



Transition Guide

Ethics and Professionalism for Healthcare Managers, Second Edition

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New to this edition is that the text has been divided into three parts, introduced by an AMA case study that sets the stage for the overarching theme of the chapters within that section.

New Material and Changes in the Second Edition

Chapter	Chapter Title	New Material
		The first case introduces Part I: Ethics and the Profession of Healthcare Management. A teaching note (written by one of the text authors) accompanies the instructor’s manual specific to this case. <i>AMA Journal of Ethics</i> Case: “Should Hospital Emergency Departments be Used as Revenue Streams Despite Needs to Curb Overutilization?”
1	Healthcare Management as a Profession	References and examples to illustrate the profession and the role of ethics are updated to remain focused on current policies and practices.
2	Basic Concepts of Ethics	This chapter presents the basics of ethical theories—the foundations—and their application in the healthcare workplace. New to this chapter are the discussion of factors that influence our ethical behavior and examples of advances in healthcare that have ethical implications (e.g., technology and increases in cost associated). Explanation of ethical theory development as well the discussion of the concept of moral courage are expanded. Discussion focused on moral disengagement and engagement are new to the chapter as is the end chapter mini-case that is about moral courage.

3	Professionalism	This chapter discusses the concept of professionalism and is updated to reflect current association descriptions and ethical codes. The ACHE self-assessment tool is introduced. Also introduced is the concept of interprofessionalism and discussion to connect the introduction to Section I AMA case to professionalism of healthcare managers. Further, an interview with the Chief Development and Programs Officer at Roanoke Chowan Community Health Center (RCCHC) is included.
4	Stewardship	This chapter discusses stewardship and brings in the concept of interprofessionalism regarding clinicians and administrators collaborating regarding the implementation of mandatory vaccinations in a healthcare setting. New to the chapter is a section on climate-smart health care as an example to illustrate environmental stewardship as a moral imperative.
5	Professional Codes of Ethics and Ethical Principles	This chapter focuses on professional associations. New to the chapter is discussion about advance career planning.
<p>The second case introduces Part II: Ethics and the Profession of Healthcare Management. A teaching note (written by one of the text authors) accompanies the instructor's manual specific to this case.</p> <p><i>AMA Journal of Ethics</i> Case: How Should Complex Communication Responsibilities Be Distributed in Surgical Education Settings?</p>		
6	Ethical Framework	This chapter is about law and ethics, and we introduce the four quadrant model to exhibit the relationship between the two. New to the chapter is the discussion regarding new regulation (e.g., No Surprises Act), an ethical analysis on technology and patient choice and privacy concerns, vaping as a health epidemic, and an ethical analysis on billing and referral fraud.
7	Ethical Decision-Making Process	This chapter is about the ethical decision-making process. New to the chapter is the extensive discussion regarding moral distress and the healthcare manager's role, expanded discussion on when medical futility and ethical principles collide and the healthcare managers' role, and an introduction to the precautionary principle. Also, we have revamped the ethical decision-making process framework and the ethical decision-making model, bringing in ACHE's and the National Center for Ethics in Health Care's positions, and the notions of moral stance and situational context.
8	Research in Healthcare Organizations	This chapter is about research and ethics, including discussion of landmark cases of healthcare research that spurred the development of research oversight, and the subsequent policies and procedures put in place to ensure ethical research conduct. Updates have been added where appropriate (such as the updated revisions to the Common Rule and additional guidelines re PHI and HIPAA; the inclusion of the Henrietta

		Lacks case; the redefining of what is classified as a ‘human subject,’ and the change in language from research subject to research participant). Research misconducts post the Belmont Report are added as well as recommendations for continuous review and supervision of research integrity.
9	Clinical Interactions	This chapter has been revamped significantly to reflect current ethical issues clinical managers face. We have described the history of telehealth and related ethical/legal issues and presented a discussion on the issue of medical errors. We have added discussion of the five “Cs” (competence, consent, confidentiality, crossing, and cultural competence) with incidents/examples to illustrate. We have also added a discussion about access to justice (highlighted with examples) as well as elaborated ethics committees and moral case deliberation. We discuss risk management and medical errors and end the chapter with a new case that illustrates ethics and unanticipated outcomes.
<p>The third and final case introduces Part III: Ethical Applications in the Healthcare Environment. A teaching note (written by one of the text authors) accompanies the instructor’s manual specific to this case.</p> <p><i>AMA Journal of Ethics Case: Should a Good Risk Manager Worry About Cost and Price Transparency in Health Care?</i></p>		
10	Human Resources	This chapter is about human resources, including new material on ethics, social media and social media guidelines in healthcare with HR participation. Updated references are included where appropriate, particularly regarding Beauchamp and Childress’s 2019 latest edition of biomedical ethics and ethical principles. Examples and cases are updated to reflect current findings (e.g., physician impairment and ethical guidelines to assist, HIPAA violations, accessing patient records). New “For Your Consideration” instances replaced the ones in first edition to utilize recent platforms for social media.
11	Strategic Planning	This chapter is about strategy. With the examples of the ACA and military, we demonstrate the influence of policy on healthcare strategies and planning. Moreover, we have updated USNS Comfort activities regarding its continuing to deliver healthcare where needed and added to the original example to illustrate healthcare delivery strategy responding to a disaster (earthquake) and its recent deployment to aid New York and New Jersey during COVID-19.
12	Operations Management	This chapter is about operations management. The material in this chapter is heavily revamped to update operations management as ethics and professionalism were clearly demonstrated during COVID-19, and the chapter subject matter highlights this. Litigation/cases and operational examples were added reflect recent events and actions-- relators and recent

		litigation that influences practice management, COVID-19 and changes in hospital visitation, COVID-19 and changes in internships and competencies measures for certification, mobile mammography, and COVID-19 and disruption in supply chain, Mayo clinic as example of responsive, ethical operations management.
13	Health Informatics	This chapter is about health informatics. It is highly revamped to keep important themes of health informatics and ethics and professionalism current in the chapter. These additions include description of the current status of EHR's core functionalities and capabilities, and of the health information exchange with discussion of future directions (interoperability, patient access, Big Data, health literacy and current security challenges (data breach, ransomware).
14	Health Policy, Health Disparities, and Ethics – NEW CHAPTER	This is a new chapter, focused on health policy, health disparities, and ethics. Introduced in Chapter 11 was the topic of legislation and politics influencing healthcare delivery. This theme is elaborated with the focus on the interrelationships of cost, quality, and access, with EMTALA, PAHPA (2006, 2013, and 2019) legislation and the pandemic of COVID-19 serving as examples. We also examine social marketing, analyzing the COVID-19 vaccination campaign, along with a discussion on COVID-19's disparate effects on our population and structured racism. The emphasis is on why they matter ethically and the role of the healthcare manager throughout.
15	Healthcare Management Consulting	This chapter is about healthcare management consulting. New to the chapter is the description of the origins of healthcare consulting as well as ethical implications and discussions of the work. Also new is a discussion of unconscious bias when working with clients and current examples of FCA that concern consulting as a professional.
16	Building Your Future as a Healthcare Manager	This chapter is about the reader, building their future as a healthcare manager and illustrating important points made throughout the text as well as discussing the concepts of emotional intelligence, professional accountability, and transparency.