM logo for their state or region, provided by the Project ADAM national office.

## 4. Community Ventures, Government Affairs

Your community benefits department will serve as a guide for advocacy related activities in your state as well as tracking community program and outreach numbers to capture the services your affiliate program is providing to the community at large.

## 5. Quality Improvement

Collaborating with individuals from a Quality Improvement department will be instrumental in ensuring that standard processes for implementation of Project ADAM programs are put into place, and that when collecting reportable data to submit to the Project ADAM National office it is collected in an accurate and systematic manner that aligns with all affiliate sites.

## Section 6 – SCHOOL PARTNERSHIPS

Start small and develop your education model for spreading Project ADAM to local schools.

*See School Communication FAQs*

### Pilot

1. First, determine the region or area of your state you intent your program to support. From there, choose a school or district that is nearby your hospital to launch a pilot.
2. Find your champion and connect with them. This can be a school nurse, teacher, principal, superintendent or a parent.
3. Meet with key school stakeholders to discuss Project ADAM and their current CPR/AED efforts.
  - This can include the Project ADAM hospital coordinator and medical director, principal, school nurse, athletic director, a parent or teacher.
  - During this meeting, have a school representative complete and return to the hospital coordinator, the *Heart Safe School Checklist*. This will serve as an initial assessment for their current cardiac emergency preparedness.
  - *Agenda:*
    - i. What does the school have in place already? (bring the checklist)
    - ii. How can Project ADAM support your areas of need?
    - iii. Determine next steps to ensure there are maintained AEDs, trained staff and a practiced plan to respond upon a sudden collapse.
4. Refine your model of consultation and support provided to develop a sustainable approach that works for your program. Keep in mind time limitations based on part-time, full time or volunteer staff dedicated to this effort.

### School Consultation

Once you've completed your pilot school, move into a more proactive approach by offering school consultation to schools across your region. These efforts are led by the Project ADAM hospital coordinator.

### Workshops

Determine how your state's schools and districts are organized and target regions of the state by offering Project ADAM Heart Safe School Workshops. For example, Wisconsin has CESA's which stands for *Cooperative Educational Service Agencies*. There are twelve in the state, and this serves a meeting location, resource center for surrounding schools and school districts.

### Heart Safe School Designation

The Project ADAM Heart Safe School designation means that the school has taken all the steps necessary to safeguard the health of students, including making sure AEDs are available and accessible, that there is a written plan and team of CPR/AED trained staff ready to act in an emergency, and conduct emergency response practice drills.

*See National Heart Safe School Checklist*

Project ADAM affiliate sites offer assistance in moving towards Heart Safe School designation by having schools complete the checklist as an initial assessment and support the school in acquiring resources to fill any gaps. Our programs can also offer assistance in linking schools to resources to train in CPR/AED, secure an AED and training equipment and support AED drills. Project ADAM Heart Safe School designation criteria is supported by a policy statement supporting Cardiac Emergency Response Plans in schools which was led by the American Heart Association and partners such as Project ADAM. (Rose et al., 2016).

Once Heart Safe School designation is achieved, we like to celebrate that accomplishment with the school. Affiliate sites may choose to offer a Heart Safe School banner, certificate, AED arrow stickers or posters for the school. This is also an opportunity to activate local community press to recognize the school and build awareness about your program.

## Section 7 – STATE-WIDE PARTNERSHIPS

Project ADAM affiliate programs have a unique opportunity to serve as experts in SCA education, awareness and response. It is recommended to partner with some or all of the following groups in your state to enhance your program mission. Partnership can take shape in the form of education, advocacy, volunteerism and sharing key program messages with constituents.

Make it a priority to build a relationship and attend these group’s annual conferences, set up an in person meeting or have a leader join your program council:

*Association of School Nurses, Athletic Trainers Association, Association of School Boards, State Superintendents, Department of Public Instruction, Health and Human Services, American Heart Association, Red Cross and EMS/Fire groups.*

## Section 8– NATIONAL DATA COLLECTION

Project ADAM affiliate hospital coordinators will obtain access to a REDCap data collection account. This secure platform is used to house information collected across affiliate sites to be used in reporting our outcomes and impact.

*Once affiliate program is official, please request a REDCap account from the Project ADAM Administrator.*

## Project ADAM School Incidents

Affiliate hospital coordinators collaborate with schools to collect and enter information when the school emergency response system is activated. This information will be used to report program impact in the community, to include appropriate responses to Sudden Cardiac Arrest and lives saved.

*See School Incident Form*

## Yearly Update

Affiliate sites will enter program information for each calendar year by December 31. This update includes sharing the number of designated heart safe schools, professional presentations, school

presentations and CPR/AED training impact. A Project ADAM National Report will be developed annually by the national office and shared with affiliate sites.

*See Yearly Update Form*

## Section 9 – PROJECT ADAM RESOURCES

Project ADAM and its affiliates have developed the following resources to aid affiliate sites in connecting with local schools to educate, advocate and build awareness about the recommendations and importance of CPR-AED programs in schools. All of these resources can be found on the Project ADAM National Website or requested from the Project ADAM Administrator.

The national website serves as an accessible resource tool for national affiliates and partner schools. [www.projectadam.com](http://www.projectadam.com)

The Project ADAM School Manual, heart safe school checklist, and program templates serve as a roadmap for a school site coordinators to implement a coordinated Project ADAM program. Project ADAM training videos are broken up into 4 accessible chapters including Adam’s story and the birth of Project ADAM, the issue of SCA and the need and process for implementing Project ADAM in schools.

The Project ADAM Curriculum was developed to provide an inexpensive method of disseminating national evidence-based CPR and AED education to school administration, staff, students and family members. This curriculum follows a train-the-trainer model. The body of the curriculum is comprehensive and intended for instruction of individuals (facilitators), who will use the curriculum as a resource when teaching CPR and AED to school staff and student groups. Simplified, age-appropriate outlines are located in the appendices for use as teaching aids.

All educational resources can be found here for affiliate use: [www.projectadam.com/heartsafeschools](http://www.projectadam.com/heartsafeschools).

## Section 10 – STAY CONNECTED

A benefit to becoming a hospital affiliate is access to our team of expert Project ADAM hospital coordinators and medical directors. Monthly and annual communication forums ensure team members have ample opportunity to network, address program barriers and share program updates.

### Monthly Conference Calls

Held by the Project ADAM Administrator, a forum for Project ADAM hospital coordinators, medical directors, and community partners to share best practices and address program barriers.

### National Meeting

Hosted by an affiliate hospital system, an annual 2-day meeting to join coordinators, medical directors and partners to network, share best practices and strategize on continued program growth and more lives saved.

## Section 11 – TEMPLATES AND REFERENCES

*All up-to-date affiliate program templates referenced in this manual can be made available to you by contacting the Project ADAM national office. Templates can be customized to your affiliate site.*

### References

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