



OhioHealth
BELIEVE IN WE™

**Leadership Development
Initiative (LDI) Curriculum**

Riding The Elephant To Improve Access to Treatment

Riding The Elephant To Improve Access to Treatment
In Moore SY, Cameron-Lewis RG, Ferris FD (eds). Leadership Development Initiative
Curriculum, 2014. © The Leadership Development Initiative.
ISBN: 978-0-9884318-0-5

Originally Presented by [Liliana de Lima](#)

Permission to reproduce this Leadership Development Initiative (LDI) Curriculum module is granted for non-commercial educational purposes only, provided that the above attribution statement, copyright and ISBN are displayed.

Commercial entities presenting not-for-profit educational programs based on the LDI Curriculum must not use the LDI materials with products, images or logos from the commercial entity.

Commercial entities presenting for-profit educational programs using any part of the LDI Curriculum, must only do so with written permission from Frank D. Ferris, Director, LDI, OhioHealth.

The Leadership Development Initiative gratefully acknowledges the support of:

- International Palliative Care Initiative, Open Society Foundations, New York, NY
- National Cancer Institute Center for Global Health, Bethesda, MD
- The Diana Princess of Wales Memorial Fund, London, United Kingdom
- National Hospice and Palliative Care Organization, Alexandria, VA
- Pettus Family Foundation

The content is solely the responsibility of the authors and editors, and does not necessarily represent the official views of any of the funders.

Acknowledgment and appreciation are extended to faculty and staff of the OhioHealth and the Institute for Palliative Medicine at San Diego Hospice (which housed the International Programs and the Leadership Development Initiative from 2009 to 2012). Special thanks to the Mentors, Consultants and the LDI Team who contributed so much to the LDI Curriculum.

Contact the LDI Team

E-mail: Frank.Ferris@OhioHealth.com

Frank D. Ferris, MD
The Leadership Development Initiative
Kobacker House
800 McConnell Dr
Columbus, OH, USA 43214-3463
Phone: +1 (614) 533-6299
Fax: +1 (614) 533-6200

Overview

Global access to opioids for legitimate medical use, for patients at risk for pain and suffering continues to be a huge challenge. Barriers at the International and national levels that limit access to pain relief come from the complex interplay and tensions of the drug control agencies, resource limitations and cultural, political and social factors.

Placing examples of success in a metaphor of a rider on an elephant sometimes facilitates understanding how to change the status quo. This metaphor comes from the book SWITCH: How To Change When The Change Is Hard by Chip and Heath 2010. The rider is the rational component, the elephant is the emotional component, and the path is the route to achieving one's goals. The rider, who provides the planning and direction, may hold the reins but control is difficult owing to the relative size and energy of the elephant. To effect change, direct the rider, motivate the elephant and shape the path.

What appears to be resistance to change (elephant) is often a lack of clarity on the part of the rider. Providing clear directions, scripting critical moves and building on small wins gave confidence to a working group, with Liliana De Lima, to forward an Essential Medications proposal to World Health Organization (WHO). As a consequence, in April 2013, WHO published a Model List of Essential Medications which is used world-wide to simplify the access and use of palliative care medications.

A number of other illustrative examples are offered to demonstrate successful strategic change efforts, and the usefulness of the SWITCH model.

Objectives

After this presentation, participants will:

1. Know the world-wide imbalance of opioid distribution.
2. Understand strategies to help rectify this imbalance.
3. Describe resources that help improve accessibility to morphine for pain relief.

Important Teaching Points

- For change to occur, someone somewhere must begin to act differently.
- Find and follow the bright spots when trying to bring about change.
- Change is easier when rider (rational) and elephant (emotional) elements move together on the same path.
- Understanding a problem does not solve it.
- Small targets lead to small victories which lead to increasing rate of change.
- If you think education is expensive, try ignorance.
- Access to pain relief is an essential human right.

Resources / References

1. Dalad, S. & Bruera, E. (2013) Access to opioid analgesics and pain relief for patients with cancer. Nat.Rev.Clin.Oncol. 2012.
2. WHO Guide on Estimating Requirements for Substances under International Control. http://www.who.int/hiv/pub/idu/est_requirements/en/
3. The Morphine Manifesto. <http://palliumindia.org/manifesto/>