

George Mason University
College of Health & Human Services
NURS/HHS 855
Ethics in Health Care Administration (3:3:0)
Spring, 2008

Faculty: Mimi Mahon, PhD, RN, FAAN
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Time: Wednesdays, 7:20 – 10:00
Location: Robinson B120

Prerequisites: Admission to a doctoral program or permission of the faculty.

Catalog Description: The philosophical foundations for health care ethics will be used to analyze specific ethical dilemmas faced by administrators in health care settings.

Course Objectives:

By the end of the course the student will be able to:

1. analyze the development of administrative ethics in American culture.
2. compare and contrast the development of administrative ethics in other than the American culture.
3. critique the various philosophical foundations for health care ethics.
4. examine methods for the study of ethics.
5. critique various ethical decision-making frameworks and formulate one based on ethical philosophical foundations.
6. analyze institutional controls and constraints for ethical accountability to self, clients, and the public.
7. analyze specific and timely ethical issues faced by health care administrators.
8. synthesize specific ethical issues faced by health care administrators now and in the future.
9. apply health care ethics for administrators to practice or proposed research area.

Required Texts

Boyle, P.J., DuBose, E.R., Ellingson, S.J., Guinn, D.E., McCurdy, D.B. (2001).
Organizational ethics in health care. Principles, cases, and practical solutions. San
Francisco: Jossey-Bass.

Jonsen, A. R., Siegler, M. & Winslade, W.J. (2006). Clinical Ethics, 6th ed. New York:
McGraw-Hill.

Menikoff, J. (2002). Law and Bioethics: An introduction. Washington, D.C.: Georgetown
University Press.

Optional Texts

American Psychological Association. (2001). Publication Manual of the American Psychological Association, 5th Ed.

Schedule

23 January	Course Introduction Foundations of Clinical Ethics
30 January	Research Ethics
6 February	Health Care Policy discussion Manuscript Topic Due
13 February	Organizational Ethics Manuscript Journal Submitted
20 February	Online Library Orientation Due
27 February	Ethics Consultations Processes of Clinical Decision Making
5 March	Informed Consent, Advance Directives Reference List & Outline Due HSRB exam completion due
12 March	Spring Break
19 March	Intensive Care Units End of Life Decision Making Futility Prognosis Advance Directive Due
26 March	Persistent Vegetative State Artificial Nutrition & Hydration Visit to Bioethics Library Due
2 April	No Class
9 April	Ethics in International Health Care Guest Lecturer: Leslie Mancuso, PhD, FAAN CEO, JHPIEGO
16 April	Health Disparities & Outcomes Manuscript Due

23 April	Issues within Nursing
30 April	Exam Course Evaluation Ethics Committee Visit Due
EXAM WEEK	Exam Make-up day (in case of snow day)

****If a class is cancelled due to weather or for any other reason, classes will be moved back a week, and the exam will be held during Exam Week.

Confidentiality: In an ethics class, professional and/or personal examples are often given by the class participants to elucidate the points being discussed. Your participation in the class means that you agree to respect confidentiality. Examples from the class, unless they are public domain, or unless you have specific permission, may not be cited or discussed outside of class. If you cannot agree to maintain confidentiality, you may not take this class.

Grading:

Bioethics Library Visit	p/f
Completion of HSRB ed	p/f
Ethics committee visit	p/f
Library orientation	p/f
Advance Directive	10%
Presentation	10%
Paper for Publication	40%
Exam	20%
Informed Class Participation	20%

ASSIGNMENTS:

Bioethics Library Visit

One of the strengths of this region is the wealth of resources in ethics. One of these is the National Reference Center for Bioethics Literature. The NRCBL is a part of the Kennedy Institute of Ethics at Georgetown. From their website:

The National Reference Center for Bioethics Literature (NRCBL), is a specialized collection of books, journals, newspaper articles, legal materials, regulations, codes, government publications, and other relevant documents concerned with issues in biomedical and professional ethics. The library holdings represent the world's largest collection related to ethical issues in medicine and biomedical research. This collection functions both as a reference library for the public and as an in depth research resource for scholars from the U.S. and abroad.

Please visit the NRCBL at least once this semester. A visit after you have an approved paper topic probably makes the most sense. The NRCBL is located at Georgetown at the Kennedy Institute of Ethics. The address is: 37th & "O" Streets, NW,

102 Healy Hall
Washington, DC 20057-1212

Parking is a challenge in the area. The url is *www.bioethics.georgetown.edu*. Check this site for additional information about the library, parking and transportation, and to verify hours. The library's hours for this semester are:

Spring Term 2008 - Wednesday, January 9 through Saturday, May 10, 2008

* * 9:00 am to 5:00 pm, Monday, Wednesday, Thursday, Friday

* * 9:00 am to 8:00 pm, Tuesday

* * 12 noon to 5:00 pm, Saturday

The library will be **closed** on the following Saturdays and Holiday Weekends:

* * Sat, January 19 and Mon, January 21 for the Martin Luther Kind Holiday

* * Sat, February 16 and Mon, February 18 for the President's Day Holiday

* * Saturdays, March 1 & 8, and Tue. evening, March 4, during Spring Break

* * Friday, March 21 and Saturday, March 22 for the Easter Holiday

The staff is very willing to provide a tour or database instructions when you go. I suggest you avail yourselves of the opportunity, as it will facilitate your research for your paper.

Once you have visited the library, please send me an e-mail telling me you have done so. You must complete this requirement to pass the course. I *urge* you to visit the library early in the semester so it can help you with your paper. Visit must be completed by **26 March 2008**.

HSRB Education

The primary goal of doctoral education is the development of new knowledge. This occurs through the research process. As we will discuss several times within the course, there are challenges to ensuring that research is done ethically, with optimal protection for human subjects.

The goal of this assignment is for you to understand the role of the IRB/HSRB within academic and research institutions.

Please read the following pages:

<http://www.gmu.edu/research/ORSP/index.html>

<http://www.gmu.edu/research/ORSP/HumanSubjects.html>

<http://www.gmu.edu/research/ORSP/HumanPoliciesAndProcedures.html>

Please read Adverse Event Reporting,
Classroom Projects Guidelines and FAQs
Exempt Research
Guidelines for Informed Consent
Human Subjects (Definition)

Human Subjects Research Review Process

<http://www.gmu.edu/research/ORSP/HumanFormsAndInstructions.html>

Please read: Adverse Event Report Form
Amendment Form and Guidelines
Human Subjects Application Form
Informed Consent Template
Continuing Review Form

<http://www.gmu.edu/research/ORSP/HumanFAQS.html>

Please read ALL The FAQ's.

Finally, please go to: <http://www.gmu.edu/research/ORSP/HumanTraining.html>

You will see the bulleted item: [Mandatory Training for Persons Conducting Research Using Human Subjects](#)

Please click on this item and complete this training. It is set up as a number of content areas, each of which is followed by a quiz. Please complete all the parts of the test. There is a certificate that you can print out upon completion. Please do so.

NB: You don't have to do this all at once. You can do the training a little bit at a time.

If you have already completed this exam as a prerequisite to participating in research, or for another course, please 1) complete the additional pages listed above, and 2) give me a copy of your certificate from your prior completion. Please let me know. Please submit a copy of the certificate to me by **5 March 2008**.

Ethics Committee Visit

The way ethics is implemented in clinically or research related situations varies. The purpose of this assignment is for you to have an experience with those who are "doing" ethics. This might take the form of a Hospital Ethics Committee, an institution's committee that deals with JCAHO's patient rights and responsibilities, an ethics consultation service, or others.

Please find a meeting that fits with your professional goals. **Please okay it with me prior to the visit.** If you have an idea for an experience other than what I've listed here, let me know. Please complete your ethics committee visit by **30 April 2008**.

One opportunity available to you is the Ethics Committee at **Georgetown University Hospital**, the chair of which is Andrew Putnam, MD. Dr. Putnam has agreed to have two students each month at the committee. The Georgetown meetings are the 4th Tuesday of the month (22 Jan, 26 Feb, 25 March, 22 April) from 4:00 to 5:00 in the Administrative Conference Room on the First Floor of the Hospital. Please let me know ASAP if you are interested in any of these dates. NB: Because the Hospital and the University share grounds, it would be logical (if it's possible) to combine your ethics committee visit with your visit to the Bioethics Library.

Online Library Orientation

One of the great resources of a University is its library system. Some of you will have had a formal library orientation in a class you have already taken. If you have ***not*** had a library orientation, you will be required to complete the online library orientation. The librarians have structured an orientation. Please complete all the modules in this orientation.

To access the orientation, please go to <http://library.gmu.edu/research/>. Under the heading “instruction” please click on “Library research basics online!” This will take you to a WebCT page; for this page, for the username use “library”, for the password, using “basics.” You are now in the library orientation.

The library orientation page has nine sections. Please complete each section. The first section, “When’s it due?” will help you set up intermediate deadlines for writing the paper for this course. Thus, you can enter today’s date, and then 4/16/08 for the due date. The Calendar has realistic suggestions for planning to write the paper. The “Information Cycle” section is an interesting perspective on how real events become the foundation for research and thus a basis for improving clinical practice and advancing research agendas. In “finding background information”, focus on primary sources. In some cases, books will be appropriate resources; Step 3 will help with this. I expect that you’ll spend the most time of Step 4. The two data bases you’re likely to use most are Medline and CINAHL. Please make sure you do all the sections of Step 4. Online resources are easy to access, but most often are not scholarly. As Step 5 recommends, please be judicious in your use of online resources. Step 6 will also help you evaluate the quality of the work you’ve chosen. You are expected to use APA citation format for the body and reference list of your paper, as well as for exams. Step 7 will give you step-by-step directions for how to do this.

Sara Sheehan is the librarian who is the resource person for Nursing. She is an invaluable help. Ms. Sheehan’s e-mail is ssheehan@gmu.edu.

Please complete **all** the modules of this webpage. Please e-mail me when you have completed all the sections. This is due **20 February 2008**.

Advance Directive

The purposes of an advance directive are 1) to convey health care preferences and 2) to identify someone to represent one’s wishes in health care decision making if one is unable or chooses not to participate. For this assignment, you will write an advance directive. It can be yours or you can work with someone else to develop his or hers. There are several kinds of advance directives, including durable power of attorney for health care, living will, a do not attempt resuscitation (DNAR) order, or an informal document. You may do any of these.

<http://www.aafp.org/afp/990201ap/617.html> (Family Physicians)

<http://www.abanet.org/aging/toolkit/home.html> (American Bar Ass’n)

<http://www.agingwithdignity.org/order.html> (Five Wishes form)

*** (available for purchase for \$2 from Mimi Mahon)

<http://www.hmhd.org/meddirt.htm> (Hunt Memorial Hospital District)

<http://www.mnhospice.org/displaycommon.cfm?an=4> (Minnesota Hospice)

<http://www.partnershipforcaring.org>
<http://www.uslivingwillregistry.com/forms.shtm>
<http://www.wramc.amedd.army.mil/patients/toknow/directive/Pages/default.aspx> (Walter Reed Army Med Ctr)
<http://www.caringinfo.org/AdvanceDirectives> (Nat'l Hospice & Palliative Care Organization)

You may use one of these sites (all accurate as of 11 Dec 2007), write your own document, or revise something you already have. The purpose of the assignment is to engage in the *process* of identifying preferences, and conveying those ideas from the primary (e.g., you) to the surrogate. This is more than most standard advance directives include, so if you plan on revising a document you already have, please make sure these two dimensions are reflected. Merely handing in an extant document does not meet the requirements for this assignment. Due: **19 March 2008**.

Health Care Policy Presentation

Given that this is an election year, this is a good opportunity to apply ethical analysis to the candidates' positions. You will be assigned, with a colleague, to examine the proposed health care policies of a specific candidate. (These assignments will be made randomly.) Please describe the proposed health care policies of your candidate. Given the numbers, it is unlikely that you will be assigned to the candidate you support. Still, please be as objective as possible. If you believe there is too much to be addressed well, please focus on one aspect of the candidate's proposed health care policies.

Once you have given a *brief* overview of the candidate's positions and/or proposals related to health care, please examine that proposal from an ethics perspective. For example, who bears the cost of this proposal? Who benefits? Is any industry or lobbying group expected to benefit? Your presentation should not exceed 10 minutes. Given that the primaries are being held so early this year, this assignment will be done early in the course, **6 February 2008**.

Hint: Do a PubMed search for your candidate. Several of them have written articles on their plans, or others have written about health care reform in the context of the election. This is also a way to see how their plans have evolved even during the time of the campaign.

Manuscript for Publication

There is an ethical component to every area of healthcare. For this assignment, you will choose an area of ethics in healthcare, and write about it for a healthcare audience. The purpose of this assignment is for you to gain experience presenting the range of topics to be considered in ethics in healthcare.

Before the end of the course, you will submit your manuscript for publication. Please identify a topic. If possible, write the paper related to your dissertation topic. Please submit your topic to me **in writing** on **6 February 2008**. Once your topic is approved, please submit (on **13 February 2008**) the author guidelines for the journal to which you will be submitting your manuscript. Your completed manuscript is due **16 April 2008**.

Course Participation

Your participation grade will be based on the *quality* of your course contributions. Ethics is not just about one's opinions; those opinions must be informed. That is, facts, such as medical indications, must frame decision making. You are expected to respect other's opinions and to treat colleagues professionally.

Disability Rights

If you are a student with a disability and you need academic accommodations, please see me, and contact the Disability Resource Center (DRC) at 703-993-2474. All academic accommodations must be arranged through the DRC.

Electronic Reserves

Readings for this course are either from one of the three texts, from an internet site (url provided with the ref below), a handout (it will be posted to the course webpage for that week), or a journal article. I have placed all of the journal articles on electronic reserve. To access the e-reserves, go to: <http://furbo.gmu.edu/cgi-bin/ers/OSCRgen.cgi>. You will select the course and faculty (Mahon). I will send you the password separately.

Course Web Page

I will develop a WebCT/ce6 course page for Nurs855. The url for the course web page is: <http://courses.gmu.edu>. Your username is the first part of your Mason email address, all lowercase. The password is the same as your email password. There will be outlines for most of the lectures. These will (hopefully) be available by the night before the lecture. If you would like to use the outline to take notes, you can download the outline from the course web page. In addition, certain readings will be posted to the website. I will also set up discussion pages for your Health Care Policy Discussion. I

REQUIRED READINGS

23 January Course Introduction; Foundations of Clinical Ethics

Boyle, et al.,: Chapter 1

Jonsen, Siegler & Winslade: Introduction; Chapter 1

30 January Research Ethics

Beecher, H.K. (1966). Ethics and clinical research. *New England Journal of Medicine*, 274, 1354-1360.

Department of Energy. (1995). Human Radiation Experiments Associated with the U.S. Department of Energy and Its Predecessors Department of Energy.

<http://www.hss.energy.gov/healthsafety/ohre/roadmap/experiments/index.html>

Accessed 7 January 2008

Shafer, J. K., Usilton, L.J., Gleeson, G.A. (1954). Untreated syphilis in the male Negro: A prospective study of the effect on life expectancy. *Milbank Memorial Fund Quarterly*, 32, 262-274.

The National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research. (1979). *The Belmont Report. Ethical principles and guidelines for the protection of human subjects of research*. National Institutes of Health. Regulations and Ethical Guidelines. <http://ohsr.od.nih.gov/guidelines/belmont.html> Accessed 7 January 2008.

6 February Health Care Policy Discussion

13 February Organizational Ethics

Boyle, et al.: Chapters 2, 3, Appendix 1

Jonsen, Siegler & Winslade: Chapter 2

20 February Online Library Orientation

27 February Ethics Consultations; Processes of Clinical Decision Making

Boyle et al.: case 19, p. 341

Jonsen, Siegler & Winslade: ch. 3

Mahon, M. (2000). Ethics consults at the Hospital of the University of Pennsylvania. How to...

Schneiderman, L.J., Gilmer, T., Teetzel, H.D., Dugan, D.O., Blustein, J., Cranford, R., Briggs, K.B., Komatsu, G.I., Goodman-Crews, P., Cohn, F., Young, E.W.D. (2003). Effect of ethics consultations on nonbeneficial life-sustaining treatments in the intensive care unit. *JAMA*, 290, 1166-1172.

5 March Informed Consent; Advance Directives

Jonsen, Siegler & Winslade: Chapter 4

Menikoff, 157-169; 242-256; 304-329

Shalowitz, D.I., Garrett-Mayer, E., Wendler, D. (2006). The accuracy of surrogate decision makers. A systematic review. *Archives of Internal Medicine*, 166, 493-497.

19 March Intensive Care Units; End of Life Decision Making; Futility; Prognosis

Menikoff: 356-373

Glare, P., Virik, K., Jones, M., Hudson, M., Eychmuller, S., Simes, J. & Christakis, N. (2003). A systematic review of physicians' survival predictions in terminally ill cancer patients. *BMJ*, 327, 195-200.

Quill, T.E., Dresser, R., Brock, D.W. (1997). The rule of double effect – A critique of its role in end-of-life decision making. *NEJM*, 337, 1768-1771.

Reisfield, G. M., Wallace, S.K., Munsell, M.F., Webb, F.J., Alvarez, E.R. & Wilson, G. R. (2006). Survival in cancer patients undergoing in-hospital cardiopulmonary resuscitation: A meta-analysis. *Resuscitation*, 71, 152-160.

Wiegand, D.L.M. & Kalowes, P.G. (2007). Withdrawal of cardiac medications and devices. *AACN Advanced Critical Care*, 18, 415-425.

Youngner, S.J. (1996). Medical futility. *Critical Care Clinics*, 12, 165-178.

26 March Persistent Vegetative State; Artificial Nutrition & Hydration

Finucane, TE, Christmas, C., Travis, K. (1999). Tube feeding in patients with advanced dementia: A review of the evidence. *JAMA*, 282, 1365-1370.

DeLisser, H., Mahon, M.M. & Schull, W. (2002). Care of patients with permanent impairments in consciousness. Policy: Hospital of the University of Pennsylvania.

Mitchell, S.L., Kiely, D.K., & Lipsitz, L.A. (1998). Does artificial enteral nutrition prolong the survival of institutionalized elders with chewing and swallowing problems. *Journal of Gerontology: Medical Science*, 53A(3), M207 – 13.

Pope John Paul II. (2004). Address of John Paul II to the Participants at the International Congress: “Life sustaining treatments and the vegetative state: Scientific Advances and Ethical dilemmas.” Talk delivered 20 March 2004.
http://www.catholicdoctors.org.uk/CMQ/2004/May/Pope_and_PVS.htm
Accessed 8 January 2008.

9 April Ethics in International Health Care

Gostin, L.O. (2007). Why rich countries should care about the world’s least healthy people. *JAMA*, 298, 89 – 92.

Gostin, L.O. (2007). Meeting the survival needs of the world’s least healthy people. A proposed model for global health governance. *JAMA*, 298, 225 – 228.

Outterson K, Kesselheim AS. (2008). Market-based licensing for HPV vaccines in developing countries. *Health Affairs*, 27, 130-39. .

UN Secretary General Millennium Project. (2006). Millennium Project Goals.
<http://www.unmillenniumproject.org/goals/index.htm>. Accessed 8 January 2008.

16 April Health Disparities & Outcomes

Boyle, et al.: Chapter 8; case 4, p. 288

Bloche, M.G. (2007). Consumer-directed health care and the disadvantaged. *Health Affairs*,

26, 1315-27.

Centers for Disease Control (2004). Fact Sheet. Racial/Ethnic Health Disparities.
<http://www.cdc.gov/od/oc/media/pressrel/fs040402.htm> Accessed 8 January 2008

Institute of Medicine. (2002). Report Brief. Unequal treatment: What health care system administrators need to know about racial and ethnic disparities in health care.
<http://www.iom.edu/Object.File/Master/14/973/DisparitiesAdmin8pg.pdf>. Accessed 8 January 2008.

Pletcher, M.J., Kertesz, S.G., Kohn, M.A., Gonzales, R. (2008). Trends in opioid prescribing by race/ethnicity for patients seeking care in U.S. emergency departments. *JAMA*, 299, 70-78.

23 April Issues within Nursing
Boyle, et al.; Case 15, p. 326

Argentero P, Dell'Olivo B, Ferretti MS. (2008). Staff burnout and patient satisfaction with the quality of dialysis care. *Am J Kidney Dis*, 51, 80-92.

Fletcher, J.J., & Cipriano Silva, M. Sorrell, J. M. (1998). Whistleblowing as a failure of organizational ethics. *The Online Journal of Issues in Nursing*, 3(3),
<http://nursingworld.org/MainMenuCategories/ANAMarketplace/ANAPeriodicals/OJIN/ableofContents/Vol31998/No3Vol31998/Whistleblowing.aspx> Accessed 7 January 2008.

MacDavitt, K., Chou SS, Stone PW. (2007). Organizational climate and health care outcomes. *Joint Commission Journal on Quality and Patient Safety*, 33(11 Suppl), 45-56.