

**SYLLABUS**  
**PubH 6553 - Healthcare Management Ethics**  
**Spring 2009**

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<b>Credits:</b>	1
<b>Meeting Time:</b>	None – Online Course
<b>Meeting Place:</b>	None – Online Course
<b>Instructor:</b>	Leslie A. Grant, Ph.D.
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<b>Office Hours:</b>	By appointment
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**Purpose**

This course gives healthcare managers an understanding of the ongoing evolution of healthcare ethics in the US. Healthcare managers face complex ethical problems that arise in multiple contexts. For example:

- Healthcare managers work with a broad array of healthcare professionals and other stakeholders. Stakeholder values and behaviors are influenced by codes of ethics representing diverse professional groups and other interests.
- Healthcare managers have their unique professional codes of conduct which have been promulgated by various professional and trade associations.

- Healthcare managers may encounter ethical conflicts and/or face bioethical dilemmas within a variety of clinical contexts.
- Healthcare managers have fiduciary responsibilities to the organizations they manage.
- Healthcare managers are required to implement systems that respond not only to patient concerns but to organizational ethical issues. They are responsible for promoting good conduct within their organizations through mechanisms such as corporate compliance programs and corporate integrity programs. Ultimately, they are responsible for fulfilling an organizational mission that reflects the vision and core values of the organization.
- Healthcare managers who are effective leaders develop a personal ethic that reflects interpersonal growth (i.e., moral maturity) to support ethical decision making.

This course provides an overview of Healthcare Management Ethics by integrating ethical perspectives from:

- Managerial ethics and leadership
- Organizational ethics
- Professional ethics
- Biomedical or clinical ethics

This course teaches a practical method for analyzing and solving ethical problems within healthcare organizations. A *Practical Guide for Ethical Action* is used by students to complete a series of ethical analyses. Cases are drawn from a variety of contexts including managerial ethics, moral leadership, organizational ethics, professional ethics, and biomedical ethics.

### **Learning Objectives**

Upon completion of this course students will be able to:

- Describe Healthcare Management Ethics from multiple stakeholder perspectives including managerial ethics, organizational ethics, professional ethics, and biomedical/clinical ethics.
- Use the *Practical Guide for Ethical Action* to make ethically grounded management decisions.
- Increase self-awareness about one's own personal ethic to support moral development and effective leadership within health services organizations.

## Methods of Instruction and Work Expectations

This course is organized into 7 weekly lessons. Each lesson includes a set of assignments and learning activities. The first lesson provides an overview of Healthcare Management Ethics. Lessons 2 and 3 introduce students to the *Practical Guide to Ethical Action*. This is a seven step process to ethical decision making that was developed by the course instructor to enhance the moral reflection skills of Minnesota MHA students. Lessons 4 and 5 provide “practice” (i.e., non-graded) cases to help students apply the problem solving method to ethical cases related to managerial ethics and moral leadership. Lesson 6 presents a case that cross-cuts clinical ethics, professional ethics and organizational ethics. Lesson 7 is a wrap-up session designed to provide closure for the course. An exam reviewing the content of the course is included with Lesson 7.

## Textbook and Course Manual

Darr, K. *Ethics in Health Services Management*, Fourth Edition, Health Professions Press, 2004. ISBN 1-87881-299-5.

Grant, L.A. *Practical Guide to Ethical Action*. (Unpublished Course Manual). University of Minnesota, Division of Health Policy and Management, School of Public Health.

## Evaluation and Grading

Evaluation and grading is done based on the student’s completion of the assignments shown in Table 1 below. Points (and grades) are assigned based on the student’s completion of the deliverables shown in Table 1.

**Graded Assignments:** “Graded” means that a letter grade is given to that assignment. The assignment for Lesson 6 (Analysis of Case D) will be assigned a letter grade based on the **moral reflection** skills that are demonstrated by how appropriately the student uses of the *Practical Guide to Ethical Action*. The exam in Lesson 7 will also receive a letter grade. Graded assignments carry higher point values than “Pass/Fail” assignments.

**Pass/Fail Assignments:** All other assignments are given points based on the completion of the deliverables for each assignment. “Pass” means that the student completed the assignment in a manner that shows appropriate critical thinking skills. “Fail” means that the student did not complete the assignment or that the student did not show an appropriate level of critical thinking in completing the assignment. **Due Dates:** All deliverables must be submitted by the deadlines specified in Table 1 and

the course calendar. Late work will not be accepted unless you have arranged for an extension with the course instructor **in advance**.

<b>Table 1</b>				
<b>Assignments for Lessons 1 to 7</b>				
<b>Assignments for Lesson One</b>				
<b>Assignment (Date Posted)</b>	<b>Required or Optional</b>	<b>Grading</b>	<b>50 Points</b>	<b>Output and Deliverables (Due Date)</b>
Introduce Yourself to the Rest of the Class (03/23/09)	Required	Pass/Fail Only	25 points for Pass	Post your response to Class Discussion Board (03/29/09)
Complete American College of Healthcare Executives (ACHE) Ethics Self-Assessment (03/23/09)	Required	Pass/Fail Only	25 points for Pass	Upload your answers to two questions about your strengths and opportunities to course instructor (03/29/09)
<b>Assignments for Lesson Two</b>				
<b>Assignment (Date Posted)</b>	<b>Required or Optional</b>	<b>Grading</b>	<b>100 Points</b>	<b>Output and Deliverables (Due Date)</b>
Define the Problem in Your Own Words (03/30/09)	Required	Pass/Fail Only	25 points for Pass	Upload your answer to the instructor (04/05/09)
Identify Additional Facts (03/30/09)	Required	Pass/Fail Only	25 points for Pass	Upload your answer to the course instructor (04/05/09)
Explore Potential Consequences of Alternative Solutions (03/30/09)	Required	Pass/Fail Only	50 points for Pass	Upload your answer to the course instructor (04/05/09)
<b>Assignments for Lesson Three</b>				
<b>Assignment (Date Posted)</b>	<b>Required or Optional</b>	<b>Grading</b>	<b>150 Points</b>	<b>Output and Deliverables (Due Date)</b>
Develop and Justify Your Own Alternative Solution(s) (04/06/09)	Required	Pass/Fail Only	50 points for Pass	Upload your answer to the instructor (04/12/09)
Identify Your Own Recommended Solution(s) to This Case (04/06/09)	Required	Pass/Fail Only	50 points for Pass	Upload your answer to the course instructor (04/12/09)
Describe How You Propose to Implement Your Recommended Solution(s) (04/06/09)	Required	Pass/Fail Only	25 points for Pass	Upload your answer to the course instructor (04/12/09)

Discuss How You Would Monitor Outcomes for Your Recommended Solution(s) (04/06/09)	Required	Pass/Fail Only	25 points for Pass	Upload your answer to the course instructor (04/12/09)
<b>Assignments for Lesson Four</b>				
<b>Assignment (Date Posted)</b>	<b>Required or Optional</b>	<b>Grading</b>	<b>200 Points</b>	<b>Output and Deliverables (Due Date)</b>
Define the Problem (04/13/09)	Required	Pass/Fail Only	25 points for Pass	Upload your answer to course instructor. (04/19/09)
Identify Facts and Stakeholder Opinions (04/13/09)	Required	Pass/Fail Only	25 points for Pass	Upload your answer to course instructor. (04/19/09)
Review Stakeholder Opinions and Values (04/13/09)	Required	Pass/Fail Only	25 points for Pass	Upload your answer to course instructor. (04/19/09)
Review Alternative Decisions or Actions (04/13/09)	Required	Pass/Fail Only	25 points for Pass	Upload your answer to course instructor. (04/19/09)
Justify Alternative Solutions (04/13/09)	Required	Pass/Fail Only	25 points for Pass	Upload your answer to course instructor. (04/19/09)
Reach Conclusions and Make Recommendations (04/13/09)	Required	Pass/Fail Only	25 points for Pass	Upload your answer to course instructor. (04/19/09)
Implement Recommendations and Monitor Outcomes (04/13/09)	Required	Pass/Fail Only	50 points for Pass	Upload your answer to course instructor. (04/19/09)
<b>Assignments for Lesson Five</b>				
<b>Assignment (Date Posted)</b>	<b>Required or Optional</b>	<b>Grading</b>	<b>250 Points</b>	<b>Output and Deliverables (Due Date)</b>
Define the Problem (04/20/09)	Required	Pass/Fail Only	25 points for Pass	Upload your answer to course instructor. (04/26/09)
Identify Facts and Stakeholder Opinions (04/20/09)	Required	Pass/Fail Only	25 points for Pass	Upload your answer to course instructor. (04/26/09)
Review Stakeholder Opinions and Values (04/20/09)	Required	Pass/Fail Only	25 points for Pass	Upload your answer to course instructor. (04/26/09)
Review Alternative Decisions or Actions (04/20/09)	Required	Pass/Fail Only	25 points for Pass	Upload your answer to course instructor. (04/26/09)
Justify Alternative Solutions (04/20/09)	Required	Pass/Fail Only	25 points for Pass	Upload your answer to course instructor. (04/26/09)
Reach Conclusions and Make Recommendations (04/20/09)	Required	Pass/Fail Only	25 points for Pass	Upload your answer to course instructor. (04/26/09)

Complete Self-Assessment of Moral Leadership (04/20/09)	Required	Pass/Fail Only	100 points for Pass	Post your answer to discussion board "Moral Leadership". (04/26/09)
<b>Assignments for Lesson Six</b>				
<b>Assignment (Date Posted)</b>	<b>Required or Optional</b>	<b>Grading</b>	<b>700 Points</b>	<b>Output and Deliverables (Due Date)</b>
<p>Take Case D through the seven steps of the Practical Guide to Ethical Action:</p> <p>1) Define the Problem (100 points)</p> <p>2) Identify Facts and Stakeholder Opinions (100 points)</p> <p>3) Review Stakeholder Opinions and Values (100 points)</p> <p>4) Review Alternative Decisions or Actions (100 points)</p> <p>5) Justify Alternative Solutions (100 points)</p> <p>6) Reach Conclusions and Make Recommendations(100 points)</p> <p>7) Implement Recommendations and Monitor Outcomes (100 points) (04/27/09)</p>	Required	A letter grade is assigned to your written case analysis based on your demonstrated skills at moral reflection.	This assignment is worth 700 points.	<p>Write an essay that takes Case D through the seven steps enumerated in the Practical Guide to Ethical Action. The essay should be 10 to 12 typewritten pages with roughly 250 to 300 words per page double spaced. So, the essay should be about 2500 to 3600 words in length.</p> <p>This essay must be sent to the course instructor as an email attachment to <a href="mailto:grant004@umn.edu">grant004@umn.edu</a> no later than 12:00 pm midnight on Sunday, May 10<sup>th</sup> 2009. (05/10/09)</p>
<b>Assignments for Lesson Seven</b>				
<b>Assignment (Date Posted)</b>	<b>Required or Optional</b>	<b>Grading</b>	<b>500 Points</b>	<b>Output and Deliverables (Due Date)</b>
Comment on Self-Assessment of Moral Leadership Completed by Three Other Students in the Class (05/04/09)	Required	Pass/Fail Only	75 points for Pass (25 points for each student for whom you provide your comments)	Post your comments to Class Discussion Board (05/10/09)

Complete American College of Healthcare Executives (ACHE) Ethics Self-Assessment (05/04/09)	Required	Pass/Fail Only	25 points for Pass	Upload your answers to two questions about any changes in your strengths and opportunities to course instructor (05/10/09)
Complete Timed Exam (05/04/09)	Required	Graded	400 points	Upload your answers to the course instructor. Please note that you have 75 minutes to complete the exam. (05/10/09)