This is a sample of the instructor resources for *Management Ethics in Healthcare: A New Perspective*. This sample contains a look at the Chapter 1 PowerPoint slides.

The complete instructor resources consist of PowerPoint slides, discussion questions, and teaching tips. If you adopt this text, you will be given access to the complete materials. To obtain access, e-mail your request to hapbooks@ache.org and include the following information in your message:

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Chapter 1: Introduction to Ethics

Learning Objectives

After completing this chapter, the reader will:

- understand the importance of mastering the language of and various perspectives on ethics for healthcare administration;
- gain a general appreciation of the variety of normative approaches and the possibility of conflict and uncertainty among them;
- be able to differentiate between various levels of ethical relevance (individual, organizational, social); and
- be introduced to various ethical resources for the organization.

Why Learn About Ethics?

1. Decisions made by individuals in the organization have ethical implications for organizational morale, reputation, and viability.
2. Decisions made and actions taken on the organizational level have ethical implications for individuals in the organization.
3. The operation of the organization has ethical implications for the social environment within which it operates

Normative and Non-Normative Uses of Ethical Language

"Normativity" is associated with goals and values and with our choices of the means to attain them. Thus, we use normative ethical language when we speak of "the right thing to do," of our duties and obligations, our responsibilities, privileges, and rights.

We can also use ethical language in nonethical discourses. A "bad" day may refer to the weather–not right and wrong.

Ethics and Relationship to Law

- Not all unethical behavior is illegal
- Law is used to enforce moral minimums
- Sometimes breaking the law is perceived as the "ethical" thing to do. (Must be a competing moral obligation.)
- Law and policies change as society changes its understanding of what is right or wrong.

Types of Ethical Theory

Philosophers have long dreamed of one simple ethical theory to explain and reconcile all our sometimes competing moral judgments.

These theories tend to fall around three poles—agent, act, and effect.

Virtue theories take as the basic determinant of the moral value of a course of action the character of the *agent* from which the action stems.

Deontological theories emphasize the moral value of the *act* itself.

Consequentialist ethical theories focus on consequences, the *effect* or result of our choices and acts.

The Role of Ethics in Organizational Leadership

- Normative judgments, evaluations in moral terms, can be made not only of individuals, but also of organizations.
- Individuals accrue not only moral responsibilities to their own character but also responsibilities stemming from their role and the positions they occupy in various formal and informal social institutions.
- Institutions, like individuals, occupy social roles and are held responsible for how they meet the obligations that their role determines.

Questions, Concerns, or Comments

Points to Remember

- Conflict and uncertainty about specific issues often involve underlying value differences or differences in priorities of shared values and can best be resolved by attention to those more basic issues.
- The efficiency and effectiveness of a healthcare organization depends in part on the alignment of values, among the leaders, between leaders and their constituency, and of the organization as a whole with the values of its partners and community.
- Reconciling competing needs and obligations requires a familiarity with different ethical approaches and sensitivity to the values they represent. Some familiarity with the language of ethics can provide one tool for this demanding task.
- A leadership role in a healthcare organization involves both individual and collective ethical responsibilities.
- Janus, the Roman guardian of doorways and city gates, had responsibility for both the people inside the house or city and those outside. For this task he was given two faces and elevated to the status of a god. Your role as leader and administrator is liminal in the same way—although the reward is seldom as great.

Reflections on Competencies

This chapter is relevant to the following competencies identified in the ACHE Competencies Assessment Tool (see p. xxv):

Communication and Relationship Management

Leadership

Professionalism

Knowledge of the Healthcare Environment

Business Skills and Knowledge