

Contents

Foreword, <i>Stuart A. Wesbury, Jr.</i>	xi
Preface	xiii
Acknowledgments	xvii

Part I The Leadership Imperative

1 Understanding Your Ethical Responsibilities	3
2 The Business Case for Ethics Management	15

Part II Case Studies and Moral Challenges

3 Medical Errors: Paradise Hills Medical Center	21
<i>Ethics Issues</i>	23
<i>Discussion</i>	24
4 Conflicting Moral Demands: Qual Plus HMO	45
<i>Ethics Issues</i>	47
<i>Discussion</i>	49
5 Gender Discrimination: Community Medical Center	67
<i>Ethics Issues</i>	69
<i>Discussion</i>	70
6 Physician Impairment: University Hospital	89
<i>Ethics Issues</i>	90
<i>Discussion</i>	91
7 Workforce Reduction: Hillside County Medical Center, <i>Glenn A. Fosdick</i>	105
<i>Ethics Issues</i>	109
<i>Discussion</i>	110

8	Nurse Shortage: Metropolitan Community Hospital	121
	<i>Ethics Issues</i>	124
	<i>Discussion</i>	125
9	Information Technology Setback: Heartland Healthcare System	135
	<i>Ethics Issues</i>	138
	<i>Discussion, Pete Shelkin and Melissa Cole</i>	139
10	Failed Hospital Merger: Richland River Valley Healthcare System	155
	<i>Ethics Issues</i>	160
	<i>Discussion</i>	161
11	When Patient Demands and Hospital Policies Collide: Hurley Medical Center	169
	<i>Ethics Issues</i>	170
	<i>Discussion</i>	171
12	"Baby Charlie" and End-of-Life Decisions	179
	<i>Ethics Issues</i>	181
	<i>Discussion</i>	182
13	Ethics and Management Lessons Learned from Hurricane Katrina: Memorial Medical Center	193
	<i>Ethics Issues</i>	196
	<i>Discussion</i>	197
14	C-Suite: Ethical Compass or Not? St. Cecilia Medical Center, Robert S. Bonney	213
	<i>Ethics Issues</i>	215
	<i>Discussion</i>	216
15	Legal Perspectives, Walter P. Griffin	223
 Part III Addressing Structural Issues That Affect Ethical Decision Making		
16	The Intersection of Governance, Management, and Ethics	237
	<i>Introduction, Frankie Perry</i>	237
	<i>Discussion, Paul B. Hofmann</i>	239
17	Deciding Values, Joan McIver Gibson	259
18	The Ethics of Managing People, Frankie Perry	273
19	Management, Diversity, and Inclusion, James A. Rice and Frankie Perry	313
20	Information Technology: Lasting Impact of Recent Pandemic Response Activities on Healthcare Management and Delivery, Pete Shelkin	331

21	Ethical Considerations and Challenges in Pandemics, <i>Paul B. Hofmann</i>	341
22	The Critical Role and Integration of Public Health Within the Healthcare Delivery System, <i>Tracie C. Collins</i>	353
23	Increasing the Capacity for Innovation in Healthcare Management, <i>Howard J. Gershon</i>	363
24	Ethics Issues in Managed Care, <i>Richard H. Rubin</i>	375
25	Evaluating Healthcare Ethics Committees, <i>Rebecca A. Dobbs</i>	393
26	Prevention and Treatment of Substance Use Disorders Among Healthcare Professionals, <i>J. Mitchell Simon</i>	405
27	Ethics Issues in Graduate Medical Education, <i>C. Rod Pattan</i>	415
28	Ethics Issues in Healthcare Emergency Management, <i>Rebecca A. Dobbs</i>	433
Epilogue: Follow-up on the Cases		
	Paradise Hills Medical Center	451
	QualPlus HMO	452
	Community Medical Center	453
	University Hospital	454
	Hillside County Medical Center	454
	Metropolitan Community Hospital	455
	Heartland Healthcare System	456
	Richland River Valley Healthcare System	456
	Hurley Medical Center	457
	Baby Charlie Gard	458
	Memorial Medical Center	459
Appendix A American College of Healthcare Executives Ethics Self-Assessment		
		461
Appendix B American College of Healthcare Executives Code of Ethics		
		475

Index.....	483
About the Author.....	509
About the Contributors.....	511