

## **PADM 590 Healthcare Management Ethics**

Spring semester, 2016

Melissa Cole, MSW, BSN, RN, NE-BC, FACHE  
Associate Professor, School of Public Administration  
Director Ophthalmology Clinics, UNM Hospitals

Classroom:  
Office Phone: 505.925.4770  
[mecole@salud.unm.edu](mailto:mecole@salud.unm.edu)

Class hours: Wednesday 4pm-6:30pm  
Office hours: By Appointment

### Course Description

This course will explore the role of the healthcare leader in the application of ethics in organizational leadership, specifically in today's healthcare environment. A variety of decision making models for making ethical decisions will be reviewed and discussed. Areas of discussion for this course will be: a) ethical decision making structure for healthcare managers and HR staff, b) self-assessment tools to reflect on own areas of ethical strength and vulnerabilities, c) discussion of current events in management and healthcare, applying the theory/ethical models to case examples, and d) student and guest case presentations. Most of the course material will be drawn from the text book: Perry, F. 2014. *The Tracks We Leave: Ethics & Management Dilemmas in Healthcare* Health Administration Press. Additional material will come from journal articles, professional websites, hospital websites, video clips, case studies and presentations/guest speakers.

### Course Objectives

By the end of this course, the successful student will:

1. Develop critical self-awareness of values and ethical concepts for application in healthcare leadership roles
2. Describe processes to solve ethical challenges found in day to day operations in healthcare leadership.
3. Recognize the importance for bringing ethical principles into the healthcare environment and the consequences of neglecting issues.
4. Understand the complexity of healthcare management ethics; the stakeholders involved, and the importance of serving the patients, ensuring all are treated fairly in the process.
5. Ability to articulate the complex process via class and on-line discussions.

### Assignments and Grading

There are a several ways to contribute to points toward positive performance. Healthcare leadership is a collaborative effort; this class is built on discussion, collaborative effort and the ability to articulate a position (verbally or via discussion posting). A successful student will be active in class. An exceptional student will bring in articles and/or case studies to enhance the discussion for the week (and/or post links to articles for on-line discussion). Exceptional students will be able to integrate the information and provide insights based on the readings and life experience. In class and on line discussions is 450 points (45%) and 30 points/class for 15 classes (first meeting on 1/20/16 is not counted). To summarize: 10 points class attendance, 5 points discussion, 10 points integrated content, and 5-10 points contributing to the content via journal article(s) and/or case studies.

There will be one open book quiz early in the class session. The quiz will be handed out in class on January 26<sup>th</sup> and collected on February 3<sup>rd</sup> (or posted, for all remote students). Quiz is 50 points (5%).

## Writing assignments

There are 5 writing assignments, each worth 100 points or 10% each

Note: All of the below assignments are to be drafted for use in a healthcare setting (hospital, healthcare facility, healthcare system or long term care facility, etc.)

- |  |             |
|--|-------------|
| 1. Decision making model                               | Due 2/17/16 |
| 2. Code of Ethics/Ethics Statement                     | Due 3/2/16  |
| 3. Create a job description for an Ethics Officer      | Due 3/30/16 |
| 4. Scope and function of an Ethics Committee – Charter | Due 4/24/16 |
| 5. Develop a Conflict of Interest Policy               | Due 5/04/16 |

## Class Topics, Readings and Viewings

### Class 1: January 20

- Course introduction
- Assignments and expectations
- The relationship between ethics and law/compliance
- Self-Assessment (ACHE)

### Class 2: January 26

- The Tracks We Leave: PowerPoint Presentation
- Take home quiz – provided

### Required Reading(s)

- Acquire class text book by this week; it will be necessary to complete the take home quiz to be assigned during class 1/26/16.

### February 3

- Take home quiz (Due)
- Role of leadership in ethics
- Ethics process: decision making model (Note: You will be asked to create your own decision making model as one of the class assignments. Due 2/17/16)

### Required Reading(s)

- Part I The Leadership Imperative Perry, F. 2014. *The Tracks We Leave: Ethics & Management Dilemmas in Healthcare* (Note: This reading will be useful in completing the take home quiz)
- Deciding Values Perry, F. 2014. *The Tracks We Leave: Ethics & Management Dilemmas in Healthcare* 169-181

### February 10

- Medical errors: Case studies in the ethics of healthcare management and leadership
- Risk management and transparency

### Required Readings and viewing

- Medical Errors: Paradise Hills Medical Center Perry, F. 2014. *The Tracks We Leave: Ethics & Management Dilemmas in Healthcare* 19-39 and 271-272
- <http://www.nytimes.com/1995/03/24/us/big-doses-of-chemotherapy-drug-killed-patient-hurt-2d.html?pagewanted=all>

- <https://psnet.ahrq.gov/perspectives/perspective/3/organizational-change-in-the-face-of-highly-public-errors-in-the-dana-farber-cancer-institute-experience>
- <http://www.medscape.com/features/slideshow/med-errors>
- <http://www.jopm.org/opinion/commentary/2013/04/24/its-time-to-account-for-medical-error-in-top-ten-causes-of-death-charts/>
- <https://www.youtube.com/watch?v=zeldVu-3DpM> (Annie's Story)

#### February 17

- Medical Errors (continued)
- Decision making model (Due)
- Patient's rights: Case studies focused from a patient's perspective
- Compassion, transparency and support (timing)

#### Required Readings

- When Patient Demands and Hospital Policies Collide: Hurley Medical Center Perry, F. 2014. *The Tracks We Leave: Ethics & Management Dilemmas in Healthcare*
- Note: the following could be assigned for the prior week – or – may be saved to be discussed for 2/17/16 dependent on time.
  - <http://abcnews.go.com/GMA/story?id=3956580>
  - <http://www.latimes.com/local/la-me-quaid15jan15-story.html>
  - [http://www.cnn.com/2008/HEALTH/07/10/heparin/index.html?\\_s=PM:HEALTH](http://www.cnn.com/2008/HEALTH/07/10/heparin/index.html?_s=PM:HEALTH)
- ECRI Top Ten Technology Hazards for 2016

#### February 24

- Conflicting moral demands: MCO's
- Population management – increased population/need with decreased access
- What care is incentivized? Healthcare system versus disease management

#### Required Reading and viewing

- Conflicting Moral Demands: Qual Plus HMO Perry, F. 2014. *The Tracks We Leave: Ethics & Management Dilemmas in Healthcare* 41-58 and 272-273
- Ethics Issues in Managed Care Perry, F. 2014. *The Tracks We Leave: Ethics & Management Dilemmas in Healthcare* 203-219
- <http://www.escapefiremovie.com/synopsis> (Escape Fire Trailer – Fight to Rescue the American Healthcare System)
- <http://ihealthtran.com/pdf/PHMReport.pdf> (Population Health Management – IT focus): this can also be moved to IT discussion and/or on-line discussion

#### March 2

- Code of Ethics/Ethics Statement (Due)
- Discrimination
  - Gender
  - Racial
  - Ethnicity
  - Disability
  - Age
  - Sexual Orientation/Identity

### Required Reading(s)

- Gender Discrimination: Rolling Meadows Community Hospital Perry, F. 2014. *The Tracks We Leave: Ethics & Management Dilemmas in Healthcare* 59-77 and 273
- Increasing and Sustaining Racial/Ethnic Diversity in Healthcare Management Perry, F. 2014. *The Tracks We Leave: Ethics & Management Dilemmas in Healthcare* 317-321
- Responsibility for Mentoring Perry, F. 2014. *The Tracks We Leave: Ethics & Management Dilemmas in Healthcare* 326-327
- <http://www.eeoc.gov/laws/types/>
- <http://www.nursingworld.org/MainMenuCategories/Policy-Advocacy/Positions-and-Resolutions/ANAPositionStatements/Archives/prtetcldv14444.html> (ANA: American Nurses' Association Position on Cultural Diversity)
- Hand-out (reprint): Managing Diversity Rice, Perry 2006 *Healthcare Leadership Excellence*

### March 9

- Provider impairment
  - Provider leadership structure
  - Medical executive committee
- Leadership impairment
- Staff impairment
- Treatment options

### Required Readings

- Physician Impairment: University Hospital Perry, F. 2014. *The Tracks We Leave: Ethics & Management Dilemmas in Healthcare* 79-90 and 274
- Prevention and Treatment of Substance Use Disorders Among Healthcare Professionals Perry, F. 2014. *The Tracks We Leave: Ethics & Management Dilemmas in Healthcare* 233-240
- Impaired Healthcare Executives Perry, F. 2014. *The Tracks We Leave: Ethics & Management Dilemmas in Healthcare* 308-310
- Preventing and Addressing Workplace Abuse: Inappropriate and Disruptive Behavior Perry, F. 2014. *The Tracks We Leave: Ethics & Management Dilemmas in Healthcare* 322-325

### March 23

- Workforce reduction
- Nursing shortage

### Required Reading(s)

- Workforce Reduction: Hillside County Medical Center Perry, F. 2014. *The Tracks We Leave: Ethics & Management Dilemmas in Healthcare* 91-105 and 274-275
- <https://iom.nationalacademies.org/Reports/2010/The-Future-of-Nursing-Leading-Change-Advancing-Health.aspx> (IOM Report: Future of Nursing: Leading Change, Advancing Health)

### March 30

- Job description for an Ethics Officer (Due)
- Information technology
- HIPAA
- Capital equipment
- Vendor management

Required Reading(s)

- Information Technology Setback: Heartland Healthcare System Perry, F. 2014. *The Tracks We Leave: Ethics & Management Dilemmas in Healthcare* 121-136 and 275-276
- Health Information Confidentiality Perry, F. 2014. *The Tracks We Leave: Ethics & Management Dilemmas in Healthcare* 304-307
- <http://www.hhs.gov/hipaa/for-professionals/index.html>

April 6

- Hospital mergers and management

Required Reading(s)

- Failed Hospital Merger: Richland River Valley Healthcare System Perry, F. 2014. *The Tracks We Leave: Ethics & Management Dilemmas in Healthcare* 137-148 and 276

April 13

- Human resources discipline
- Legal

Required Reading(s)

- Ethics of Managing People Perry, F. 2014. *The Tracks We Leave: Ethics & Management Dilemmas in Healthcare* 183-201

April 20

- Development and evaluation of healthcare ethics committee

Required Reading(s)

- Evaluating Healthcare Ethics Committees Perry, F. 2014. *The Tracks We Leave: Ethics & Management Dilemmas in Healthcare* 221-231

April 24

- Scope and function of an Ethics Committee – Charter (Due)
- Ethics of disaster management
- Role of healthcare leader in a disaster/disaster management

Required Readings

- Ethics in Disaster Management Planning Perry, F. 2014. *The Tracks We Leave: Ethics & Management Dilemmas in Healthcare* 253-269
- Healthcare Executive' Role in Emergency Preparedness Perry, F. 2014. *The Tracks We Leave: Ethics & Management Dilemmas in Healthcare* 314-316
- <https://training.fema.gov/is/courseoverview.aspx?code=is-200.hca>

May 4

- Conflict of Interest Policy (Due)
- Ethics issues in students
  - Medical
  - Nursing

Required Readings

- Ethics Issues in Graduate Medical Education Perry, F. 2014. *The Tracks We Leave: Ethics & Management Dilemmas in Healthcare*
- <http://www.nсна.org/Portals/0/Skins/NSNA/pdf/Pieces%202011%20Appendix%20B.pdf> (NSNA National Student Nurses Association Code of Ethics)

May 11

- Wrap-up

\*Many thanks to Frankie Perry, RN, MA, LFACHE for the text book and much of the course content.