Syllabus

Course Overview

Ethical management practices, from both an administrative and patient care perspective, are vital to ensuring integrity and trust during this era of tumultuous change in the U.S. health care system.

Leaders require a working knowledge of how theory and standards, personal values, external market forces, local community, and internal organization factors and challenges guide and influence ethical management decisions, processes, and practices.

This course addresses all of the above and offers application activities and personal reflection to help build a strong ethical foundation for your management career. Throughout the learning units you will create a Course Project Portfolio, which will summarize and synthesize your overall learning experiences and demonstrate your understanding of the applications of ethics to health care management. The portfolio includes an academic case study analysis, an informational interview experience, and the completion of a personal Course Reflection Journal.

A rich variety of resources, materials, and tools are included in your studies to support your work. However, due to the ever-changing landscape of our health care system, the learning unit activities and assignments are specifically designed for application to current realities, whatever they may be. This will require additional research and fact checking to ensure appropriate knowledge and preparation for your career. However, this is a best practice to adopt, as it is required in the role of a successful and ethical health care management professional.

Course Competencies   **(Read Only)**

To successfully complete this course, you will be expected to:

1   Explain how ethical theories and principles influence health care organizational management practice.

2   Describe how external forces and internal organizational factors influence ethical health care management practices.

3   Examine the role personal moral integrity plays in ethical leadership practice.

4   Communicate ideas effectively.

Course Prerequisites

Prerequisite(s): BUS3025 or BUS3026.

Syllabus >> Course Materials

Required

The materials listed below are required to complete the learning activities in this course.

Integrated Materials

Many of your required books are available via the VitalSource Bookshelf link in the courseroom, located in your Course Tools. Registered learners in a Resource Kit program can access these materials using the courseroom link on the Friday before the course start date. Some materials are available only in hard-copy format or by using an access code. For these materials, you will receive an email with further instructions for access. Visit the Course Materials page on Campus for more information.

Book

Morrison, E. E. (2016). *Ethics in health administration: A practical approach for decision makers*. (3rd ed.). Burlington, MA: Jones & Bartlett. ISBN: 9781284070651.

Library

The following required readings are provided in the Capella University Library or linked directly in this course. To find specific readings by journal or book title, use Journal and Book Locator. Refer to the Journal and Book Locator library guide to learn how to use this tool.

- Brady, W. H., & Haley, S. (2013). Storytelling defines your organizational culture. *Physician Executive, 39*(1), 40–43.
- Designing the new health care system: The need for CMO and CFO collaboration. (2015). *Physician Leadership Journal, 2*(4), 8–17.
- Forrestal, E. J., & Cellucci, L. W. (2016). *Ethics and professionalism for healthcare managers.* Chicago, IL: Health Administration Press.
- Maas, S. (2015, September). Upcoding: Evidence from Medicare on risk adjustment. *NBER Digest*, 4–5.
- Nelson, W. A. (2015). Making ethical decisions. *Healthcare Executive, 30*(4), 46–48.
- Russo, R., Diener, I., & Stitcher, M. (2015). The low risk and high return of integrative health services. *Healthcare Financial Management, 69*(11), 114–120.
- Singer, J., & Adams, J. (2014). Integrating complementary and alternative medicine into mainstream healthcare services: The perspectives of health service managers. *BMC Complementary and Alternative Medicine*, 14, 167.
- Wynn, J. D., Draffin, E., Jones, A., & Reida, L. (2014). The Vidant Health quality transformation. *Joint Commission Journal on Quality & Patient Safety, 40*(5), 212–218.

External Resource

Please note that URLs change frequently. While the URLs were current when this course was designed, some may no longer be valid. If you cannot access a specific link, contact your instructor for an alternative URL. Permissions for the following links have been either granted or deemed appropriate for educational use at the time of course publication.

- Aging With Dignity. (2015). About five wishes. Retrieved from https://www.agingwithdignity.org/five-wishes
- Aging With Dignity. (Producer). (2016). *Tara's Story* [Video] | Transcript. | Transcript Retrieved from https://youtu.be/qL3vtg3l6ak
- American College of Health Care Administrators. (2016). Retrieved from http://www.achca.org/
- American College of Healthcare Executives. (2011). ACHE code of ethics. Retrieved from https://www.ache.org/abt_ache/code.cfm
- American College of Healthcare Executives. (2011). Ethical policy statement: Considerations for healthcare executive-supplier interactions. Retrieved from http://www.ache.org/policy/execsuppliers.cfm
- American College of Healthcare Executives. (2012). Professional policy statement: The healthcare executive's role in ensuring quality and patient safety. Retrieved from https://www.ache.org/policy/exec-ensure-patsafe.cfm
- American College of Healthcare Executives. (2013). Policy statement: Lifelong learning and the healthcare executive. Retrieved from https://www.ache.org/policy/lifelong.cfm
- American College of Healthcare Executives. (2015). Ethical policy statement: Creating an ethical culture within the healthcare organization. Retrieved from http://www.ache.org/policy/environ.cfm
- American College of Healthcare Executives. (2016). Ethics self-assessment. Retrieved from http://www.ache.org/newclub/career/ethself.cfm
- American College of Healthcare Executives. (2016). Ethics toolkit. Retrieved from http://www.ache.org/abt_ache/ethicstoolkit/ethicsTOC.cfm
- American Hospital Association. (2007). When I'm 64: How boomers will change health care [PDF]. Retrieved from http://www.aha.org/content/00-10/070508-boomerreport.pdf
- Center for the Study of Ethics in the Professions (n.d.). Ethics codes collection. Retrieved from http://ethicscodescollection.org/
- Death With Dignity. (n.d.). Death with dignity acts. Retrieved from https://www.deathwithdignity.org/learn/death-with-dignity-acts/
- Forman-Ortiz, L. (2013). Top 10 corporate social responsibility initiatives. Retrieved from https://www.smartrecruiters.com/blog/top-10-corporate-social-responsibility-initiatives/
- Frontline PBS. (Producer). (2015). *When should dying patients stop treatment?* [Video] | Transcript. | Transcript Retrieved from https://youtu.be/HzIiqJ5HX2E
- Frontline PBS. (Producer.) (2014). *Dr. Atul Gawande on aging, dying, and "being mortal"* [Video] | Transcript. | Transcript Retrieved from https://www.youtube.com/watch?v=VRkr09ZMI3w
- National Hospice and Palliative Care Organization. (2016). Retrieved from http://www.nhpco.org/
- National POLST Paradigm. (2012). Retrieved from http://www.polst.org/
- Northern Training UK. (Producer). (2011). *Dementia: End of Life Care* [Video] | Transcript. | Transcript Retrieved from https://youtu.be/3zKADdgcf14
- Northwell Health. (2014). Healthy patients, healthy populations, healthy planet [PDF]. Retrieved from https://www.northwell.edu/sites/default/files/SSR%202014%20Report%20Final.pdf
- Planetree. (2016). Retrieved from http://planetree.org/
- The Joint Commission. (2019). Retrieved from https://www.jointcommission.org/
- The Kennedy Institute of Ethics (Producer). (2014). *Introduction to bioethics: Bioethics at the end of life* [Video] | Transcript. | Transcript Retrieved from https://www.youtube.com/watch?v=97M5Sxhiv7E&feature=youtube
- The Kennedy Institute of Ethics. (Producer). (2014). *Introduction to bioethics: Bioethics & justice* [Video] | Transcript. | Transcript Retrieved from https://www.youtube.com/watch?v=9vxRs_poQwU&index=3&list=PL9Vn7DAzOnmjvMkB7coxPfcVNt7Hhu0Rs

- The Kennedy Institute of Ethics. (Producer). (2014). _Introduction to Bioethics: Bioethics at the Bedside_ [Video] | Transcript. | Transcript Available from https://www.youtube.com/watch?v=c3I0SxI2grM&list=PL9Vn7DAzOnmjvMkB7coxPfcVNt7Hhu0Rs&index=1
- The Kennedy Institute of Ethics. (Producer). (2014). _Rebecca Kukla on autonomy_ [Video] | Transcript. | Transcript Retrieved from https://www.youtube.com/watch?v=hWVLS_xK7Ag
- U.S. Department of Health & Human Services. (n.d.). HIPAA enforcement. Retrieved from http://www.hhs.gov/hipaa/for-professionals/compliance-enforcement/
- U.S. Department of Health & Human Services. (n.d.). Office for civil rights. Retrieved from http://www.hhs.gov/ocr
- U.S. Department of Veterans Affairs. (2016). I CARE core values. Retrieved from http://www.va.gov/icare/
- U.S. Department of Veterans Affairs. (2016). Overview: National Center for Ethics in Health Care. Retrieved from http://www.ethics.va.gov/integratedethics/
- U.S. Department of Veterans Affairs. (n.d.). A brief business case for ethics. Available from http://www.ethics.va.gov/docs/integratedethics/brief_business_case_for_ethics_02182014.pdf
- U.S. Department of Veterans Affairs. (n.d.). Preventive ethics toolkit - ISSUES pocket card [PDF]. Available from http://www.ethics.va.gov/docs/integratedethics/Preventive_Ethics_ISSUES_Pocket_Card--20070228.pdf
- Vidant Health. (2015). Retrieved from https://www.vidanthealth.com/

Suggested

The following materials are recommended to provide you with a better understanding of the topics in this course. These materials are not required to complete the course, but they are aligned to course activities and assessments and are highly recommended for your use.

Optional

The following optional materials are offered to provide you with a better understanding of the topics in this course. These materials are not required to complete the course.

External Resource

Please note that URLs change frequently. While the URLs were current when this course was designed, some may no longer be valid. If you cannot access a specific link, contact your instructor for an alternative URL. Permissions for the following links have been either granted or deemed appropriate for educational use at the time of course publication.

- U.S. Department of Education. (n.d.). Family Educational Rights and Privacy Act (FERPA) https://www.ed.gov/policy/gen/guid/fpco/ferpa/index.html
- U.S. Department of Health & Human Services. (n.d.). Summary of the HIPAA privacy rule https://www.hhs.gov/hipaa/for-professionals/privacy/laws-regulations/index.html

Projects

Project ❯❯ Course Project Portfolio

Project Overview

The Course Project Portfolio consists of three components: an Informational Interview Report, an Ethical Case Study Evaluation, and a weekly Course Reflection Journal.

Unit 6: Informational Interview Report

In this course, you will conduct an informational interview with a health care manager in the health care sector of your choosing. The interview offers you an opportunity to obtain an insider's view of current ethical issues presented in the health care field, and to increase your understanding of how managers utilize ethical principles and strategic efforts to prevent and address them. Your assignment in Unit 6 consists of a paper in which you will share and evaluate your experience.

Unit 8: Ethical Case Study Evaluation

In Unit 8, you will evaluate a case study based on a hypothetical scenario involving health care management, patient care, and end of life considerations. You will utilize a formal decision-making process to evaluate this scenario based on the concepts and principles you have studied in this course and perhaps your own personal and career experiences.

Weekly: Course Reflection Journal

Each week, you will reflect back on your most valuable takeaway, identify immediate or future applicability of your learning to your career, and identify what you would like to investigate further. You will also assemble a list of resources and create a personal resource repository for future use in your courses and career.

You will complete one page of your journal for each learning unit and submit it as a graded assignment. When you submit your entry in Unit 10, all of your journal pages will be automatically compiled into one overall journal document.

- **Project requirements:** Complete three components of the project as described.
- **Written communication:** Written communication is free of errors that detract from the overall message.
- **APA formatting:** Resources and citations are formatted according to the most recent APA edition. See Capella's <u>APA Style and Format</u> resources.
- **Font and font size:** Arial, 12 point.

Unit 1 >> Ethics and Morality

 Introduction

Unit 1 of this course addresses how important it is for health care managers to develop an ethical perspective in all aspects of leadership in the health care organization. As you prepare for your career, it is important to build a foundational understanding of the basic ethical theories directly related to health care management. To begin this process, your studies in Unit 1 will introduce you to the works of global and personal ethics theorists and provide examples of practical application in the field. You will listen to management professionals at the National Center for Ethics in Health Care discuss the importance of infusing ethical knowledge and principles throughout an organization to effectively address challenging situations in all aspects of management, leadership, strategic planning and decision making.

In addition, you will explore the relationship between personal value systems and ethical management practice. The concept of moral integrity as a basis for professional actions is introduced, as well as the positive business related outcomes that are derived from it. You will explore personal ethical challenges that might present barriers in maintaining long term, consistent success as a moral leader. In addition, you will have the opportunity to begin reflecting on the formulation of a personal moral compass and ethical bottom line to guide your career. Developing an understanding of this important personal and professional connection at the beginning of the course will prove valuable in working through all of the course material from your own unique, value-based perspective.

Learning Activities

u01s1 - Studies

Readings

Use your *Ethics in Health Administration* text to read the following:

- Chapter 1, "Practical Theory," pages 5–27.
- Chapter 12, "Patient Issues and Ethics," pages 261–286.

Use the Capella University Library to read the following:

- Forrestal, E. J., & Cellucci, L. W. (2016). *Ethics and professionalism for healthcare managers*. Chicago, IL: Health Administration Press.
    - Chapter 1, "The Profession of Healthcare Management," pages 1–15.
    - Chapter 2, "Basic Concepts of Ethics," pages 18–30.

Internet Resources

Use the Internet to complete the following:

- U.S. Department of Veterans Affairs. (2016). Overview: National Center for Ethics in Health Care.
    - Explore the site.
- U.S. Department of Veterans Affairs. (n.d.). A brief business case for ethics.

Multimedia

- Listen to Voices of Integrity, an interview with Kristopher Vlosich.
- Complete Course Reflection Journal Presentation for helpful tips on how to approach your journal work in this course.
- Review Course Reflection Journal.
    - You will use this in each unit to record your learning reflections. It is also located in the Resources section of each Course Reflection Journal assignment. In Unit 10, you will combine all of your Course Reflection Journal assignments as part of your portfolio.

Use the Internet to view the following:

- The Kennedy Institute of Ethics. (Producer). (2014). *Introduction to Bioethics: Bioethics at the Bedside* [Video] | Transcript.

u01s2 - Identifying a Moral Mentor

Consider the recommendation to identify a moral mentor, as outlined on page 329 of your *Ethics in Health Administration* text, in an academic capacity (number five of the Ten Challenges for Maintaining Moral Integrity). Health care management professionals are often willing to support a learner progress though a course by sharing expertise and experience and by discussing real-life application of course concepts and material.

u01s3 - Your Online ePortfolio

Online ePortfolios serve two key purposes: 1) to support learning and reflection, and 2) to be used as a showcase tool. Your learning journey can be documented, and ePortfolios contribute to lifelong learning and growth through reflection and sharing. Online ePortfolios can also be shared with employers and peers to present artifacts that demonstrate your accomplishments at Capella.

Using ePortfolio to Prepare for Your Capstone

Your program may culminate in a capstone course. At that time you may be required to show evidence of your learning throughout the program by referring to multiple assessments that you have created. You will be telling a story about your learning throughout the program using artifacts you have collected during many of these courses.

Using ePortfolio to Build Your Career

As you are preparing to tell your story in the professional world, leverage your ePortfolio artifacts to demonstrate the knowledge and competencies you have gained through your program in professional conversations, performance reviews, and interviews.

To do that, reflect on the knowledge and skills you have gained from your courses and the elements you have put in your portfolio, along with how you have already applied these things to your professional life or how you might apply them in the future.

Next, create your story or talking points to tell your professional story.

Saving Your Documents to ePortfolio

You will need a place to store your documents in an organized fashion so that you can access them at a later date. Do not rely on the courseroom for storage, as you will lose access to the courseroom after you have completed the course. Capella uses a cloud-based portfolio platform to facilitate your organization of the artifacts you create throughout your program.

To make an online portfolio useful, it is essential that it is organized clearly and that important files of any format are accessible. Read the Online ePortfolio Guidelines [PDF] to ensure you set up your online portfolio correctly. For more information on ePortfolio visit the Campus ePortfolio page.

Privacy Statement

Capella complies with privacy laws designed to protect the privacy of personal information. While you may voluntarily share your own information publicly, you are obligated to protect the personal information of others that may be associated with your academic or professional development. Before sharing information and material in any ePortfolio that is set up to be shared externally to your program at Capella, please consider privacy obligations in relation to protected populations who may be included or referenced in your academic or clinical work. Refer to the Family Educational Rights and Privacy Act (FERPA) and/or the Health Insurance Portability and Accountability Act (HIPAA) if you have specific questions or concerns about your choices.

u01a1 - Course Reflection Journal

As a busy adult learner, it can be a challenge to find time to reflect fully on what you studied, wrote and discussed at the end of each unit. A Course Reflection Journal is integrated directly into this course to support you in taking a valuable, reflective pause at the end of each learning unit, prior to quickly moving on to new material.

Each week, you will reflect back on your most valuable takeaway, identify immediate or future applicability of your learning to your career, and identify what you would like to investigate further. You will also assemble a list of resources and create a personal resource repository for future use in your courses and career.

You will begin your entries in your journal this week in Unit 1. It is imperative that you wait until the end of each week to complete your entries, as they are based on what you have learned and experienced in your studies and research and on your participation in the discussions for the specific unit.

When you are ready, open your Course Reflection Journal (linked in the Resources) to begin your work. Simply click on the Save button throughout the week to save the draft work on your entries. At the end of the week, when your entries are complete, click on the Preview Unit Report button. Review your work and click on the Close and Save for Further Editing button if you still want to go back and make changes. If you are satisfied with your work, click on the Generate PDF for Assignment Submission button. Save the PDF and submit it as an attachment for your assignment for the current Unit.

Note: In Unit 10 you will Click on the Preview Full Report button to submit the entire journal as your U10a1.

Please refer to the Course Project Portfolio description to understand how your journal is part of the project. Review the Course Reflection Journal Scoring Guide as well as the Course Reflection Journal Presentation (linked in the Resources) to understand how your entries will be graded.

Course Resources

Course Reflection Journal | Transcript

Course Reflection Journal Presentation | Transcript

u01d1 - Theoretical Ethics Foundation for Future Reference

Throughout this course, you will be asked to refer back to the fundamental ethical theories presented in your studies for Unit 1. Develop a personal resource list that identifies and summarizes your understanding of the eight global and personal ethical theories from your *Ethics in Health Administration* text. This resource will prove valuable as you refer to and apply these fundamental theories in your future work for this course.

Share your personal resource list with your peers in as your main discussion post. Follow APA guidelines to cite and reference all of your resource materials in your work. Refer to the BUS4121 Library Guide for assistance.

Response Guidelines

Respond to the main discussion posts of at least two learners as early in the week as possible to allow for continuing conversation. Comment in detail on the content of the resource lists, discussing similarities and differences in your individual understanding and interpretation of the ethical theories.

Course Resources

Undergraduate Discussion Participation Scoring Guide

BUS4121 Library Guide

APA Style and Format

u01d2 - Ethics and Moral Integrity in Action

You have studied the concept of the relationship between personal moral integrity and ethical leadership practice, explored the National Center for Ethics in Health Care's IntegratedEthics model, and listened to perspectives from professionals in the health care field. Discuss your understanding of the value of the relationship between personal moral integrity and the role of the health care manager to ensure that ethics are interwoven in all aspects of leading an organization. Identify examples of positive business outcomes that can be realized through ethical health care management practices. Directly refer to materials from your studies and your own personal experience to discuss and defend one specific positive business outcome.

Follow APA guidelines to cite and reference all of your resource materials in your work. Refer to the BUS4121 Library Guide for assistance.

Response Guidelines

Respond to the main discussion posts of at least two learners as early in the week as possible to allow for continuing conversation. For each, contrast and compare aspects of their analysis of the relationship between moral integrity and the role of the health care manager with your own. Comment on your peer's explanation and rational of the use of ethical management practices and positive business outcomes.

Course Resources

Undergraduate Discussion Participation Scoring Guide

BUS4121 Library Guide

APA Style and Format

Overview: National Center for Ethics in Health Care

Unit 2 ➤➤ Ethical Principles

Introduction

Autonomy, beneficence, nonmaleficence and justice are examples of the ethical principles most commonly utilized by health care leaders in organizational management planning, problem solving and decision making. Reflecting back on the work of the ethical theorists discussed in Unit 1, you will easily recognize connections and relationships with these principles. Effective managers refer directly to these ethical principles for preventing and resolving issues related to all aspects of business. The IntegratedEthics model introduced in Unit 1 set the stage for a basic understanding of how every aspect of management in a health care organization can be impacted by ethics-based approaches. In Unit 2, you will build on this foundational awareness.

Ethical principles such as autonomy, beneficence, nonmaleficence, and justice may appear to be relatively easy to define. However, the challenge for health care leaders is in their appropriate application. An effective leader develops knowledge, understanding, and skills in ethical leadership through observation, practice, and reflection on experiences and outcomes. The constant, and often profound, changes in our health care system create continual learning opportunities to develop moral leadership qualities and skills. Each sector of the health care system presents different needs and situations related to each of these ethical principles, although some applications are universal. You will be asked in your work for this unit to think about the path you would like to take in health care management and keep it in mind as you study the concepts and material. This will help to make you efforts more meaningful and relevant to your career goals.

In your studies for Unit 2, you will study each principle individually and reflect on examples of application in sample cases in your readings. You will delve more deeply into the principles of autonomy and justice by viewing thought provoking lectures from leading research scholars in the field of bioethics at the esteemed Kennedy Institute of Ethics, as well as listening to the National Center for Ethics in Health Care Voices of Integrity audio for the week. The coursework for the unit is designed to assist you in developing a strong understanding of the valuable role these important ethical principles play in health care management and in your future career with your degree.

Learning Activities

u02s1 - Studies

Readings

Use your *Ethics in Health Administration* text to read the following:

- Chapter 2, "Autonomy," pages 31–50.
- Chapter 3, "Nonmaleficience and Beneficence," pages 53–71.
- Chapter 4, "Justice," pages 73–89.

Multimedia

- Listen to the interview with Randall Kilgore <u>Voices of Integrity</u>.

Use the Internet to view the following.

- The Kennedy Institute of Ethics. (Producer). (2014). *Rebecca Kukla on autonomy* [Video] | Transcript.
- The Kennedy Institute of Ethics. (Producer). (2014). *Introduction to bioethics: Bioethics & justice* [Video] | Transcript.

u02a1 - Course Reflection Journal

This week, please complete the Unit 2 entry in your journal, based on your studies, research, and discussions with your peers. Review the Course Reflection Journal Scoring Guide as well as the Course Reflection Journal Presentation (linked in the Resources) to understand how your entries will be graded.

Follow the directions in the journal to complete your entry, download it, and submit it in this unit assignment.

Course Resources

<u>Course Reflection Journal</u> | <u>Transcript</u>

<u>Course Reflection Journal Presentation</u> | <u>Transcript</u>

u02d1 - Autonomy, Beneficence, Nonmaleficence

Share an example of an ethical management challenge that might come up in one of the categories of autonomy from your textbook, as well as a challenge related to beneficence, and a challenge related to nonmaleficence. Briefly explain why each might occur, and describe an approach a health care manager might take to resolve them.

Follow APA guidelines to cite and reference all of your resource materials in your work. Refer to the BUS4121 Library Guide for assistance.

Response Guidelines

Respond to the main discussion posts of at least two learners as early in the week as possible to allow for continuing conversation. Respectfully critique your peers' discussions of ethical issues related to autonomy. Comment on what you learned from their work, and add any additional insights or information you feel would enhance their understanding of the ethical principle of autonomy.

Course Resources

Undergraduate Discussion Participation Scoring Guide

BUS4121 Library Guide

APA Style and Format

u02d2 - Applying the Principle of Justice

As you have learned in your studies for Unit 2, there are many aspects of the ethical principle of justice that must be recognized and successfully dealt with in health care management. You saw examples and perspectives on applying the principle of justice in leadership practice in areas of patient justice, staff justice, and market justice. You also considered the principle of distributive justice.

Select and describe a health care management position in any area of the health care system. It can be a sector in which you have experience, or one you would like to enter or further explore (for instance, for-profit, nonprofit, government or regulatory agency, large insurance organization, small private entity, specific department, et cetera).

- Identify and discuss one area of justice as it might apply to the duties and responsibilities of those in management in that specific setting.
- Describe an example of a potential ethical issue and recommend actions for proactive prevention as well as resolution after the fact.
- Connect your ideas back to the ethical theories studied in Unit 1.
- Directly refer to your studies and outside research in your writing to help explain and back up your personal ideas, insights, and opinions.

Follow APA guidelines to cite and reference all of your resource materials in your work. Refer to the BUS4121 Library Guide for assistance.

Response Guidelines

Respond to the main discussion posts of at least two learners as early in the week as possible to allow for continuing conversation. Comment on the ideas of your peers. Contrast and compare your findings and insights. Identify and discuss differences and similarities across the health care sectors and areas of justice you each chose.

Course Resources

Undergraduate Discussion Participation Scoring Guide

APA Style and Format

BUS4121 Library Guide

Unit 3 >> Government and Market Forces

Introduction

In previous units, you studied the major theorists and fundamental ethical concepts related to health care issues, and you were introduced to the important role this knowledge plays in effective health care management. Unit 3 moves on to the section of the course that examines the external forces affecting the health care industry and health care management. You will discover how this foundational knowledge is considered and applied in strategic planning and decision making to prevent, address, and resolve possible ethical issues.

External market forces present a tremendous challenge to a health care manager. Any changes in society connected to demographics, the government, economics, politics, legislation, and even weather affect the health care industry. This is true on global, national, state, and local levels. Therefore, an effective manager must keep abreast of current issues and simultaneously attempt to accurately forecast and prepare for future change. To begin your study of the various market forces that challenge health care ethics, Unit 3 specifically addresses: managed care, the change in demographics due to the aging of the baby boomers, and the growing public interest in and demand for integrative medicine alternatives and options in care. You will investigate and analyze one of these market forces in detail.

In addition, your studies and discussion work in Unit 3 include preparation for conducting your informational interview with a health care manager, which will be conducted in Unit 4. Careful attention to this preparation process is vital to overall success in the course, as the findings from your interview provide context and content for the first section of your Course Project Portfolio, the Informational Interview Report, due in Unit 6. Please refer to the Course Project Portfolio description to review the full project.

Your informational interview can be described as an informal conversation with a health care manager who is willing to share personal and professional expertise, knowledge, and perspective on ethical challenges. Your goal is to obtain an insider's view of current ethical issues presented in the health care field, and to increase your understanding of how managers utilize ethical principles and strategic efforts to prevent and address them. To enhance the personal value of this experience, it is recommended that you choose a manager in the specific sector of the health care industry you would like to pursue in your career. The professional might manage an organization, facility, department, or team.

Learning Activities

u03s1 - Studies

Readings

Use your *Ethics in Health Administration* text to read the following:

- Chapter 6, "Market Forces and Ethics," pages 113–134.

Use the Capella University Library to read the following:

- Russo, R., Diener, I., & Stitcher, M. (2015). The low risk and high return of integrative health services. *Healthcare Financial Management, 69*(11), 114–120.
- Singer, J., & Adams, J. (2014). Integrating complementary and alternative medicine into mainstream healthcare services: The perspectives of health service managers. *BMC Complementary and Alternative Medicine*, 14, 167.

Internet Resources

Use the Internet to read the following:

- American Hospital Association. (2007). When I'm 64: How boomers will change health care [PDF].

Multimedia

- Listen to an interview with Debbie Miller in Voices of Integrity.
- View How to Conduct an Informational Interview.
  - You will use this in a discussion later in this unit as you prepare for your Informational Interview Report in Unit 6.

u03a1 - Course Reflection Journal

This week, please complete the Unit 3 entry in your journal, based on your studies, research, and discussions with your peers. Review the Course Reflection Journal Scoring Guide as well as the Course Reflection Journal Presentation (linked in the Resources) to understand how your entries will be graded.

Follow the directions in the journal to complete your entry, download it, and submit it in this unit assignment.

Course Resources

Course Reflection Journal | Transcript

Course Reflection Journal Presentation | Transcript

u03d1 - Market Forces Essay

Effective health care leaders recognize and respect the powerful relationship between market forces and ethical management challenges. Choose one of the market forces highlighted in Chapter 6 of your *Ethics in Health Administration* text: managed care, the aging of the baby boomers, or integrative medicine.

Choose one of the three and share an ethical challenge this market force has on the overall health care industry. Refine your work further to identify and discuss how this market force might directly present an ethical challenge in the health care industry sector you plan to pursue in your management career. Share ideas and recommendations for possible leadership actions to prevent or address this challenge.

Utilize your unit study material for this essay. In addition, perform research to locate and include current, credible sources of statistics and information in your descriptions and analysis. Be sure to directly refer back to the foundational ethical theories and concepts from Units 1 and 2 to support and help explain your ideas and insights.

Follow APA guidelines to cite and reference all of your resource materials in your work. Refer to the BUS4121 Library Guide for assistance.

Response Guidelines

Respond to the main discussion posts of at least two learners as early in the week as possible to allow for continuing conversation. Compare and contrast your ideas, insights and recommendations with those of your peers. Share insights, ask questions and respectfully debate opinions.

Course Resources

Undergraduate Discussion Participation Scoring Guide

APA Style and Format

BUS4121 Library Guide

u03d2 - Preparing for Your Informational Interview Report

This discussion is designed to help prepare you for your Informational Interview experience. The goal of the interview is to obtain an insider's view of current ethical issues presented in health care management, and to increase your understanding of how managers utilize ethical principles and strategic efforts to prevent and address them.

Address each of the bullet points below. Refer directly to the How to Conduct an Informational Interview presentation. In addition, review the Unit 3 Introduction, and the Unit 6 Informational Interview Report (u06a2) description and scoring guide prior to completing this discussion.

• Share the sector of the health care industry that you are interested in for your career.

- Identify the potential interview managerial candidate you have chosen for your interview, and briefly describe his or her organization or department.
- Share preparatory information about your target facility or department that you have begun to gather, as discussed in the presentation.
- Share your interview questions. Follow the recommendations in the presentation for preparing your questions. Carefully consider the goal of the interview, the time allotment, and the information you require to complete the Informational Interview Report.
- Review the additional information provided in the presentation. Share the aspects of the interview process you are most comfortable with and what you might consider a personal challenge.

Follow APA guidelines to cite and reference all of your resource materials in your work. Refer to the BUS4121 Library Guide for assistance.

Response Guidelines

Respond to the main discussion posts of at least two learners as early in the week as possible to allow for continuing conversation. For each, comment and offer suggestions on your peer's choice of interviewee, depth of preparation, and the quality and relevance of their interview questions. Identify ideas shared that will assist in your preparation. Share common concerns and helpful hints.

Course Resources

Undergraduate Discussion Participation Scoring Guide

APA Style and Format

BUS4121 Library Guide

How to Conduct an Informational Interview | Transcript

Unit 4 ≫ External Influences of the Community

Introduction

In Unit 4, you will continue to study forces affecting the health care industry and health care management. The concentration in this unit is on influences related to the community. Your studies introduce the concepts of stewardship and fiduciary duty as they relate to ethical health care organizational management.

Your studies for this unit introduce you to an overwhelming array of both mandatory and non-mandatory regulatory agencies and organizations that control the health care system. The organizations can be national, state, or local, and include consumer advocacy organizations, as well. They exist as external entities to protect the community and limit the power of the industry in various ways. Health care managers have a responsibility to understand, remain updated on, and assure compliance with specific guidelines and regulations in their sector of the industry, in order to remain in compliance and uphold an outstanding reputation for themselves and their organization. Strategic planning, development, and implementation of policies and procedures, training of staff, and building strong organizational cultures support this compliance. They also present internal opportunities for effective leaders to model stewardship and fiduciary duty toward the community.

In addition, successful health care managers model stewardship and fiduciary duty by reaching outward to serve as advocates for their organizations and profession. Active participation in professional organizations is recommended as a strategy to build personal and organizational trust and integrity in the community. The concept of corporate social responsibility (CSR), based on the triple bottom line concept of business management, is embraced by many health care organizations. The ethical perspectives of CSR support health care manager efforts in the development of positive connections and partnerships in the community. This creates social value and is a demonstration of stewardship and fiduciary duty. This could translate locally, nationally, or globally, depending on the type of health care organization involved.

Learning Activities

u04s1 - Studies

Readings

Use your *Ethics in Health Administration* text to read the following:

- Chapter 7, "Community Responsibility and Ethics," pages 137–162.

Use the Capella University Library to read the following:

- Forrestal, E. J., & Cellucci, L. W. (2016). *Ethics and professionalism for healthcare managers.* Chicago, IL: Health Administration Press.
    - Chapter 3, "Professionalism," pages 35–48.
    - Chapter 4, "Stewardship," pages 51–65.

Internet Resources

Use the Internet to read and explore the following:

- Joint Commission (2016).
    - Explore the site.
- Northwell Health. (2014). Healthy patients, healthy populations, healthy planet [PDF].
- Forman-Ortiz, L. (2013). Top 10 corporate social responsibility initiatives.

Multimedia

- Listen to the interview with Vijay Bekkem in Voices of Integrity.

u04s2 - Assignment Preparation

This week, be sure to schedule and/or conduct your informational interview based on the Course Project Portfolio description and your preparatory work in Unit 3.

u04a1 - Course Reflection Journal

This week, please complete the Unit 4 entry in your journal, based on your studies, research, and discussions with your peers. Review the Course Reflection Journal Scoring Guide as well as the Course Reflection Journal Presentation (linked in the Resources) to understand how your entries will be graded.

Follow the directions in the journal to complete your entry, download it, and submit it in this unit assignment.

Course Resources

Course Reflection Journal | Transcript

Course Reflection Journal Presentation | Transcript

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u04d1 - Community Accountability

Health care leaders shoulder the responsibility of ensuring the communities they serve are provided with quality care and service. Organizational leaders must recognize and comply with regulations and guidelines from various organizations, depending on the sector of the health care industry they manage.

- Choose a specific type of health care organization.
- Research and describe an outside institution that is directly involved in guidance, credentialing, or accreditation for this type of organization.
- Summarize the expectations and requirements.
- Explain how compliance with this institution safeguards the community or population it serves.
- Share a possible ethical issue related to staff competency and compliance in this institution.

- Explain how a health care manager might prevent or resolve this type of issue.

Follow APA guidelines to cite and reference all of your resource materials in your work. Refer to the BUS4121 Library Guide for assistance.

Response Guidelines

Respond to the main discussion posts of at least two learners as early in the week as possible to allow for continuing conversation. For each, compare differences and similarities between your chosen health care sector and outside institution and those of your peer. Share what you learned from your peer's posting that helped expand your understanding of the influence of community on health care organizations.

Course Resources

Undergraduate Discussion Participation Scoring Guide

APA Style and Format

BUS4121 Library Guide

u04d2 - Corporate Social Responsibility

Review pages 44–46 in the *Ethics and Professionalism for Healthcare Managers* textbook.

- Research and share a recent or current example of a health care organization initiative that embodies corporate social responsibility (CSR) principles, aligns with Section V of the Code of Ethics of the American College of Healthcare Executives, and provides enrichment and value to the community.
- Discuss how the three roles of health care managers were or might have been utilized for the success of this type of initiative.
- Share an original idea for a CSR program you would be interested in implementing in your health care management career.
- Be sure to directly relate ethical concepts from prior units in your work, as well as stewardship and fiduciary duty. (Add them to your resource list started in u01d1 for future reference.)

Follow APA guidelines to cite and reference all of your resource materials in your work. Refer to the BUS4121 Library Guide for assistance.

Response Guidelines

Respond to the main discussion posts of at least two learners as early in the week as possible to allow for continuing conversation. Share your thoughts and reactions to the examples your peers shared. What impressed you most about the community value created by the CSR initiative? Comment on the differences and similarities in the approach of utilizing the three roles of the health care manager used with that of your example.

Course Resources

Undergraduate Discussion Participation Scoring Guide

APA Style and Format

BUS4121 Library Guide

Ethics and Professionalism for Healthcare Managers

Unit 5 >> Organizational Influence and Ethical Decision-Making Processes

Introduction

With the completion of the previous unit studies on external forces, your studies now turn to the internal organizational forces related to ethical health care management. Unit 5 examines the organizational influence of finance. As Morrison (2016) states, "Even in the best of times, the demand for healthcare often exceeds the financial and provider resources available, especially in the case of the uninsured and underinsured" (p. 192). It can be said that one of the most profound organizational influence challenges for health care managers is that of balancing stewardship and fiscal responsibility. In this unit, you will explore conflicts of interest, billing practices, fraud, and abuse as examples of ethical issues related to the organizational influence of finance. You will discover how the concept of justice plays a central role in ethical finance decision making and management. As leaders attempt to balance priorities related to market justice and patient justice, they must still continue to consider and protect the justice of their staff and community in the process.

Unit 5 also introduces the value of utilizing formal ethical decision-making processes for managing ethical issues within the health care organization and why they differ from business processes in other industries. You will discover how developing an ethical mindset, adopting a personal moral stance, and choosing a personal ethical philosophy are vital for building a strong foundation on which to utilize these formal decision-making processes and steps. Common errors, or decision traps, often occur in decision-making processes and impede success. You will identify and personally reflect on various decision traps that will support the development of your own ethical decision-making skills and awareness.

Reference

Morrison, E. E. (2016). *Ethics in health administration: A practical approach for decision makers*. (3rd ed.). Burlington, MA: Jones & Bartlett.

Learning Activities

u05s1 - Studies

Readings

Use your *Ethics in Health Administration* text to read the following:

- Chapter 9, "No Mission, No Margin: Fiscal Responsibility," pages 191–211.

Use the Capella University Library to read the following:

- Forrestal, E. J., & Cellucci, L. W. (2016). *Ethics and professionalism for healthcare managers.* Chicago, IL: Health Administration Press.
  - Chapter 7, "Ethical Decision Making Process," pages 105–120.
- Designing the new health care system: The need for CMO and CFO collaboration. (2015). *Physician Leadership Journal, 2*(4), 8–17.
- Maas, S. (2015, September). Upcoding: Evidence from Medicare on risk adjustment. *NBER Digest*, 4–5.
- Nelson, W. A. (2015). Making ethical decisions. *Healthcare Executive*, *30*(4), 46–48.

Internet Resources

Use the Internet to review the following:

- American College of Healthcare Executives. (2011). Ethical policy statement: Considerations for healthcare executive-supplier interactions.
- American College of Healthcare Executives. (2013). Policy statement: Lifelong learning and the healthcare executive.
- American College of Healthcare Executives. (2016). Ethics toolkit.
- U.S. Department of Veterans Affairs. (n.d.). Preventive ethics toolkit - ISSUES pocket card [PDF].

Multimedia

- Listen to the interview with Scott Jenkins in Voices of Integrity.

u05s2 - Conduct Your Informational Interview

Be sure to conduct your informational interview based on the Course Project Portfolio description and your preparatory work in Unit 3.

The first component of your Course Project Portfolio, the Informational Interview Report, is due at the end of Unit 6. This is the report assignment based on your interview. It is recommended that you review the assignment this week to fully understand the requirements and to organize your time

appropriately. Be sure to visit the Capella Writing Center for valuable assistance with your process. Open your <u>BUS4121 Library Guide</u>, choose the **Writing and Citing** tab, and proceed to the **Writing Center Resources**.

u05a1 - Course Reflection Journal

This week, please complete the Unit 5 entry in your journal, based on your studies, research, and discussions with your peers. Review the Course Reflection Journal Scoring Guide as well as the Course Reflection Journal Presentation (linked in the Resources) to understand how your entries will be graded.

Follow the directions in the journal to complete your entry, download it, and submit it in this unit assignment.

Course Resources

<u>Course Reflection Journal</u> | <u>Transcript</u>

<u>Course Reflection Journal Presentation</u> | <u>Transcript</u>

u05d1 - Ethics Issues and Healthcare Finance Essay

In Chapter 9 of *Ethics in Health Administration*, the author poses questions under Points to Ponder (pg. 191). For your main discussion post, compose a detailed essay that reflects personal opinion and an evidence-based answer to one of the five questions. Refer directly to the textbook readings and additional material listed in your unit studies in your composition. Help explain and back up your personal ideas, reasoning and opinions with current data, statistics, and information from reliable and credible sources. From this point forward in the course, you may also refer to your informational interview findings when applicable in your work.

Follow APA guidelines to cite and reference all of your resource materials in your work. Refer to the BUS4121 Library Guide for assistance.

Response Guidelines

Respond to the main discussion posts of at least two learners as early in the week as possible to allow for continuing conversation. Share common ideas and insights, and discuss and respectfully debate differences of opinion. Comment on what you learned from your peers' work and ask for any clarification if needed.

Course Resources

Undergraduate Discussion Participation Scoring Guide

<u>APA Style and Format</u>

<u>BUS4121 Library Guide</u>

u05d2 - Ethical Decision-Making Processes

Various tools and processes are available to leaders in health care to help guide and develop specific approaches for preventing and managing ethical issues. In the *Ethics and Professionalism for Healthcare Managers* text, the authors present an ethical decision-making process framework example and steps. Summarize each of the seven steps of this process.

The authors also discussed common errors or decision traps that can occur during the ethical decision-making process. Choose one decision trap, describe it, and identify in which steps of the ethical decision-making process framework it might occur. Explain how, as a health care manager, you might use one of the three strategies presented on page 117 to avoid this decision trap or common error.

Follow APA guidelines to cite and reference all of your resource materials in your work. Refer to the BUS4121 Library Guide for assistance.

Response Guidelines

Respond to the main discussion posts of at least two learners as early in the week as possible to allow for continuing conversation. Contrast and compare your descriptions of the ethical decision-making process framework example and steps with those of your peers. Comment on their choice and analysis of a decision trap.

Course Resources

Undergraduate Discussion Participation Scoring Guide

APA Style and Format

BUS4121 Library Guide

Ethics and Professionalism for Healthcare Managers

Unit 6 ›› Organizational Culture

Introduction

Unit 6 covers the many ways that cultural concepts act as powerful forces in ethical health care management.

The ACHE (2015) states, "The number and significance of challenges facing healthcare organizations are unprecedented. Growing financial pressures, rising public and payor expectations, consolidations and mergers, patient safety and quality improvement issues and healthcare reform have placed healthcare organizations under great stress—thus potentially intensifying ethics concerns and conflicts. Healthcare organizations must be led and managed with integrity and consistent adherence to organizational values, professional and ethical standards" (para. 1).

Your coursework focuses on the importance of creating a strong, ethically oriented organizational culture to support leader success in meeting these challenges with integrity. The role the health care manager plays in implementing policy and procedures as well as modeling an ethical mindset and behavior are discussed. You will also study interesting examples regarding the concept of storytelling as an effective management tool to help define and develop an organizational culture.

The Informational Interview Report, an important component of your Course Project Portfolio, is due by Sunday of this week. It is suggested that you post your submission in the Unit 7 discussion, Sharing Informational Interview Experiences, at the same time, as it will serve as your main post for that discussion.

Reference

American College of Healthcare Executives. (2015). Ethical policy statement: Creating an ethical culture within the healthcare organization. Retrieved from http://www.ache.org/policy/environ.cfm

Learning Activities

u06s1 - Studies

Readings

Use your *Ethics in Health Administration* text to read the following:

- Chapter 10, "Organizational Culture and Ethics," pages 215–237.

Use the Capella University Library to read the following:

- Forrestal, E. J., & Cellucci, L. W. (2016). *Ethics and professionalism for healthcare managers.* Chicago, IL: Health Administration Press.
  - Chapter 10, "Human Resources," pages 165–178.
- Brady, W. H., & Haley, S. (2013). Storytelling defines your organizational culture. *Physician Executive, 39*(1), 40–43.

Internet Resources

Use the Internet to review the following:

- American College of Healthcare Executives. (2015). Ethical policy statement: Creating an ethical culture within the healthcare organization.
- U.S. Department of Veterans Affairs. (2016). I CARE core values.

Multimedia

- Listen to the interviews with Gerry Cox and Dan Spengler in Voices of Integrity.

u06a1 - Course Reflection Journal

This week, please complete the Unit 6 entry in your journal, based on your studies, research, and discussions with your peers. Review the Course Reflection Journal Scoring Guide as well as the Course Reflection Journal Presentation (linked in the Resources) to understand how your entries will be graded.

Follow the directions in the journal to complete your entry, download it, and submit it in this unit assignment.

Course Resources

Course Reflection Journal | Transcript

Course Reflection Journal Presentation | Transcript

u06a2 - Informational Interview Report

Your Informational Interview Report serves as a component of your Course Project Portfolio.

The interview you performed was described earlier as an informal conversation with a health care manager who is willing to share personal and professional expertise, knowledge, and perspective on ethical challenges. Your goal was to obtain an insider's view on current ethical issues presented in the health care field and increase your understanding of how managers utilize ethical principles and strategic efforts to prevent and address them.

Now that your interview has been completed, you will share your experience, evaluations, and application to ethical concepts and principles.

Preparation

In addition to these instructions, utilize the following to complete your work.

- Written work completed in your Unit 3 discussion, Preparing for Your Informational Interview Report.
- Interview notes.
- Informational Interview Report Scoring Guide.
- Course study materials.
- Course Reflection Journal entries.
- Internet and Capella library research.
- Informational Interview Report Template.

Assignment Components

To begin your paper, identify and describe the sector of the health care industry you have chosen to explore. Describe the organization, facility, or department chosen, its stated mission and goals, and provide context regarding the community or population it serves.

Introduce your interviewee. Briefly describe the background that brought this person to his or her current position. Explain the description and expectations of this person's management role. Include information the professional shared regarding how personal moral values, membership in professional organizations, and continuing education guide and support personal efforts in ethical management practice.

Describe an ethical challenge experienced by your interviewee in his or her organization, facility, or department, and analyze the approach taken to resolve it. If there is not a detailed example of a problem available, base your work on measures taken to prevent a specific major ethical issue, and analyze why the current approach is successful.

Discuss and evaluate the information gathered regarding the ethical problem. Include the following:

- Describe how formal policies, processes, teams, and individuals were utilized in addressing or proactively avoiding the ethical problem.
- Identify and explain the influence and role of external regulatory policies, and regulations in addressing or preventing the ethical issue (such as Joint Commission, HIPAA, et cetera).
- Describe how specific external forces influenced the resolution or prevention of the ethical issue.
- Describe how internal organizational factors influenced the resolution of the ethical issue.
- Identify and apply the ethical principles and theories related to the ethical issue and the management approach taken.

Conclude your paper by sharing personal insights gained from the informational interview experience. Identify tools, knowledge, skills, or awareness gained for use and success in your personal ethical management practice.

A template, available in the Resources, is provided to assist you in your success with this assignment.

Helpful Resources and Tips

BUS4121 Library Guide

Please refer to the BUS4121 Library Guide for valuable resource material on writing, referencing, and researching on the Internet and in the Capella library.

Course Resources

Informational Interview Report Template [DOC]

BUS4121 Library Guide

Using the Scoring Guide to Enhance Learning [PDF]

u06d1 - Organizational Culture and Ethics

Creating and maintaining a positive organizational culture in any organization or industry requires leaders to have exceptional awareness, communication, and management skills. When a shared identity is created and acceptance of the overall goals and mission of an organization is strong, ethical issues can more easily be prevented and resolved. This is vitally important in the health care industry, as every aspect of management faces crucial ethical elements.

Analyze this statement by discussing the concept of organizational culture. Share best practices of leaders for their development, and discuss the relationship between pressures created by the constant change occurring in the health care system and issues of ethics and culture.

Share a personal career-related experience regarding organizational culture, ethics, and the role and influence of leadership in its development and effectiveness. What worked and why? What needed improvement and how could it have been successfully addressed on a leadership level? Discuss whether or not the concept of storytelling was successfully used to help define the organizational culture.

Follow APA guidelines to cite and reference all of your resource materials in your work. Refer to the BUS4121 Library Guide for assistance.

Response Guidelines

Respond to the main discussion posts of at least two learners as early in the week as possible to allow for continuing conversation. Compare and contrast your ideas, insights, and personal experiences with those of your peers.

Unit 7 ≫ Ethical Operations Management Technology and Data

Introduction

"Healthcare operations management covers a wide range of activities and the healthcare personnel charge to manage, perform, monitor, and evaluate these activities are expected to adhere to ethical principles and ensure that the activities fit with the organization's mission, vision, and values" (Forrestal & Cellucci, p. 202).

Unit 7 explores the role and requirements related to the practice of ethical health care operations management. You will investigate laws and regulations, strategic planning, and consequences related to quality assurance efforts by applying ethical principles to hypothetical and real-life case studies. The focus of your work will be related to ethical issues involving technology and data.

Organizations, such as the Joint Commission and the National Committee for Quality Assurance, collect and report extensive data on quality indicators utilized by the industry, government, and consumers. The Health Insurance Portability and Accountability Act (HIPAA), passed by Congress in 1996, protects the privacy and confidentiality of patient health records. The Office for Civil Rights (OCR) of the U.S. Department of Health & Human Services oversees this compliance and offers comprehensive support and guidance for health care leaders and organizations.

The use of health information technology and electronic health records continues to improve quality of care indicators and offer ever-expanding career opportunities in the health care field. However, current knowledge of rapid advancements in technology (for both management and clinical applications), along with their ethical implications, demand increased time and attention from health care operations managers. The consequences of data security breaches can be detrimental in legal costs and loss of reputation and trust within the industry and community. To increase your depth of understanding and knowledge on this topic, you will research and analyze an actual OCR security breach case in your work for Unit 7.

Reference

Forrestal, E. J., & Cellucci, L. W. (2016). *Ethics and professionalism for healthcare managers*. Chicago, IL: Health Administration Press.

Learning Activities

u07s1 - Studies

Readings

Use your *Ethics in Health Administration* text to read the following:

- Chapter 8, "Technology and Ethics," pages 165–186.

Use the Capella University Library to read the following:

- Forrestal, E. J., & Cellucci, L. W. (2016). *Ethics and professionalism for healthcare managers.* Chicago, IL: Health Administration Press.
  ◦ Chapter 12, "Operations Management," pages 201–215.
- Wynn, J. D., Draffin, E., Jones, A., & Reida, L. (2014). The Vidant Health quality transformation. *Joint Commission Journal on Quality & Patient Safety, 40*(5), 212–218.

Internet Resources

Use the Internet to read or review the following resources:

- U.S. Department of Health & Human Services. (n.d.). <u>HIPAA enforcement</u>.
- <u>Vidant Health</u>. (2015).
- <u>Joint Commission</u>. (2016).

Multimedia

- Listen to the interview with Judith Nwachuwu in <u>Voices of Integrity</u>.

u07s2 - Assignment Preparation

The second component of your Course Project Portfolio, the Ethical Case Study Evaluation, is due at the end of Unit 8. It is recommended that you review the assignment this week to fully understand the requirements and organize your time appropriately. Be sure to visit the Capella Writing Center for valuable assistance with your process. Open your <u>BUS4121 Library Guide</u>, choose the **Writing and Citing** tab, and proceed to the **Writing Center Resources**.

u07a1 - Course Reflection Journal

This week, please complete the Unit 7 entry in your journal, based on your studies, research, and discussions with your peers. Review the Course Reflection Journal Scoring Guide as well as the Course Reflection Journal Presentation (linked in the Resources) to understand how your entries will be graded.

Follow the directions in the journal to complete your entry, download it, and submit it in this unit assignment.

Course Resources

<u>Course Reflection Journal</u> | <u>Transcript</u>

<u>Course Reflection Journal Presentation</u> | <u>Transcript</u>

u07d1 - Case Study 1: Vidant Health

In the *Ethics and Professionalism for Healthcare Managers* text, the authors highlight Vidant Health as an example of how quality audits results can lead to quality improvement in operations management (pages 213–214).

Review the Mini-Case Study: Change for the Better in your textbook, and the Vidant Health resources linked in your Unit 7 studies. Utilize and directly refer to these resources as you address each of the three Mini-Case Study Questions on page 214. Your personal resource list, compiled in the first discussion in Units 1 and 2, will be useful for analyzing this case study as well.

Follow APA guidelines to cite and reference all of your resource materials in your work. Refer to the BUS4121 Library Guide for assistance.

Response Guidelines

Respond to the main discussion posts of at least two learners as early in the week as possible to allow for continuing conversation. Compare and comment on the management actions chosen by your peers with your own. Offer constructive comments, ask questions, and thank your peers for additional insights you gained from their compositions.

Course Resources

Undergraduate Discussion Participation Scoring Guide

APA Style and Format

BUS4121 Library Guide

Ethics and Professionalism for Healthcare Managers

u07d2 - Case Study 2: HIPAA Violations

Health care leaders must understand and respect the depth of the ethical implications related to the use of technology and data in all aspects of management, from patient care to operations management. The U.S. Department of Health & Human Services Office for Civil Rights (OCR) identifies real-life cases of HIPAA violations on its Web site and these cases are shared in the media.

Chapter 12 of the *Ethics and Professionalism for Healthcare Managers* textbook summarizes six of the most significant violation cases in recent years. Choose one of these cases listed on pages 215–216 under For Your Consideration (or a more recent occurrence) to evaluate. Research the OCR investigation and outcomes in detail. In your main post, summarize the details of the case and violations, and explain how and why actions taken within the organizations violated ethical principles. Recommend a strategy a health care manager might take to ensure this type of violation can be prevented. Be sure to cite and reference your additional research resources in your work.

Follow APA guidelines to cite and reference all of your resource materials in your work. Refer to the BUS4121 Library Guide for assistance.

Response Guidelines

Respond to the main discussion posts of at least two learners as early in the week as possible to allow for continuing conversation. Try to respond to peers who have chosen different violation cases from yours to help expand your overall knowledge and awareness. Comment on the application of ethical principles, choices of recommended action, and similarities or differences with to the case you chose.

Course Resources

Undergraduate Discussion Participation Scoring Guide

APA Style and Format

BUS4121 Library Guide

Office for Civil Rights

Ethics and Professionalism for Healthcare Managers

u07d3 - Sharing Informational Interview Experiences

Post your Unit 6 Informational Interview Report assignment for your peers to read over as they choose. Review your peers' work as well.

This is an optional and ungraded, but recommended, activity. Sharing individual experiences and knowledge gained offers an enhanced learning opportunity for everyone, especially for the day-to-day practice of ethical management in a variety of specific sectors of the health care system.

Follow APA guidelines to cite and reference all of your resource materials in your work. Refer to the BUS4121 Library Guide for assistance.

Response Guidelines

Responses are optional and not graded.

Course Resources

[APA Style and Format](#)

[BUS4121 Library Guide](#)

Unit 8 >> Ethics and Patient-Centered Care

Introduction

Unit 8 takes a historical journey through the transformation of the patriarchal health care system to the currently emerging patient-centered care model in the United States. The patient cultural revolution, boosted by technological advances and increased access to health-related information, presents tremendous change and managerial challenges throughout the entire health care system. These changes affect direct patient care facilities as well as the organizations and administrative departments related to, and supporting, their efforts. The patient-centered care model has increased the need for a solid leadership understanding of the patient experience and an enhanced ability to measure, interpret, and report it accurately. Ethical challenges related to patient-centered care present additional considerations to the existing managerial task of balancing quality care and fiscal responsibility.

Unit 8 emphasizes patient-centered care models, such as Planetree. However, many of the resources included in previous units are applicable to your work related to ethics and patient-centered care: the IntegratedEthics model, the Voices of Integrity audios, the Kennedy Institute of Ethics, the Joint Commission, the American College of Healthcare Executives (ACHE), et cetera. Be sure to consider researching organizations specifically related to your chosen career sector of the health care system.

In addition to one discussion topic and your Unit 8 Course Reflection Journal entry, the second component of your Course Project Portfolio, the Ethical Case Study Evaluation, is due this week. The case study involves a hypothetical scenario involving health care management, patient care and end of life considerations. You will be evaluating this scenario based on the concepts and principles you have studied in this course and perhaps your own personal and career experiences.

Resources specially chosen to support your work on your Ethical Case Study Evaluation are included in your studies for Unit 8. There is also a template to assist you in successfully completing your assignment.

For success with your assignment, be sure to follow the Ethical Case Study Evaluation description and scoring guide, the Course Project Portfolio description, and the assignment template. Use APA style guidelines for formatting your in-text citations and reference list as presented in your BUS4121 library guide.

Learning Activities

u08s1 - Studies

Readings

Use your *Ethics in Health Administration* text to read the following:

- Chapter 12, "Patient Issues and Ethics," pages 261–286.

Use the Capella University Library to read the following:

- Forrestal, E. J., & Cellucci, L. W. (2016). *Ethics and professionalism for healthcare managers.* Chicago, IL: Health Administration Press.
  - Chapter 7, "Ethical Decision Making Process," pages 111–113.

Internet Resources

Use the Internet to read the following:

- Death With Dignity. (n.d.). <u>Death with dignity acts</u>.
- American College of Healthcare Executives. (2012). <u>Professional policy statement: The healthcare executive's role in ensuring quality and patient safety</u>.
- <u>Planetree</u>. (2016).
- <u>National Hospice and Palliative Care Organization</u>. (2016).
- <u>National POLST Paradigm</u>. (2012).
- Aging With Dignity. (2015). <u>About five wishes</u>.

Multimedia

Listen to the interview with Apar Ganti in <u>Voices of Integrity</u>.

Use the Internet to view the following:

- Aging With Dignity. (Producer). (2016). <u>*Tara's story*</u> [Video] | <u>Transcript</u>.
- Northern Training UK. (Producer). (2011). <u>*Dementia: End of life care*</u> [Video] | <u>Transcript</u>.
- Frontline PBS. (Producer.) (2014). <u>*Dr. Atul Gawande on aging, dying, and "being mortal"*</u> [Video] | <u>Transcript</u>.
- Frontline PBS. (Producer). (2015). <u>*When should dying patients stop treatment?*</u> [Video] | <u>Transcript</u>.
- The Kennedy Institute of Ethics (Producer). (2014). <u>*Introduction to bioethics: Bioethics at the end of life*</u> [Video] | <u>Transcript</u>.

u08a1 - Course Reflection Journal

This week, please complete the Unit 8 entry in your journal, based on your studies, research, and discussions with your peers. Review the Course Reflection Journal Scoring Guide as well as the Course Reflection Journal Presentation (linked in the Resources) to understand how your entries will be graded.

Follow the directions in the journal to complete your entry, download it, and submit it in this unit assignment.

Course Resources

<u>Course Reflection Journal</u> | <u>Transcript</u>

<u>Course Reflection Journal Presentation</u> | <u>Transcript</u>

u08a2 - Ethical Case Study Evaluation

For this assignment, you will evaluate a case study based on a hypothetical scenario involving health care management, patient care, and end-of-life considerations. You will utilize a formal decision-making process to evaluate this scenario based on the concepts and principles you have studied in this course and perhaps your own personal and career experiences.

Preparation

- Read the Case Study Scenario (linked in the Resources) to complete this assignment.
- Review the Ethical Case Study Evaluation Scoring Guide prior to beginning your work.
- A template is provided in the Resources for this assignment.

Scenario and Challenges

Jenny Abrams, the health care administrator at Brookside Hospital, is faced with a serious managerial challenge in the Case Study Scenario:

1. Ms. Abrams must initially use excellent communication, investigative, critical thinking and decision-making skills to immediately assess and deal with the situation she is facing in her office when she arrives.
2. She will then need to investigate and evaluate the validity of the claims related to medical procedures performed and ethical behavior of staff to appropriately address them with the family and within her facility.
3. Finally, as an ethically minded manager and individual, Ms. Abrams must be sure that Brookside Hospital provides Mr. Nichols and his family the discharge and end-of-life support they require.

Imagine yourself in Ms. Abrams's position, and work through the process outlined below.

Steps

For your evaluation of this case study, use tools and knowledge gained in your studies to gather and evaluate relevant facts, and recommend actions for Ms. Abrams to take to address the situation in an ethical manner.

Refer directly to Step 1: Gather the Facts, on pages 111–113 in the *Ethics and Professionalism for Healthcare Managers* text to perform and discuss the fact-gathering tasks for this section of the case study.

- Clearly define the problem.
- Determine whether the decision involves an ethical conflict.
- Ascertain boundaries or ownership of the situation or problem.
- Determine the internal and external stakeholders.
- Identify the person who should be the decision maker.
- Gather data.
- Identify and list the ethical principles and the non-moral concerns of the situation or problem.
- Identify several possible options.

Helpful Resources and Tips

Please refer to the BUS4121 Library Guide for valuable resource material on writing, referencing, and researching on the Internet and in the Capella library.

Course Resources

Case Study Scenario [PDF]

Ethical Case Study Evaluation Template [DOC]

BUS4121 Library Guide

Using the Scoring Guide to Enhance Learning [PDF]

Ethics and Professionalism for Healthcare Managers

u08d1 - Patient-Centered and End of Life Care

As you have read in detail in your studies for Unit 8, patient-centered and end of life care are priority approaches for delivering quality care throughout our current health care system.

Summarize the basic principles of the Planetree patient-centered care model, and explain why and how it is considered successful and of value.

Review the end of life related care resources in your studies and choose one to discuss. Describe what you learned from the information/material and explain how it might affect decisions and strategic planning made by health care managers.

Response Guidelines

Respond to the main discussion posts of at least two learners as early in the week as possible to allow for continuing conversation. Compare your analysis of the patient care models with those of your peers. Comment on their chosen end of life resources and analyses.

Unit 9 ▶▶ Health Care Codes of Ethics

Introduction

Unit 9 provides an in-depth examination of health care codes of ethics. Your Unit 9 coursework will directly involve researching, evaluating, and applying codes of ethics and the ethical principles on which they are based.

Professionals in all aspects of the health care industry are guided by specific codes of ethics. The American College of Healthcare Executives (ACHE), the Medical Group Management Association-American College of Medical Practice Executives (MGMA-ACMPE), and the American College of Health Care Administrators (ACHCA) provide codes of ethics for health care management professionals.

Oftentimes, a clinical professional is serving in an administrative or management role and is considered bicodal. Two professional codes of ethics might be applicable and relevant to his or her career choices and decisions. The basic ethical principles in both codes of ethics will be consistent. However, management ethical codes specifically include fidelity, stewardship of resources, and implementation of policies that affect the organization, staff, and the community.

It is beneficial for health care managers to be aware of the codes of ethics of all of the professionals within their facility, organization, or department. Depending on the type and size of the organization, this can present a formidable and challenging task. However, the increased knowledge and awareness resulting from this effort directly support managerial success. Understanding the unique interpretation of the application of ethical principles for different disciplines within an organization assists a manager in facilitating effective communication, building an ethical organizational culture, and creating culturally diverse and competent health care teams and ethics committees.

As Forrestal and Cellucci (2016) state, "A call had been made to create a unified, transdisciplinary code of ethics for all healthcare professionals, to get everyone on the 'same page'. Such a code of ethics would be adopted across all healthcare professional disciplines. Although a transdisciplinary code has yet to be adopted, the similarities among disparate codes can serve as a starting point for such a universal code (p. 71)". Consider that the increased learning and awareness you gain though your studies and coursework in Unit 9 will serve as an industry driver to help facilitate movement in this forward direction. It is certainly possible that you will be affected, if not personally involved, in this evolutionary change during your health care management career.

Reference

Forrestal, E. J., & Cellucci, L. W. (2016). *Ethics and professionalism for healthcare managers*. Chicago, IL: Health Administration Press.

Learning Activities

u09s1 - Studies

Readings

Use your *Ethics in Health Administration* text to complete the following:

- Review Chapter 12, "Patient Issues and Ethics," pages 261–285.

Use the Capella University Library to read the following:

- Forrestal, E. J., & Cellucci, L. W. (2016). *Ethics and professionalism for healthcare managers*. Chicago, IL: Health Administration Press.
    - Chapter 5, "Professional Codes of Ethics and Ethical Principles," pages 70–84.
    - Chapter 6, "Ethical Framework," pages 85–104.

Internet Resources

Use the Internet to explore the following resources:

- Center for the Study of Ethics in the Professions (n.d.). <u>Ethics codes collection.</u>
- American College of Healthcare Executives. (2011). <u>ACHE code of ethics</u>.
- <u>American College of Health Care Administrators</u>. (2016).

Multimedia

- Listen to the interview with Prince Taylor in <u>Voices of Integrity</u>.

u09a1 - Course Reflection Journal

This week, please complete the Unit 9 entry in your journal, based on your studies, research, and discussions with your peers. Review the Course Reflection Journal Scoring Guide as well as the Course Reflection Journal Presentation (linked in the Resources) to understand how your entries will be graded.

Follow the directions in the journal to complete your entry, download it, and submit it in this unit assignment.

Course Resources

<u>Course Reflection Journal</u> | <u>Transcript</u>

<u>Course Reflection Journal Presentation</u> | <u>Transcript</u>

u09d1 - Comparing Health Care Codes of Ethics

Review your studies to identify the code of ethics most relevant to your current or future health care managerial career (and your clinical code of ethics if you are bicodal). Visit the Center for the Study of Ethics in the Professions Ethics Codes Collection to review examples of codes that guide staff under your management. List examples you identified. Choose one specific ethical principle, listed on page 76 of the *Ethics and Professionalism for Healthcare Managers* text, and explain how the same principle is uniquely addressed in two different codes of ethics.

Follow APA guidelines to cite and reference all of your resource materials in your work. Refer to the BUS4121 Library Guide for assistance.

Response Guidelines

Respond to the main discussion posts of at least two learners as early in the week as possible to allow for continuing conversation. Comment on your peers' research findings. To increase your awareness and enhance your learning, choose to read and respond to at least one learner in a sector of the health care system different than your own.

Course Resources

Undergraduate Discussion Participation Scoring Guide

<u>APA Style and Format</u>

<u>BUS4121 Library Guide</u>

<u>Ethics and Professionalism for Healthcare Managers</u>

<u>Ethics Codes Collection</u>

u09d2 - Mini Case Study Evaluation

The influence of the aging baby boomers on the long-term care industry is formidable. Leaders in the management of long-term care facilities abide by a specific code of ethics through The American College of Health Care Administrators (ACHCA). In this discussion you will be exploring this aspect of ethical management in health care.

Review the mini case study, The Dining Rooms at the Legacy, in the *Ethics and Professionalism for Healthcare Managers* text (pages 80–82). Provide detailed responses to the three mini case study questions:

- Explain how the Legacy's mission was followed when Mrs. Williams engaged Amy, the care planning team, and Mrs. Hightower in the process of transferring Mrs. Hightower from the Magnolia to the Azalea dining room.
- Discuss at least two ethical principles that related to this case. Consider, for example, how autonomy and respect may have influenced the actions taken. (Refer to your personal resource list from Units 1 and 2.)
- Do you think Mrs. Williams followed the ACHCA code? Explain why or why not.

Follow APA guidelines to cite and reference all of your resource materials in your work. Refer to the BUS4121 Library Guide for assistance.

Response Guidelines

Respond to the main discussion posts of at least two learners as early in the week as possible to allow for continuing conversation. Contrast and compare your findings and opinions with those of your peers, commenting on differences and similarities in your evaluations.

Course Resources

Undergraduate Discussion Participation Scoring Guide

American College of Health Care Administrators

APA Style and Format

BUS4121 Library Guide

Ethics and Professionalism for Healthcare Managers

Unit 10 ≫ Ethical Health Care Management in Action

Introduction

Throughout this course, you have studied and applied ethical theories and principles to health care organization management practice, identified and explored external forces and internal organization factors that influence ethical management, and examined the role personal moral integrity plays in supporting and assuring success as an ethical leader. Your weekly journal entries offered an opportunity to reflect upon your learning and progress toward creating your own individual style and approach as an ethically-minded health care management professional.

Unit 10 is designed to help you bring all of your committed work and reflection to practical application in your own life and career. Your Unit 10 studies offer practical tools and resources to assist you in integrating an ethical leadership perspective into your overall business management skill set. In addition, ideas and perspectives from published writers and futurists in both business and health care management are shared to help bring it all into context.

Your Course Reflection Journal will save as a compiled document when you complete the Unit 10 entry and submit it as your unit assignment. This completed journal contains a wealth of information for you to draw on in your future courses and in your career. Along with your thoughtful discussion work, informational interview in the field, and case study evaluation, you have built a solid foundation of ethics knowledge and understanding to support your personal contributions to the transformation of the overall health care system in the United States.

As Morrison (2016) reminds us, "Ensuring that ethics remains in the center the business of health care will never be easy, but patients and community expect nothing less. They understand that the healthcare system is a business, but they trust that the primary focus of this business is their needs, rather than just profitability (page 377).

As our health care system experiences extraordinary and rapid change, your influence as a strong and creative ethical leader will be valued as you face the challenge of upholding this expectation.

The ACHE (2013) predicts an exciting and wide open career path: "As new patient care delivery models emerge, traditional career ladders are giving way to new paths in healthcare that include all aspects of the healthcare continuum. An ongoing commitment to growth prepares healthcare executives for the resulting career opportunities" (para. 2).

References

American College of Healthcare Executives. (2013). Policy statement: Lifelong learning and the healthcare executive. Retrieved from https://www.ache.org/policy/lifelong.cfm

Morrison, E. E. (2016). *Ethics in health administration: A practical approach for decision makers*. (3rd ed.). Burlington, MA: Jones & Bartlett.

Learning Activities

u10s1 - Studies

Readings

Use your *Ethics in Health Administration* text to read the following:

- Chapter 16, "Practicing as an Ethical Administrator," pages 258–278.

Use the Capella University Library to read the following:

- Forrestal, E. J., & Cellucci, L. W. (2016). *Ethics and professionalism for healthcare managers*. Chicago, IL: Health Administration Press.
  ◦ Chapter 8, "Research in Healthcare Organizations," pages 125–141.
  ◦ Chapter 15," Healthcare Management Consulting," pages 261–275.
  ◦ Chapter 16, "Building Your Future as a Healthcare Manager," pages 278–293.

Internet Resources

Use the Internet to access the following:

- American College of Healthcare Executives. (2016). Ethics self-assessment.
- American College of Healthcare Executives. (2013). Policy statement: Lifelong learning and the healthcare executive.
  ◦ Review this reading.

Multimedia

- Listen to the interview with Glen Costie in Voices of Integrity.

Optional: Supplemental Study Material

The following resource is optional, yet highly recommended, for success in your coursework for this unit.

- Capella University Career Center.

u10a1 - Course Reflection Journal

Welcome to the completion of your Course Reflection Journal.

This week, please complete the final, Unit 10, entry in your journal, based on your studies, research, and discussions with your peers. Review the Course Reflection Journal Scoring Guide as well as the Course Reflection Journal Presentation (linked in the Resources) to understand how your entries will be graded.

Follow the directions in the journal to complete and submit your entries. When you save your Unit 10 entries, all of your journal pages will be compiled into one document. Submit this document as your Unit 10 assignment. Please take the time to review your completed journal to appreciate your overall growth and experience regarding ethics and health care management during the past 10 weeks.

Portfolio Prompt: You may choose to save this learning activity to your ePortfolio. Keep your journal handy to refer back to ideas and resources you have saved for use in your future courses and in your career.

Course Resources

[Course Reflection Journal](#) | [Transcript](#)

[ePortfolio](#)

[Course Reflection Journal Presentation](#) | [Transcript](#)

u10d1 - Ethics and Key Management Processes

In your *Ethics in Health Administration* text, the author identifies the key processes of health care management as planning, organizing, staffing, influencing, and controlling (pages 358–368).

Review the examples of ethical applications related to these processes. Identify a specific management process that interests you. Review the ACHE Ethics Self-Assessment, paying particular attention to aspects related to this process. Discuss information, insights, experiences, writers, speakers, concepts, or theories from this course you personally feel will be valuable in your career for effectively addressing ethical issues related to this process.

Follow APA guidelines to cite and reference all of your resource materials in your work. Refer to the BUS4121 Library Guide for assistance.

Response Guidelines

Respond to the main discussion posts of at least two learners as early in the week as possible to allow for continuing conversation. Comment thoughtfully on your peers' course experiences. Share congratulations and encouragement on reaching another milestone toward completion of your degree program.

Course Resources

Undergraduate Discussion Participation Scoring Guide

[Ethics Self-Assessment](#)

[APA Style and Format](#)

[BUS4121 Library Guide](#)