

MGT 508 Ethics in Organizations

Winter 2013 Syllabus

Course Description	<p>This course covers principles of clinical ethics as well as ethical principles that apply to businesses and other organizations that are connected to the healthcare field, and upon which good healthcare services depend. Students will determine and prioritize their personal values, and use this information along with selected readings to discuss ethical dilemmas associated with healthcare organization functions that have specific relevance to the policies and practices of those organizations.</p>
Credit Hours	2
Faculty Information	<p>David Pollack, M.D. pollackd@ohsu.edu 503.703.3954</p> <p>Jeanne Enders, Ph.D. endersj@pdx.edu 503.725.5051</p> <p>Virtual or face-to-face office hours are available upon request. Please contact either of us via email at any time or set up an appointment for a phone call.</p>
General Course Meeting Information	<p>This course meets January 7 - February 10 Face-to-face: Friday, January 25, 2013 ~ 4:00-9:00pm</p>
Course Overview	<p>In this course, we will expose you to the principles of clinical ethics as well as ethical principles that apply to businesses and other organizations that are connected to the healthcare field. For some of you, clinical ethical principles will be unfamiliar but critical to your understanding of the special nature of the interactions that occur in the delivery of healthcare services. For others, especially those who have clinical backgrounds, these clinical principles should be familiar, but are certainly worth reviewing and considering in relation to the course work you have been engaged in during your time in this MBA program. The ethical principles articulated in some of the readings and discussions we have assigned have relevance to good and ethical business practices but also to the clinical ethics principles upon which good healthcare services depend.</p> <p>In the process of reviewing these general principles, we expect each of you to consider and develop your own prioritized values that would apply to your anticipated work in healthcare organizations. Some of this reflection on values should relate to issues that were addressed in your course on leadership.</p> <p>We will also read about and discuss ethical dilemmas associated with healthcare organization functions that have specific relevance to the policies and practices of those organizations. Given the very short time frame for this course, we can only sample some representative issues and case examples that reflect these principles in practice. Nonetheless, these will be very interesting and provocative issues that should generate a lot of discussion and debate, as well as creative proposals for you to develop in your written assignments.</p> <p>Given the brevity of the course and the desire to promote meaningful discussion in each week's forums and the face-to-face session, we encourage you to read and view the assigned materials as early as possible. The value of being prepared and familiar with the key concepts and issues will become evident as the course progresses.</p>

Course Objectives	<p>Determine the personal values that are important to you with specific reference to your work as a healthcare manager or administrator.</p> <p>Become familiar with the key clinical and business ethics principles that will guide your practice as a healthcare manager or administrator.</p> <p>Become aware of several key areas of healthcare organizational ethical dilemmas and form your own opinions about how to address such concerns.</p> <p>Select a specific ethical issue for more detailed analysis and hypothetical policy development.</p>
Required Readings	<p>To purchase: Daniels, N. & Sabin, J. (2002) <i>Setting Limits Fairly: Can We Learn to Share Medical Resources?</i> Oxford University Press. You will need to obtain this textbook, which is available through various websites, including Amazon.com.</p> <p>All additional required readings/videostreams are available to you and linked through Sakai. Some of the readings and videos are directly related to weekly group discussions. Others are relevant to the week's general topic as well as to helping you develop your ideas for the written assignments.</p>
Expectations for Participation	<p>We will be using the OHSU Sakai platform (http://sakai.ohsu.edu) for the online part of the course. As you know, the online environment offers some advantages if used well. For example, the discussion forums rely on timely postings by all participants. Waiting to post just before the deadline often means your colleagues are left alone in the forum during the week, without the opportunity to engage in dialogue about the assigned topics. Therefore, early postings will be rewarded (see assignment descriptions and grading below). In addition, courtesy and respect are critical for a high quality online experience. This means discussion postings that offer thoughtful replies to other student postings are also desirable. With regard to our performance as instructors, you may expect timely responses to your postings to us. If you have any questions or concerns during these five weeks, please post them in the General Matters- Course Questions forum area or email us directly. The study of ethics offers wonderful opportunities for sharing experiences, knowledge, and opinions. We look forward to the participatory aspects of this course.</p>
Graded Assignments	<p>Forums</p> <p>Students are divided into groups for the term. Each week you will be asked to post in the discussion forum for your group in response to a specific topic, question, or assigned reading/viewing. Your postings will be evaluated on the following criteria (3 points per week):</p> <ul style="list-style-type: none"> • Relevance to the topic, question, or assigned reading/viewing • Use of relevant work/life experience • Timeliness of post (post at least once within the first three days of the week for full credit) • Demonstrated ability to reflect upon and reply to the posts made by others • Application of course readings for that week • Quality of writing, thinking and analysis • Post length – each individual post may not exceed 250 words. Feel free to make multiple posts on a topic but being succinct is critical. <p>Begin posting in the weekly forum as soon as you can, hopefully no later than Wednesday, so that others in the group can respond to one another. The discussion forum will close at 11:55 PM ON SATURDAYS (except for the last week of the course when the forum postings will close on Friday), so all postings must be submitted by this time. This gives the Rapporteur time to complete his/her summary by the following Monday (except for the last week of the course when the summary will be due on Saturday).</p>

Rapporteur Summaries

Each week a different group member will have the responsibility to sum up the postings for the week. Rapporteurs will be assigned on a rotating and equitable basis to provide the summary, adjusting for the number of students in each group (see the Group Assignment Table below). The Rapporteur will have the time from 11:55 PM Saturday until 11:55 PM Monday (except for the last week of the course when the rapporteur summary is due by 11:55 PM Saturday), to complete this assignment. Your week for this task (“rapporteur”) is listed in the table below. You will not receive a reminder so be sure to get this on your calendar.

The rapporteur summary posting will be evaluated on the following criteria (10 pts.):

- Representation of the sum of the group’s views
- Writing quality
- Length is less of an issue – this post may be up to 500 words
- Conciseness - not just a compilation of all posts, rather a summary in your own words

PLEASE SUBMIT ON THE WEEK IT IS DUE FOR YOU. Watch these dates carefully and submit on time on your week. We count on you to get it in on time.

Rapporteur Summary - Week By Group and Student

Group 1

- Janie Johnson (summarize week 1)
- David Silva (summarize week 2)
- Marcy Muir (summarize week 3)
- Kim Lepin (summarize week 4)
- Swas Pai (summarize week 5)

Group 2

- Marge Willis (summarize week 1)
- Mark Stahlnecker (summarize week 2)
- Erin Arnold (summarize week 3)
- Jen Miller (summarize week 4)
- Maddie Stilley (summarize week 5)

Group 3

- Bonnie Pullen (summarize week 1)
- Jessie Pavlinac (summarize week 2)
- Kris Farrimond (summarize week 3)
- T. Timbreza (summarize week 4)
- Shauna Hoffman (summarize week 5)

Group 4

- Julie Epling (summarize week 1)
- Jill Verhagen (summarize week 2)
- Cindy Reuter (summarize week 3)
- Mariah Hayes (summarize week 4)

Other Graded Assignments

I. Values Paper Assignment: Reflect on Generating Your Personal Values – 25 points

Complete the Personal-Professional Profile and follow the instructions given there.

After completing the profile and following those instructions, re-read the articles we have assigned up to the point of this assignment. Then write a reflective essay of no more than 1500 words addressing three of the following questions. The tricky part of this assignment is for you to create a cogent essay using the prompts below without simply answering each question. This may take some good thinking and re-writes before you achieve it.

1. Were you surprised or informed by any of the results of your personal-professional profile? Describe this, especially describe any insights or learning you may have had from the readings + the profile about your own values.
2. From what part of your experience or life did the values you noticed in the profile come? In other words, to what do you attribute your values?
3. How do you find the dimensions you articulated in your profile operating in your current work?
4. How do the readings up to this point relate to your current work and to your ability in your work to Give Voice to Your Values?
5. Considering this, what do you think this means for where you want to be when complete this program?
6. Reflect on the exercises you completed at the end of the survey. Share your purpose statement in this paper.

Values Paper Grading Rubric	
Writing Quality <i>Paper is polished, well-written and interesting to read. The author found a way to address the question prompts in a unified essay with a clear introduction and conclusion.</i>	8 pts.
Quality of Insight/Analysis <i>It is clear this paper is the end result of careful analysis, not a first draft. Evidence of self-awareness (both strengths and weaknesses) exists to some extent in this paper.</i>	10 pts.
Demonstrates Understanding of Course Materials <i>Course materials are referenced and applied where relevant in a useful, thoughtful fashion.</i>	7 pts.

II. Issues Paper Assignment: Analysis of Healthcare Organizational Ethical Issue – 50 points

Identify a specific issue associated with ethics in health care organizations, guided by the following topics:

- a. Access to health care coverage or to specific clinical services (distributive justice and allocation of resources)
- b. Types of research done and not done and the role health care organizations play in assuring informed consent by subjects and ethical conduct of research
- c. Affirmative action and equal opportunity in employment of persons who work in health care organizations
- d. Information integrity, including confidentiality; access to appropriate information by family members or the general public and media; sharing adverse information; conflicts of interest
- e. Institutional and individual relationships with outside entities (in various areas of function, including clinical, research, academic, and operations), e.g., intellectual property, conflicts of interest regarding financial investment and outside compensation or other monetary gains, insider information
- f. Clinical ethical issues, e.g., confidentiality, duty to warn, duty to report, clinical relationship management, conscientious objection to participation in clinical services (e.g., reproductive or end-of-life care issues), patient abandonment, etc.
- g. Ethical problem solving processes, policy development, reporting methods and pathways

After selecting the topic, generate a 7-10 page double-spaced paper (with standard margins and standard font and font size) in which you do the following:

- Reflect your research on the dilemmas associated with the topic.
- Identify relevant historical factors/precedents and any specific challenges to administrators and clinical leadership within a healthcare organization.
- List all relevant types of stakeholders in the issue and what their perspectives may be.
- Identify and analyze relevant policies within a specific healthcare organization (e.g., the one you work for, another organization you may be familiar with, or a hypothetical healthcare organization).
- If appropriate, create a proposed policy for the issue you have identified.
- Draw upon the readings for this course, in particular the papers and discussions on ethical decision making within healthcare organizations.

The paper should include a list of references and citations for ideas that are not your own. APA or MLA format is fine. Put the references or bibliography page at the end of the paper.

Issues Paper Grading Form:

50 possible points

Grading Criteria	Points Earned
Issue associated with ethics in health care organizations and relevance:	/10
Access to health care coverage or to specific clinical services (distributive justice and allocation of resources)	
Types of research done and not done and the role health care organizations play in assuring informed consent by subjects and ethical conduct of research	
Affirmative action and equal opportunity in employment of persons who work in health care organizations	
Information integrity, including confidentiality; access to appropriate information by family members or the general public and media; sharing adverse information; conflicts of interest	

Institutional and individual relationships with outside entities (in various areas of function, including clinical, research, academic, and operations), e.g., intellectual property, conflicts of interest regarding financial investment	
Clinical ethical issues, e.g., confidentiality, duty to warn, duty to report, clinical relationship management, conscientious objection to participation in clinical services (e.g., reproductive or end-of-life care issues), patient abandonment, etc.	
Ethical problem solving processes, policy development, reporting methods and pathways	
Submit a 7-10 page double-spaced paper which addresses:	/30
Research on the dilemmas associated with the topic	
Identifying relevant historical factors/precedents and any specific challenges to administrators and clinical leadership within a healthcare organization	
Relevant types of stakeholders in the issue and what their perspectives may be	
Identification and analysis of relevant policies within a specific healthcare organization	
Creation of a proposed policy for the identified issue, if appropriate,	
Referencing the readings for this course	
Quality characteristics of the paper:	/10
Use of examples to support statements	
Depth of analysis or demonstration of reflection	
Quality of writing	
Adherence to assigned length	
Reference list	
Total Points	/50

Assignment Point Values

Assignment	Point Value
Individual Discussion Forum Postings	Five weeks at 3 points per week = 15
Rapporteur Summary	One week at 10 points
Values Reflection Paper	25
Issues Paper	50
Total Points	100

Final Grading Scheme

A	93 – 100%	C	73 – 76%
A-	90 - 92%	C-	70 – 72%
B+	87 – 89%	D+	67 – 69%
B	83 - 86%	D	63 – 66%
B-	80 – 82%	D-	60 - 62%
C+	77 – 79%	F	Below 59%

Expectations about Academic Integrity

We strongly encourage you to learn as much as you can from fellow students and from any other coaches or mentors in your life. It is desirable to get feedback from others about how course concepts and skills can be applied to current issues in your work lives. At the same time, we expect you to be the sole author of the written assignments you hand in unless it is part of an explicit team project. (However, it is perfectly permissible and advisable to review your written assignments with someone else to make sure your writing is understandable and free of language, spelling, grammatical, or syntax errors. Your clarity of expression through your writing is an important skill, especially in becoming an effective leader.) It is one of the paradoxes of learning: we create a rich, social learning environment where everyone shares freely, and we need you to be able to show us what you learned by writing your own papers.

Prior to the start of class, please review OHSU's academic integrity policy, which can be found at: <http://www.ohsu.edu/ohsuedu/academic/som/graduate/upload/Student-handbook-2008-updated-9-08.pdf>

About Your Instructors

David Pollack, M.D. is Professor for Public Policy in the departments of Psychiatry, Family Medicine, and Public Health and Preventive Medicine at OHSU. His activities include teaching, writing, and consulting on policy, systems, and medical leadership issues to various local, state, and national organizations.

Dr. Pollack has worked as a community and public psychiatrist in Oregon for over 37 years. For 11 years he served as Medical Director at Mental Health Services West, a large community mental health center in downtown Portland. In the fall of 1998, he went to Washington, DC, as a Robert Wood Johnson Health Policy Fellow, in which capacity he worked in the Health Office of Senator Edward Kennedy. His work in the Kennedy office included the development of health and mental health related legislation, constituent and lobbying activities, speech writing, and interactions with federal regulatory agencies.

He served as Medical Director for the Addiction and Mental Health Division for the Oregon Department of Human Services from 2002-2006, and as Associate Director of the Public Psychiatry Training Program from 1987-2006. He continues to teach medical students, social work students, and residents for various OHSU programs. He also teaches health policy and ethics related topics for the OHSU Division of Management's Health Management MBA and Certificate programs.

Jeanne Enders, Ph.D. is the Associate Dean for Undergraduate Programs in the School of Business at Portland State University. She holds her doctorate in Social and Organizational Psychology from the University of Chicago. Jeanne's research interests include the study of meaning and happiness in workplaces settings via relationships, framing and role integration. She has published on the effects of leader-subordinate relationship quality on organizational outcomes. Jeanne's current research is funded by a Hanna Andersson Sustainability grant and deals with management decision-making on corporate social responsibility activities in business firms. Another current research project involves the analyses of interviews she conducted with 30 ethics awards winners in the region. Some interesting results so far indicate that many of these business leaders act in highly ethical ways due to "negative modeling", that is, they strive to be different from people they have observed in their personal lives.

Office Hours

If you have a question or wish to schedule a telephone conference with us, email us and we will find a mutually agreeable time. During the week, we will normally reply to your emails within 24 hours (please be sure to put MGMT 560 in the subject line). Notice our "General Matters- Course Questions" discussion area in Sakai Forums module. This is a great place to ask questions that are relevant to the whole class, reserving personal questions for email or phone.

Statement of Disability Policy

It is the policy of OHSU that no otherwise qualified student with a disability shall be denied access to or participation in any program offered by the institution. If you have a disability or think you may have a disability (including but not limited to physical, hearing, vision, psychological and learning disabilities), which may need a reasonable accommodation, the Director for the Office for Student Access at 503-494-0082.