Project ADAM
(Automated Defibrillators in Adam's Memory)

Affiliate Operations Manual

A Roadmap for Affiliate Programs

AUTHORS
Allison Thompson, MBA, CHES;
Aaron Kinney, DBA, FACHE;
Kathleen Murphy, DNP, RN, NEA-BC, FAAN,
Sydney Allen, MPH;
Tracie Haugen, BSN, RN

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Introduction

Welcome to the Project ADAM (**A**utomated **D**efibrillator's in **A**dam's **M**emory) 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 local Project ADAM affiliate program within your state. We will explore structuring the program, fostering strong collaborations and utilizing valuable Project ADAM affiliate benefits and resources.

Project ADAM's vision is to launch affiliate program sites within every state in the United States of America and beyond 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 & 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.

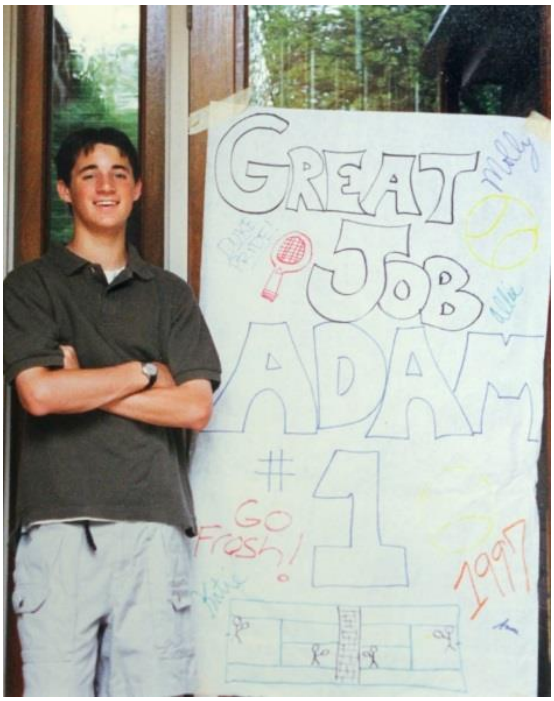
Preparedness: Committed to developing and supporting equipment placement, staff training and implementation of practiced cardiac emergency response plans in schools.

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 provides a roadmap for Project ADAM Affiliate Programs to build a functional, sustainable infrastructure that supports schools in implementing CPR-AED programs and increasing awareness of sudden cardiac arrest.

1. To serve as a roadmap for program coordinators, medical directors and affiliate site administration (most often a Children's Hospital) to build the foundation of a successful Project ADAM affiliate program.
2. To define Project ADAM affiliation benefits and program resources for the affiliate site, administration and partner schools.
3. To define key internal and community collaborations to build the foundation for your Affiliate Program.
4. To provide recommendations and templates to establish, grow and sustain your affiliate program.

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

Up-to-date templates referenced in this manual are highlighted in **red** and can be accessed by logging into our affiliate site at https://www.projectadam.com/ProjectADAM-Login. Templates can be customized for use within your affiliate program. Contact the National Office if you need support.

Section 2 – What is a Project ADAM Affiliate 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. Affiliate site organizations (most often a Children's Hospital) appoint a medical director and program 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 Organization – 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. The majority of Project ADAM affiliate programs reside within Children's Hospitals.

Project ADAM Program Coordinator – oversees program activities within the 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.

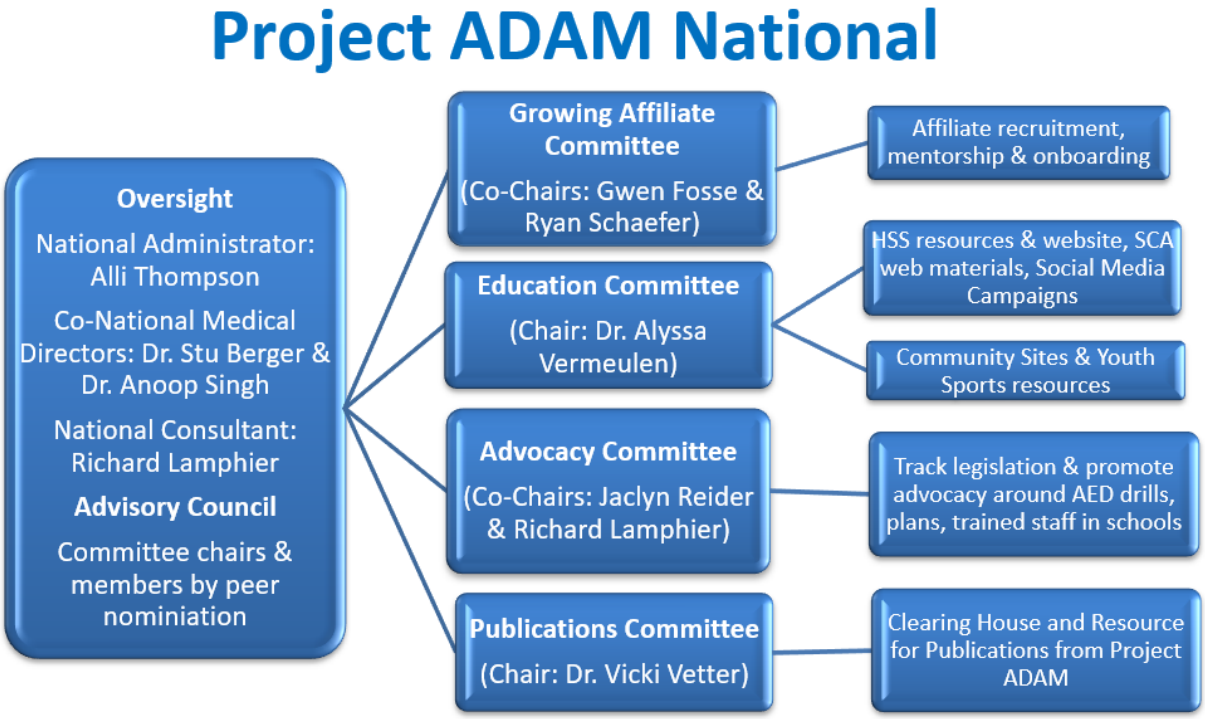
Project ADAM Medical Director – oversees Project ADAM affiliate program to serve as the lead medical resource integrating the program into the affiliate organization department and working in partnership with the Project ADAM program coordinator and administrator to implement Project ADAM program activities. 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 program coordinators, medical directors and partner schools, 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/ National Affiliate programs), will support new affiliate members with involvement in the below structure.



Section 3 – Project ADAM Affiliation is Complete

Register for an Affiliate Login Account

Congratulations on becoming a Project ADAM Affiliate Program, we are excited to help you get started! Your first step once the Project ADAM agreements are official is to create a Project ADAM affiliate account for both program coordinator, medical director and any other critical team members that need access. Please visit https://www.projectadam.com/ProjectADAM-Registration to register your account(s).

Appoint Medical Director & Program Coordinator Roles

Each affiliate takes shape uniquely so you may be in the process of appointing these roles. Please review the **Medical Director Job Description** as a jumping off point. You can also reach out to current Medical Directors to inquire about their experiences, successes and barriers by visiting the ***Team Roster*** section of our affiliate login website. The Medical Director role is critical to the success and sustainability of your affiliate program and ensures medically accurate information on Sudden Cardiac Arrest in youth and adults is provided to the public. This position also serves as a champion within and outside your affiliate organization serving as a support with planning of Project ADAM initiatives, research and securing program funding.

The Project ADAM Program Coordinator role is the 'driver' of your local program efforts. This individual can possess a variety of backgrounds including nursing, community/public health, emergency medical services, education and those affected by loss or survival of a loved one due to SCA. Review the **Coordinator Job Description and Time Addendum** sample for ideas. There are a variety of ways to get Project ADAM off the ground within your local affiliate site so do not be discouraged if funding for a paid position is not yet available. We have compiled a **Project ADAM Program Coordinator Breakdown** template to provide you with examples of how the program coordinator role takes shape.

Follow the New Affiliate Checklist

Log into your Project ADAM affiliate account by visiting https://www.projectadam.com/ProjectADAM-Login. Download and follow the **New Affiliate Checklist** which can be found under the ***New Affiliate Resources*** tab of the affiliate login site. This checklist will serve as you roadmap to getting started as a new affiliate site!

Section 4 – Funding Considerations

Funding for your local Project ADAM efforts will more than likely be on ongoing activity. As mentioned throughout the manual, there are strategies to get off the ground with limited funding by leveraging current organization positions and volunteerism. Building a budget may be an activity you begin with, or it may be something you come back to once possible funding sources have been identified. Refer to the **Program Budget Template** for a sample breakdown of annual program costs. Reach out to current affiliate programs for further insights as many programs are willing to share a budget sample.

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 larger affiliate site organization.

Leadership Team

First, appoint a Project ADAM medical director, program coordinator and include an engaged administrator from your affiliate organization. These three roles will serve as your core leadership team to build and sustain the program. 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 your affiliate organization. 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 Project ADAM affiliate program is now doing to improve school and community response to Sudden Cardiac Arrest.

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.

Building Partnerships within your Affiliate Organization

Next, building relationships with various support service departments within your larger affiliate system is critical. Please note this section will provide department examples based on a Children's Hospital affiliate site structure as the majority of current Project ADAM affiliates possess this setup. 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 access to a Project ADAM Marketing Toolkit.
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 will all affiliate sites.

Section 6 – School Partnerships

Start small and develop your education model for spreading Project ADAM to local schools. For more information on creating an internal process to implement Heart Safe School Designation as part of your local Project ADAM program, please login to our affiliate website and visit the ***Working with Schools*** section.

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 close in proximity to your affiliate site location 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 program 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 Project ADAM program 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 program 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 as a meeting location and resource center for surrounding school 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. Visit the ***Working with Schools*** portion of the affiliate login website for tips on organizing a local Heart Safe School Designation program.

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 and educational 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 – Statewide 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.*

To get some ideas on a collaborative statewide partnership model to prevent sudden death in the youth, please review a recent **Michigan Partners & Stakeholders Presentation.**

Section 8– Annual Community Impact Reporting

Project ADAM affiliate program coordinators will obtain access to the National/WI REDCap database account. This secure platform is used to house information collected across affiliate sites to be used in reporting our outcomes and impact.

Project ADAM AED Report Forms

Program 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. Review the AED Report Form by visiting the ***Annual Community Impact Reporting*** portion of our affiliate login website.

Annual Community Impact Form

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, educational presentations and CPR/AED training impact. A Project ADAM National Report will be developed annually by the National Office and shared with affiliate sites. Review the *Yearly Update Form* by visiting the ***Annual Community Impact Reporting*** portion of our affiliate login site.

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.

Affiliate Login Site

Mentioned previously throughout the manual, the ***Affiliate Login Site*** will be a wealth of information as you begin to build and expand your local efforts. Register for your account, follow the ***New Affiliate Checklist*** and check back often for new resources: https://www.projectadam.com/ProjectADAM-Login.

National Website

The ***Project ADAM National Website***, www.projectadam.com, serves as a destination for educational resources, videos and tools for both affiliate sites and local partner schools and populations served. Website content is maintained by our national affiliate network and the national office.

Heart Safe Schools

The Heart Safe School portion of our external website is located at www.projectadam.com/heartsafeschools.

The Project ADAM Heart Safe School Toolkit, Heart Safe School Program Checklist and Program Templates serve as a roadmap for a school site coordinator to implement a coordinated Project ADAM program. Project ADAM training videos are broken up into four 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.

Visit the ***Working with Schools*** portion of the affiliate login site for tips on organizing a local Heart Safe School Designation program.

Section 10 – Stay Connected

Affiliation with Project ADAM grants programs access to a national team of experienced coordinators and medical directors. Through monthly and annual communication forums, members are provided consistent opportunities to collaborate, troubleshoot program challenges, and exchange updates.

Monthly National Meetings

Project ADAM offers monthly forums for program coordinators, medical directors, and leaders to share best practices and address program barriers. Affiliate program coordinators also participate in dedicated monthly meetings. In addition, National Coaching meetings—featuring a "topic of the month"—bring together current, in-progress, and prospective sites and partners. Contact the National Office to get connected to these forums.

Annual National Conference

Hosted by a Project ADAM Affiliate Program hospital system, the annual two-day conference convenes coordinators, medical directors, and key partners to network, exchange best practices, and collaborate on strategies that advance program growth and improve survival outcomes.

Section 11 – Templates & References

Templates

Up-to-date templates referenced in this manual are highlighted in **red** and can be accessed by logging into our affiliate site at https://www.projectadam.com/ProjectADAM-Login. Templates can be customized for use within your affiliate program. Contact the National Office if you need support.

References

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