



Transition Guide

The Tracks We Leave: Ethics and Management Dilemmas in Healthcare, Third Edition

Frankie Perry

February 2020

The Tracks We Leave: Ethics and Management Dilemmas in Healthcare provides guidance for current and future healthcare managers as they confront the ethical challenges of their day-to-day work. Structured around a series of real-life cases, the book explores the ethical implications of such topics as medical errors, conflicts of interest, sexual harassment and gender discrimination, physician impairment, emergency preparedness, workforce reductions, and end-of-life decisions.

Changes in the Third Edition

The entire book has been updated with additions and updates throughout as appropriate. The existing cases have stood the test of time and still translate into current management dilemmas—some are actually even more relevant in today’s society and healthcare environment. Several new cases based on recent events are included as well. Below is a list of the most important chapter-specific additions.

Chapter	Chapter Title	New Material
5	Gender Discrimination: Rolling Meadows Community Hospital	Expanded discussion of sexual harassment, the #MeToo movement, and associated organizational policies and potential hazards of co-worker “dating”
9	Information Technology Setback: Heartland Healthcare System	Addition of cyber security discussion
12	Baby Charlie and End-of-Life Decisions	NEW CHAPTER: The case of “Baby Charlie”—who was on life support in a British hospital for an extended period of time—made international news for weeks and prompted public controversy, discussion, and commentary from all walks of life. This chapter will discuss this case and examine its many ethical issues, identify its primary and secondary stakeholders, and examine their interests and perspectives on the issues that arose as part of this tragedy.
14	The Intersection of Governance, Management, and Ethics	NEW CHAPTER: This chapter will examine the often complicated relationship between governance and management and the ethical issues that may arise within their interactions. Roles, responsibilities, and authority of

		each will be discussed within the context of ethical questions that are illustrated in actual case scenarios.
16	The Ethics of Managing People	<p>Additions to this chapter include:</p> <ul style="list-style-type: none"> • Discussion of the highly publicized Wells Fargo fraud case and the significant learning value in its abuse of merit pay systems and performance goal-setting. • Mini-cases demonstrating workplace situational challenges that negatively impact productivity including co-worker conflict, promotion of professionals inexperienced in management into administrative positions, staff romantic relationships with clients or vendors. • Augmented discussion of positive/negative impact of management communications and pitfalls to avoid in use of email and social media.
17	Management, Diversity, and Inclusion	<p>NEW CHAPTER: This chapter will discuss the ethical responsibility of leadership to create an organizational culture that promotes an understanding of and respect for cultural differences. It will examine issues and considerations related to diversity of patient, physician, workforce, governance, and community populations. It will discuss the many facets of diversity—ethnicity, race, gender, age, religion, socioeconomic status—and look at ways that healthcare managers can ensure that their organizations are providing culturally competent, safe patient care. It will discuss unconscious bias and examine strategies that work to prevent harassment or discrimination based on demographic differences and ensure the autonomy and self-determination of patients and others served.</p>
18	Increasing the Capacity for Innovation in Healthcare Management	<p>NEW CHAPTER: This chapter will examine why increasing the capacity for innovations in healthcare management should be a priority activity. It will examine the role of strategic marketing and the types of innovations, (efficiency, evolutionary, revolutionary) that will enable organizations to meet their organizational goals and objectives. It will discuss social marketing and the use of concepts and strategies from commercial marketing to influence individual and social practices with a goal of improved human or environmental health. Throughout this chapter, related ethical issues will be identified and discussed.</p>
23	Ethics Issues in Healthcare Emergency Management	Expanded discussion of emergency preparedness for active shooter/threat of violence