

Building Ethics Networks

Across Health Care
Systems
and Settings

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FOX ETHICS
CONSULTING

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ALTARUM
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SYSTEMS RESEARCH FOR BETTER HEALTH

1. Key Issues:

- PURPOSE
- POPULATION
- SCOPE
- STRUCTURE
- STRATEGY

2. Common Challenges:

- VARIATION
- STANDARDS
- EXPERTISE
- EVALUATION

3. Specific Activities:

- EDUCATION
- CONSULTATION
- POLICY
- INITIATIVES

4. Hallmarks of an Effective Bioethics Network

Key Issue:

- **PURPOSE**

What is the purpose of a consortium?

1. Collaborate
2. Align efforts
3. Leverage resources
4. Share expertise
5. Realize economies of scale
6. ***Achieve a common goal***

What is the goal of your bioethics programs?

“Education, consultation, and policy”

“To create a moral space for deliberation”

“To facilitate dialogue”

“to promote ethical reflection”

“To cultivate an open exchange of ideas”

“To raise awareness of ethical issues”

“To build capacity in ethical analysis”

- Decisions and actions
- Health care

“To elevate the quality of clinical care through ethics”

“To promote ethical health care practices

“To create a more ethical health care organization”

“to foster ethical decision-making throughout the health care system

“To clarify, communicate, and advance the highest ethical standards for patient care”

“To improve ethics quality in health care”

Loma Linda Center for Christian Bioethics:

“...The focus is to improve patient care and the health of the public by encouraging professionalism and responsible decision-making.”

Key Issue:

- POPULATION

Who receives services from your consortium?

- System ethics programs?
- Hospital ethics programs?
- System leadership?
- Hospital leadership?
- Staff?
- Patients/families?
- Outsiders/others?

Key Issue:

• SCOPE

What content areas do you address?

- Clinical ethics (e.g., end-of-life, beginning of life, shared decision making, privacy and confidentiality, professionalism in patient care)
- Resource allocation?
- Business ethics?
- Research ethics?
- Workplace ethics?
- Social ethics?

Key Issue:

- **STRUCTURE**

How is your consortium organized and run?

- Identify the lead organization
- Identify the member organizations
- Identify the roles and responsibilities of the lead and member organizations
- Identify operating policies and processes
- Determine level of formality

Policies and processes

- Decision making
- Internal communications
- External communications and publicity
- Conflict resolution
- Initiating/terminating membership
- Confidentiality/non-disclosure
- Intellectual property
- Finances
- Evaluation
- Accountability

Key Issue:

• STRATEGY

Strategic Planning Model A B C D E

Where we are

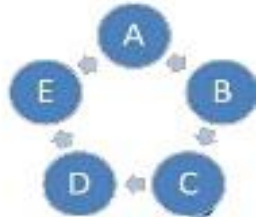
Where we want to be

How we will do it

How are we doing



<ul style="list-style-type: none"> • Environmental Scan 	<ul style="list-style-type: none"> • Situation – Past, Present and Future 	<ul style="list-style-type: none"> • Mission & Vision 	<ul style="list-style-type: none"> • Performance Measurement 	<ul style="list-style-type: none"> • Performance Management
<ul style="list-style-type: none"> • Background Information 	<ul style="list-style-type: none"> • Significant Issues 	<ul style="list-style-type: none"> • Values / Guiding Principles 	<ul style="list-style-type: none"> • Targets / Standards of Performance 	<ul style="list-style-type: none"> • Review Progress – Balanced Scorecard
<ul style="list-style-type: none"> • Situational Analysis 	<ul style="list-style-type: none"> • Align / Fit with Capabilities 	<ul style="list-style-type: none"> • Major Goals 	<ul style="list-style-type: none"> • Initiatives and Projects 	<ul style="list-style-type: none"> • Take Corrective Actions
<ul style="list-style-type: none"> • SWOT – Strength's, Weaknesses, Opportunities, Threats 	<ul style="list-style-type: none"> • Gaps 	<ul style="list-style-type: none"> • Specific Objectives 	<ul style="list-style-type: none"> • Action Plans 	<ul style="list-style-type: none"> • Feedback upstream – revise plans



Baseline Assessment of Bioethics Programs

- Clarify the organization's bioethics-related interests and needs from the perspective of key stakeholders
- Assess the organization's current bioethics programs and activities and the extent to which they are meeting organizational interests and needs
- Identify gaps by comparing the organization's current programs and activities to standards of professional organizations and societies, other health care systems, and best practices

Common Challenge:

- **VARIATION**

Common Challenge:

• STANDARDS

Common Challenge:

- **EXPERTISE**

Common Challenge:

- EVALUATION

Specific Activity:

- EDUCATION

Specific Activity:

- CONSULTATION

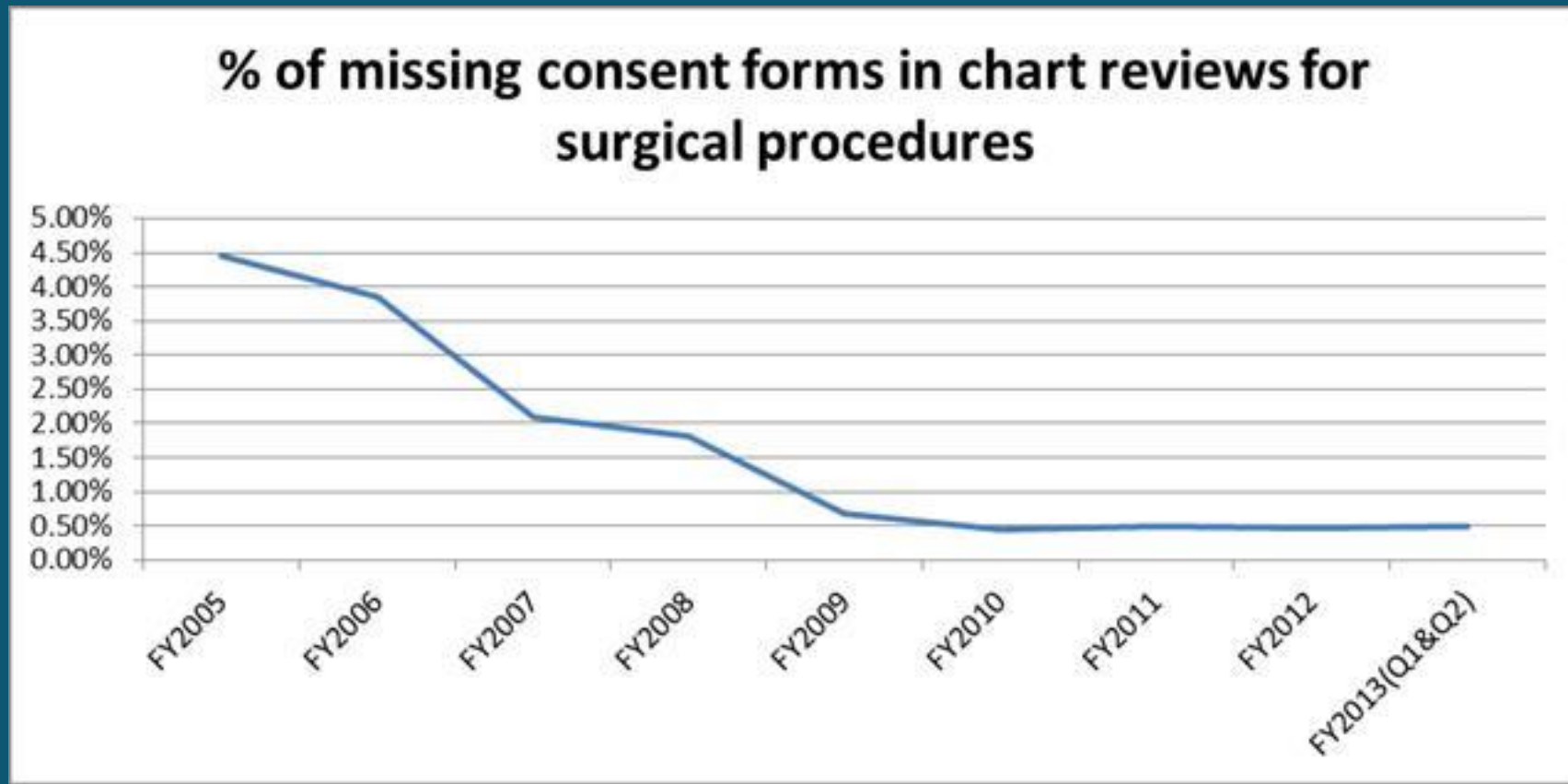
Specific Activity:

- POLICY

Specific Activity:

- INITIATIVES

Example of Initiative: iMedConsent



Example of Initiative: Integrated Ethics

From...	To...
Isolated pockets of ethics activity	Comprehensive, organized program
<i>Ad hoc</i> , variable processes	Systematic, clear standards
Reactive, case-based	Proactive, systems-focused
Limited assessment of effectiveness	Improvement-oriented, accountable

Hallmarks of Highly Effective Ethics Networks

- Clear standards, hold each other accountable
- Sufficient expertise (including leadership)
- Effective information sharing (including feedback)
- Results driven, improvement oriented
- Strategic initiatives
- Appropriately resourced

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