This is a sample of the instructor resources for *The Essential Techniques for Healthcare Managers* by Leigh Cellucci and Carla Wiggins. This sample contains the instructor notes and PowerPoint slides for Chapter 3.

The complete instructor resources consist of 40 pages of instructor's notes, 135 PowerPoint slides, and access to a test bank. If you adopt this text you will be given access to complete materials. To obtain access, e-mail your request to hap1@ache.org and include the following information in your message:

- Book title
- Your name and institution name
- Title of the course for which the book was adopted and season course is taught
- Course level (graduate, undergraduate, or continuing education) and expected enrollment
- The use of the text (primary, supplemental, or recommended reading)
- A contact name and phone number/e-mail address we can use to verify your employment as an instructor

You will receive an e-mail containing access information after we have verified your instructor status. Thank you for your interest in this text and the accompanying instructor resources.

END-OF-CHAPTER QUESTIONS

Chapter 3: Ethics

1. Why do the people in the case study dread serving on the ethics committee? How would you react if you were appointed to your organization's ethics committee?

People might dread serving on an ethics committee for many reasons. Answers should acknowledge people's general discomfort when dealing with matters that fall within so-called gray areas and making important decisions that affect others' lives, particularly decisions related to areas wherein they themselves are unsure of their own beliefs.

Many people, for example, prefer to face questions that have clear-cut, right and wrong answers. In addition, few people have had formal training in ethics or philosophy and so feel intimidated by the kinds of issues an ethics committee is likely to address. One hallmark of U.S. society is its argumentative nature. For example, most topics are treated by television pundits and politicians as having two sides that are diametrically opposed: One either agrees completely with a position or is considered completely wrong. Such an approach to ethics considerations is ill-suited to the "shades of gray" nature of ethical issues and topics.

In addition, as mentioned in this chapter's case study, those people who might be invited or encouraged to join a committee are busy with existing obligations and may find the additional work to be overwhelming.

Each student will have her or his own answer to how she or he would feel about being appointed to an ethics committee.

2. You are the new director of operations. What is your goal for this first committee meeting?

How will you address the committee members' comments?

This question does not have a correct or an incorrect answer, but students should consider a number of concerns in determining the first meeting's goals. Because the director has experience with ethics committees, she should know how to structure this committee's meetings. Her goals for the first meeting should include setting the committee's direction, establishing its purpose,

Ethics for Clinical Practice	Ethics for Healthcare Management

discussing the kinds of issues the committee will be facing, setting a regular schedule of meeting days and times, seeing that notes are taken, and answering questions from the committee members.

　　She should probably not attempt to address or resolve each member's comments but instead address the underlying concerns and worries they represent. If the committee members can leave this first meeting knowing their purpose, feeling that their work is important, and assured that they will be able to adequately and competently carry out the committee's work, they will have experienced an excellent first meeting.

3. Review the list of four clinical ethical principles and the list of four principles for healthcare managers (both are provided below). Do these lists overlap in any areas? In which ways are they different?

Respect for persons	Excellence in patient care
Nonmaleficence	Respect for employees
Beneficence	Corporate citizenship
Justice	Appropriate use of resources

Students should see that a one-to-one match-up between the two sets of principles does not exist, but they should recognize that the intended spirit behind the items often does overlap. In fact, nearly all of the clinical principles can easily be worked into and among the management principles, and vice versa.

For example, respect for persons flows easily into respect for employees and is an important factor in patient care excellence. Similarly, nonmaleficence and beneficence fit well with corporate citizenship and appropriate use of resources, as does justice.

Thus, the point of this exercise is not for students to match up the ethical principles between the two lists but rather to see that the lists, while they are worded differently and have different foci (e.g., clinical work vs. managerial work), are alike in their implementation and intended outcomes.

Chapter 3

Cellucci and Wiggins
Essential Techniques for Healthcare Managers

Chapter Objectives

- This chapter provides a four-point framework for healthcare managers that includes:
    - excellence in patient care,
    - respect for employees,
    - corporate citizenship, and
    - the appropriate use of resources

    and addresses the healthcare manager's role in relation to each.

The Ethics of
Excellence in Patient Care

- Patient care is not the sole responsibility of clinicians.
- Management creates the environment in which excellent patient care happens:
  - Ensuring that the best people, with the appropriate background and training, provide the care and
  - Having policies and procedures in place to intervene when needed.

Patient Care: Confidentiality, Information, and Respect

- Management must provide the organizational resources to safeguard information in areas of:
  - staff training,
  - information technology, and
  - quality
- Management must respect decisions of others, even when the managers do not understand them or even disagree with them.

The Ethics of
Treating Employees with Respect

- Management creates the fair and ethical culture of the organization.

- Justice means treating everyone as they deserve.

- Organizational politics and gamesmanship are factors to be aware of.

Providing a Safe Place to Work

- Safe for patients, visitors, and employees
- Safe from injuries resulting from workplace substances and structures
  - Proper equipment and training

The Ethics of Corporate Citizenship

- Businesses should not exist for the narrow-minded pursuit of profit:
  - such as increasing the wealth of both stockholders and stakeholders.

- Healthcare management and corporate citizenship are a natural pair: "doing well while doing good" (AUPHA 2007).

The Ethics of
Appropriate Use of Resources

- Health organizations walk the tightrope of financial success and living their mission, vision, and goals.
  - No margin, no mission.
- Resources are so much more than money.
- Leverage all resources to the best use of the organization and the stakeholders.

The Dreaded Ethics Committee

- People like to deal with problems that have clear answers; ethical problems rarely do.

- Hard problems take much more than "sound bites" and blame placing to resolve.

- The dreaded ethics committee might be one of the most important committees in the organization.