

PREFACE

One of the compelling benefits of authoring a book for Health Administration Press (HAP) is having a home base at the HAP exhibition table at all Association of University Programs in Health Administration (AUPHA) meetings. This important connection enables professors who adopted the first edition to give valuable feedback about the text, including suggestions for improvement. We have enjoyed meeting our colleagues; many of their comments inspired and informed this second edition, which we hope brings the best of teaching into the health services management classroom, for both students and professors. For the past two annual meetings, we have not been able to meet this way because of COVID-19 and the imperative to shift from a face-to-face conference to a virtual one. We first met to plan this new edition during the 2019 AUPHA annual meetings in New Orleans. Little did we know that the COVID-19 pandemic would end our traditional ways of collaborating, but it spurred us to find new ways to work productively. With virtual meetings and interviews, telephone calls, and emails, we were able to develop the structure and content for this edition.

We knew we wanted to retain the richness and detail that had been well received in the first edition and include substantial and comprehensive updates where appropriate. Also, we wanted to provide information centered on health policy, health disparities, and ethics. Legislation and politics influence healthcare delivery with respect to the costs incurred, the quality of care provided, and patient access to care. In this text, we focus on why this matters ethically for healthcare managers so you can perform your responsibilities with the knowledge, skills, ability, and conduct expected. Moreover, we have emphasized the importance of interprofessional collaboration for successful management. Further, we wanted to keep the same balance of theory and application to help you make the cognitive leap from passive reading to active understanding.

To this end, we present three parts—(1) Ethics and the Profession of Healthcare, (2) Ethical Decision-Making in the Healthcare Environment, and (3) Ethical Applications in the Healthcare Environment—to ensure that you are prepared for ethical and professional management. We have added three case studies, previously published in the *AMA Journal of Ethics*, to introduce each part. In addition, we have revised and added chapters to address moral distress, moral stance, and situational context; included revisions to the Common Rule and the definition of what is classified as a “human subject”; and focused on health policy, health disparities, structural racism, and social determinants of health to provide current, relevant information that we believe will improve your performance in the health services management field.

We know you will be more effective if you are prepared for ethical dilemmas and understand that you have a significant role in addressing and resolving them. We begin this second edition with the case study examining whether hospital emergency departments should be used as revenue streams despite needs to curb overutilization. Informal feedback suggests that this case has resulted in engaged and lively class discussion (in face-to-face and virtual classes) about patient needs and hospital fiduciary responsibilities. Also, it sets the stage for instructors to illustrate the importance of ethics and professionalism for healthcare managers who work with clinicians and staff to provide better healthcare. Chapters 1–5 lay the foundation by elaborating the concepts of ethics and professionalism, discussing the importance of interprofessional collaboration between clinicians and administrators, detailing stewardship, and interviewing an administrator who reflects on what professionalism means in her daily life and work.

Then, we turn our attention to the importance of ethical decision-making with a case study that asks how complex communication responsibilities should be distributed in surgical education. This case focuses on the reality that although many hospital and healthcare administrators are not professionally trained clinicians, your understanding of clinical issues and the complex decision-making and communications challenges that your clinical colleagues is crucial. In Chapters 6–9, we discuss law and ethics and present a model illustrating the relationship between the two. We explain the ethical decision-making process and present an ethical decision-making model, incorporating the positions of the American College of Healthcare Executives and the National Center for Ethics in Health Care. We examine healthcare research, including discussion of landmark cases that prompted the development of research oversight and the policies and procedures that have been put in place to ensure ethical research conduct. Moreover, we include a chapter on clinical ethics, including the use of telehealth, so that you are familiar with the ethical issues faced by licensed providers.

In the third and last section of the text, we focus on ethical applications in the healthcare environment, beginning with an AMA case that asks whether a good risk manager should worry about cost and price transparency in healthcare. This case is about issues associated with price practices through the ethical lenses of justice and autonomy. In chapters 10–16, we consider human resources, including social media and social media guidelines

in healthcare, health informatics, and ethical conflicts in the use of health information, the ethics of consulting, and the strategic planning process and implementation to address community needs. The COVID-19 pandemic highlighted the need for ethical and professional managers to respond effectively in difficult times, exemplified in the ways in which they addressed supply chain disruptions and how they monitored and adjusted hospital visitation policies for the safety of employees, patients, and their families. The final chapter is about your future, highlighting important points made throughout the text and discussing concepts such as emotional intelligence and professional accountability.

Each chapter in this text offers the following:

- ◆ **Important Terms** that identify the major topics discussed and terminology.
- ◆ **Learning Objectives** that summarize what readers will be able to do after reading and studying the chapter content.
- ◆ Case studies that translate theories into real-life scenarios. Each chapter begins with a **Case from the Field** to set the stage for the concepts to be discussed and ends with a **Mini-Case Study** highlighting a topic covered in the chapter. Each Mini-Case Study includes discussion questions that will help readers make decisions regarding actions that should be taken or assess the actions that were taken.
- ◆ Definitions of important terms on the page.
- ◆ **Challenge Yourself** questions that serve as a framework for student reflection on the material.
- ◆ Class-tested **For Your Consideration** exercises intended to spur class discussion or provide team-based assignments.
- ◆ A list of online resources mentioned in the chapter, called **Check These Out**.
- ◆ **Points to Remember** that summarize the main concepts presented in the chapter.
- ◆ **References** that include both classic and current publications.

Writing this second edition has been a collaborative, team effort that we found to be a rewarding experience. We hope this work adds value to your educational and career experiences.

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INSTRUCTOR RESOURCES

This book's instructor resources include PowerPoint slides and an instructor guide containing answers to the book's mini-case study questions, self-quizzes, exercises, lists of additional reading materials, and links to related websites.

For the most up-to-date information about this book and its instructor resources, go to ache.org/HAP and browse for the book's order number: 24491.

This book's instructor resources are available to instructors who adopt this book for use in their course. For access information, please email hapbooks@ache.org.