



Organizational Ethics:  
*A Executive's Perspective*

Michael E. Gibbs, FACHE

President and CEO  
the Avera Heart Hospital

# Today We will attempt to:

- To explore the principles and ethical ideals in Healthcare
- To raise SDAHO member awareness of Healthcare organizational ethics dilemmas
- To challenge or validate personal ideas using case-based scenarios
- To inspire SDAHO members to develop their own conclusions about issues in organizational ethics
- To foster more careful and disciplined thinking in trying to resolve organizational ethics issues



# Annual Gallup Poll of Public Perception (2021)

Professions considered exemplary for their honesty and ethics	Very high/High
1. Nurses	81 %
2. Medical doctors	67 %
3. Grade-school teachers	64 %
4. Pharmacists	63 %
5. Military officers	61 %
6. Police officers	53 %
7. Day care providers	50 %
8. Judges	38 %
...	
<b>16. Business executives</b>	<b>15 %</b>
17. TV reporters	14 %
...	
20. Members of Congress	9 %

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## Leadership & Management

# 70% of Americans trust their physicians, 22% trust hospital execs, survey finds

Kelly Gooch - Tuesday, August 10th, 2021 Print | Email

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Most Americans trust physicians and nurses, but three-quarters of the public do not trust hospital executives, according to a new study from the University of Chicago Harris School of Public Policy and The Associated Press-NORC Center for Public Affairs Research.

The study is based on a survey conducted June 10-14 among 1,071 adults representing the 50 states and Washington, D.C. It was conducted using nonpartisan research institution NORC at the University of Chicago's Amerispeak panel, which is designed to be representative of the U.S. household population.

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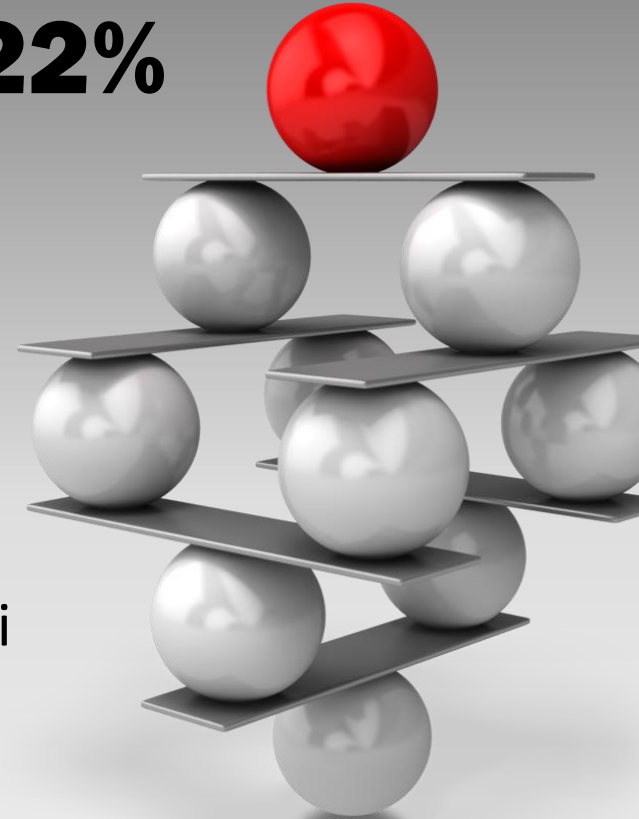
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# Perspective on 22%

- 44% said they trust the CDC re: COVID-19
- 22% of American trust “Autonomous cars”
- 9% of Americans trust “other drivers”  
(but 90% trust themselves on the road)
- 1% of Americans skydive each year
- <1% of Americans have eaten Gas Station Sushi



# **“The Situation is Serious but not Hopeless”**

Karl Kraus  
Austrian Satirist  
(1874-1936)

# Principles of BioEthics

## (Beauchamp and Childress)

Autonomy

Respecting Individualism

Nonmaleficence

Do No Harm

Beneficence

Benefit Others

Justice

Equal Opportunity for All

**In isolation, each principle tends to be clean**

**Taken together is where conflict can arise**

# **Case # 1, Principles in Conflict**

*Autonomy (Respecting Individualism)*

*Beneficence (Benefiting Others)*

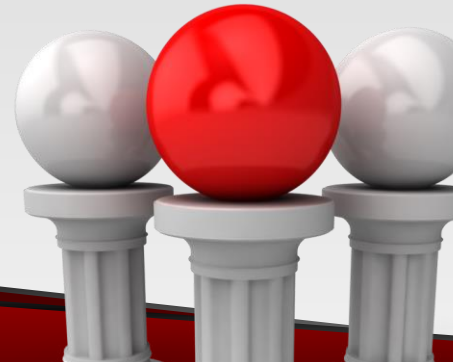


# Case #1

In the early 1970's Ford executives were aware of faulty gas tank that would rupture during rear-end collision

It was decided it's less expensive to settle with victims than re-engineer the car

Their defense was to maximize the "Value" of all their customers at the expense of the individuals who were hurt or died due to the design




# Announcing: New

# Pinto 3-door Runabout.

(Packs more fun  
than any import.)



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Now you can pack more fun and gear into a little car than you ever thought possible.

Because now there's Ford's new Pinto 3-door Runabout—to go along with the full-size Pinto 2-door.

Just tip down the Runabout's rear seat and open the big back door and the big back means more fun packing gear.

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**Pinto**

1971

# **Case # 1, Principles in Conflict**

*Autonomy (Respecting Individualism)*

*Beneficence (Benefiting Others)*

# **Case #2, Principles in Conflict**

*Justice (Equality of Opportunity for All)*

*Beneficence (Benefiting Others)*

*Autonomy (Respecting Individualism)*

## Case #2

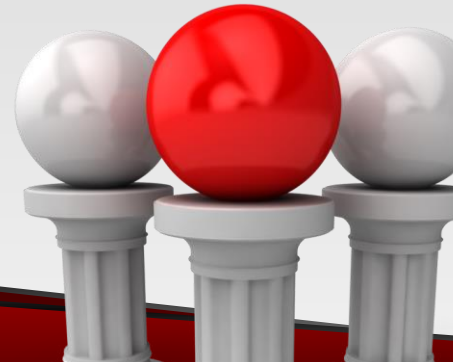
In Seattle in the 1960's innovation in end stage renal disease treatment led to "life saving" technology

1 dialysis machine available for every 12 in need

How should a community distribute a limited resource

How would you decide who is the 1 & who are the 11

- Should we assign value to someone else's priorities?
- Who makes the final decision to ration care?
- What variables should guide rationing of services?



# Case #2 Continued



- A "Committee" selected which patients would live and die
  - Minister, Lawyer, Business Leader, Homemaker, Labor Leader, and 2 Physicians
- The fallout of the committee stimulated Medicare coverage

# **Case #2, Principles in Conflict**

*Justice (Equality of Opportunity for All)*

*Beneficence (Benefiting Others)*

*Autonomy (Respecting Individualism)*

# **Case #3, Principles in Conflict**

*Autonomy (Respecting Individualism)*

*Justice (Equality of Opportunity for All)*



# Case #3

## BECKER'S **Hospital CFO Report**

### Michigan hospital rejects woman's heart transplant, recommends she raise \$10K

Kelly Gooch - Monday, November 26th, 2018



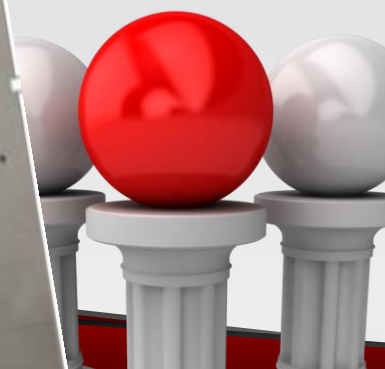
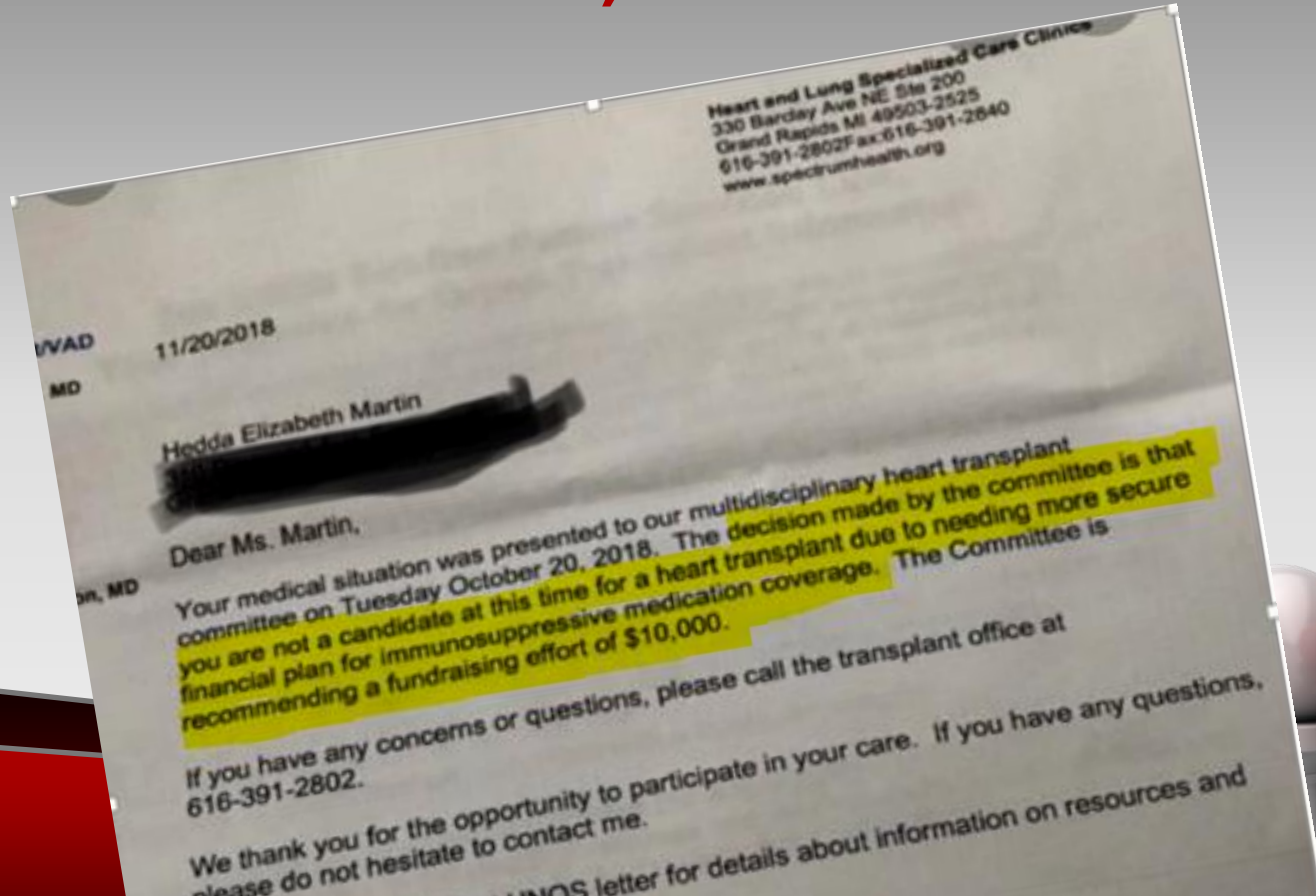
After rejecting a 60-year-old woman's request for a heart transplant for lack of "a more secure financial plan," Grand Rapids, Mich.-based Spectrum Health recommended that she start a \$10,000 fundraiser to come up with the money, according to a *Detroit Free Press* report.

The recommendation came via a Nov. 20 letter from a nurse with Spectrum Health's Heart & Lung Specialized Care Clinics. In the letter, the nurse told Hedda Martin of Grand Rapids that the disciplinary heart transplant committee determined she is "not a candidate at this time for a transplant because she is needing more secure financial plan for immunosuppressive medication."

...rejecting a new heart or other ... "is recommending a



# Case #3, Continued



# **Case #3, Principles in Conflict**

*Autonomy (Respecting Individualism)*

*Beneficence (Benefiting Others)*

# Ethical Decision Matrix Tool

- Complex decisions require a more intentional discernment tool
- At its simplest, an Ethical Matrix is a checklist of concerns and stakeholder perspectives
- At its most sophisticated it is used as a means of provoking structured discussion

<b>Autonomy</b>	<b>Beneficence</b>
<b>Justice</b>	<b>Nonmaleficence</b>

# Ethical Decision Matrix

Autonomy	Beneficence	Nonmaleficence	Justice
<ul style="list-style-type: none"><li><input type="checkbox"/> Have stakeholders been provided all options for action or inaction and the advantages and disadvantages of those treatments?</li><li><input type="checkbox"/> Are the stakeholders capable of processing the information, evaluate options and arriving at a decision?</li><li><input type="checkbox"/> Have the stakeholders given consent for our actions?</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Will this option resolve the medical problem?</li><li><input type="checkbox"/> Is it proportionate to the scale of the medical problem?</li><li><input type="checkbox"/> Is this option and its outcomes in-line with the stakeholder's expectations?</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> What are the intended and associated harms with this action?</li><li><input type="checkbox"/> What are the un-intended and associated harms with this action?</li><li><input type="checkbox"/> Do the stakeholders possess the required skills and knowledge to perform this action?</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Is this action legal?</li><li><input type="checkbox"/> Does this action unfairly violate individual human rights?</li><li><input type="checkbox"/> If this action prioritizes one group over another, can that prioritization be justified in terms of overall net benefit to society?</li></ul>
?/3	?/3	?/3	?/3

# **Case #4, Child Welfare in an ED**

A child presents to your ED with signs of injury and you believe there's violence in the home

You also suspect some kind of sexually abusive or exploitative behavior

Lastly, the child appears to live in an unsafe environment

# Case #4, What Principles are in Conflict

Autonomy	Beneficence	Nonmaleficence	Justice
<ul style="list-style-type: none"><li><input type="checkbox"/> Have stakeholders been provided all options for action or inaction and the advantages and disadvantages of those treatments?</li><li><input type="checkbox"/> Are the stakeholders capable of processing the information, evaluate options and arriving at a decision?</li><li><input type="checkbox"/> Have the stakeholders given consent for our actions?</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Will this option resolve the medical problem?</li><li><input type="checkbox"/> Is it proportionate to the scale of the medical problem?</li><li><input type="checkbox"/> Is this option and its outcomes in-line with the stakeholder's expectations?</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> What are the intended and associated harms with this action?</li><li><input type="checkbox"/> What are the un-intended and associated harms with this action?</li><li><input type="checkbox"/> Do the stakeholders possess the required skills and knowledge to perform this action?</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Is this action legal?</li><li><input type="checkbox"/> Does this action unfairly violate individual human rights?</li><li><input type="checkbox"/> If this action prioritizes one group over another, can that prioritization be justified in terms of overall net benefit to society?</li></ul>
?/3	?/3	?/3	?/3

# **Case #5, Vaccine Mandate in a Pandemic**

In the face of another surge in COVID-19 cases, your state is considering requiring citizens to be vaccinated or comply with social isolation, mask and testing precautions



# Case #5, What Principles are in Conflict

Autonomy	Beneficence	Nonmaleficence	Justice
<ul style="list-style-type: none"><li><input type="checkbox"/> Have stakeholders been provided all options for action or inaction and the advantages and disadvantages of those treatments?</li><li><input type="checkbox"/> Are the stakeholders capable of processing the information, evaluate options and arriving at a decision?</li><li><input type="checkbox"/> Have the stakeholders given consent for our actions?</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Will this option resolve the medical problem?</li><li><input type="checkbox"/> Is it proportionate to the scale of the medical problem?</li><li><input type="checkbox"/> Is this option and its outcomes in-line with the stakeholder's expectations?</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> What are the intended and associated harms with this action?</li><li><input type="checkbox"/> What are the un-intended and associated harms with this action?</li><li><input type="checkbox"/> Do the stakeholders possess the required skills and knowledge to perform this action?</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Is this action legal?</li><li><input type="checkbox"/> Does this action unfairly violate individual human rights?</li><li><input type="checkbox"/> If this action prioritizes one group over another, can that prioritization be justified in terms of overall net benefit to society?</li></ul>
?/3	?/3	?/3	?/3

# Dr. Anthony Fauci Quotes



“If someone refuses the vaccine in the general public, then there's nothing you can do about that” but “the medical sector, workers are asked to vaccinate in order to have contact with patients.”  
August 20, 2020

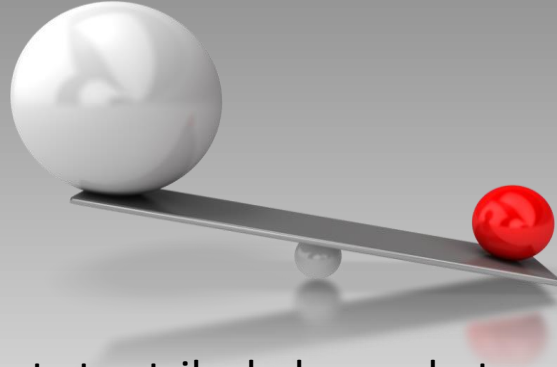


“U.S. has ‘independent spirit,’ but now is the time to ‘do what you’re told’ ”  
November 12, 2020



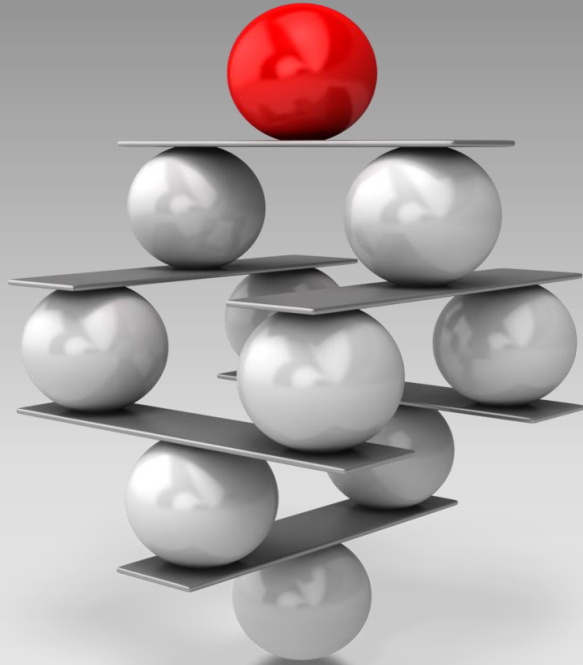
"I respect people's freedom, but when you're talking about a public health crisis, the time is come, enough is enough,"  
August 24, 2021

# In Conclusion



- Ethics in Healthcare attempts to strike balances between competing principles
- The stakes are high, room for error is shrinking and your ability to process complexity is paramount; *Leadership is a Verb, not a Noun*
- Being a Healthcare Executive is a rewarding calling where science, ethics, business, and leadership merge but..... “a smooth sea never made a skilled sailor”

-Franklin D Roosevelt



**Questions?**

**More Information?**

Michael "Mick" Gibbs

605-977-7005

[Michael.gibbs@avera.org](mailto:Michael.gibbs@avera.org)