

NO MARGIN, NO MISSION

HEALTH-CARE ORGANIZATIONS AND
THE QUEST FOR ETHICAL EXCELLENCE

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No Margin No Mission Health Care Organizations And The Quest For Ethical Excellence

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No Margin, No Mission Steven D. Pearson, James Sabin, Ezekiel J. Emanuel, 2003-08-21 Can the ethical mission of health care survive among organizations competing for survival in the marketplace To answer this question a team of authors from Harvard Medical School and the National Institutes of Health blend ethical analysis with real world example The outcome is a rich analysis of the ethical challenges facing health care organizations combined with tangible examples of exemplary methods to address these challenges

No Margin, No Mission, 2023 Can the ethical mission of health care survive among organizations competing for survival in the marketplace This book presents both an analytic framework and a menu of pragmatic answers

Stakeholders and Ethics in Healthcare Lisa A. Martinelli, 2022-03-20 This ground breaking book uses organizational ethics and stakeholder theory to explore the ethical accountability of leadership in healthcare organizations to their distinct vulnerable stakeholder communities The book begins with a discussion of the moral agency of healthcare organizations and introduces stakeholder theory It then looks at key ethical challenges in relation to the confidentiality and privacy of healthcare data before turning to child health and interventions around issues such as obesity maltreatment and parenting The book ends by focusing on ethics of care in relation to older people and people with disabilities An insightful contribution to thinking about ethics for contemporary healthcare management and leadership this interdisciplinary book is of interest to readers with a background in healthcare business and management law bioethics and theology

Governance Ethics in Healthcare Organizations Gerard Magill, Lawrence Prybil, 2020-01-28 Drawing on the findings of a series of empirical studies undertaken with boards of directors and CEOs in the United States this groundbreaking book develops a new paradigm to provide a structured analysis of ethical healthcare governance Governance Ethics in Healthcare Organizations begins by presenting a clear framework for ethical analysis designed around basic features of ethics who we are how we function and what we do before discussing the paradigm in relation to clinical organizational and professional ethics It goes on to apply this framework in areas that are pivotal for effective governance in healthcare oversight structures for trustees and executives community benefit community health patient care patient safety and conflicted collaborative arrangements This book is an important read for all those interested in healthcare management corporate governance and healthcare ethics including academics students and practitioners

[The SAGE Handbook of Health Care Ethics](#) Ruth Chadwick, Henk ten Have, Eric M. Meslin, 2011-01-18 The SAGE Handbook of Health Care Ethics is an influential collection of work by leading scholars on the fundamental and emerging themes which define health care ethics Combining international and interdisciplinary perspectives the Handbook provides a cutting edge account of debates in five key areas health care ethics in an era of globalization beginning and end of life vulnerable populations research ethics and technologies public health and human rights This authoritative Handbook brings together experts with backgrounds in philosophy sociology law public policy and the health professions and reflects the increasing impact of globalisation and the

dynamic advances in the fields of bioscience and genetics which keep ethics at the centre of debates about the future direction of healthcare It is an invaluable resource for all students practitioners academics and researchers investigating ethical issues in relation to healthcare

Moral Leadership in Medicine Suzanne Shale,2011-12-22 What are the moral challenges that confront doctors as they manage healthcare institutions How do we build trust in medical organisations How do we conceptualize moral action Based on accounts given by senior doctors from organisations throughout the UK this book discusses the issues medical leaders find most troubling and identifies the moral tensions they face Moral Leadership in Medicine examines in detail how doctors protect patients interests implement morally controversial change manage colleagues in difficulty and rebuild trust after serious medical harm The book discusses how leaders develop moral narratives to make sense of these situations how they behave while balancing conflicting moral goals and how they influence those around them to do the right thing in difficult circumstances Based on empirical ethical analysis this volume is essential reading for clinicians in leadership roles and students and academics in the fields of healthcare management medical law and healthcare ethics

Foundations of Health Care Management Bernard J. Healey,Marc C. Marchese,2012-08-09 Foundations of Health Care Management Leaders and managers throughout the health care system are facing ever more challenging changes in the way care is delivered paid for and evaluated Foundations of Health Care Management Principles and Methods offers an innovative concise reader friendly introduction to health care management and administration It addresses the need for new skills in managers of health care facilities and for those planning to enter health care management positions The book covers such critical topics as leadership training change management conflict management techniques culture building quality improvement and communications skills as well as collaboration in the improvement of population health Foundations of Health Care Management also concentrates on innovations and describes steps in the transition to more decentralized and creative approaches to the management of health care facilities The book covers physician management from the physician s viewpoint a valuable perspective for health care managers The book serves important dual purposes for faculty and students by providing both insights into the health care field as well as foundational content on essential management and leadership competencies A full set of support materials is available for instructors at the book s companion Web site

Handbook for Health Care Ethics Committees Linda Farber Post,Jeffrey Blustein,2015-06-30 How can dedicated ethics committees members fulfill their complex roles as moral analysts policy reviewers and clinical consultants The Joint Commission TJC accredits and certifies more than 19 000 health care organizations in the United States including hospitals nursing homes and home care agencies Each organization must have a standing health care ethics committee to maintain its status These interdisciplinary committees are composed of physicians nurses attorneys ethicists administrators and interested citizens Their main function is to review and provide resolutions for specific individual patient care problems Many of these committees are well meaning but may lack the information experience skills and formal background in

bioethics needed to adequately negotiate the complex ethical issues that arise in clinical and organizational settings

Handbook for Health Care Ethics Committees was the first book of its kind to address the myriad responsibilities faced by ethics committees including education case consultation and policy development Adopting an accessible tone and using a case study format the authors explore serious issues involving informed consent and refusal decision making and decisional capacity truth telling the end of life palliative care justice in and access to health care services and organizational ethics The authors have thoroughly updated the content and expanded their focus in the second edition to include ethics committees in other clinical settings such as long term care facilities small community hospitals rehabilitation centers and hospices They have added three new chapters that address reproduction disability and the special needs of the elder population and they provide additional specialized policies and procedures on the book's website This guide is an essential resource for all health care ethics committee members

Managing Healthcare Ethically, Third Edition, Volume 1: Leadership Roles and Responsibilities William A. Nelson, PhD, Mdiv, HFACHE, Paul B. Hofmann, DrPH, LFACHE, 2022-01-06 Healthcare leaders need to exemplify the professional values they expect from others throughout the organization A strong ethical foundation is indispensable for making sound judgements and providing high quality patient care *Managing Healthcare Ethically Leadership Roles and Responsibilities* highlights the issues leaders encounter in ensuring ethical performance in both their organizations and the communities they serve This book provides specific guidance for expanding leadership skills and details relevant character traits that contribute to maintaining an ethical culture The book features selected columns originally written for the American College of Healthcare Executives Healthcare Executive magazine Chosen for their relevance to today's healthcare environment the columns share practical applications for leaders committed to ensuring an ethically grounded organization Topics covered in this volume include Racial and ethnic disparities in healthcare Patient centered care An executive driven ethical culture Organizational values statements Conflict management advice Each column concludes with discussion questions to foster conversation among colleagues or students An extensive bibliography offers suggestions for further reading on specific topics Whereas this book demonstrates the need for moral leadership and professionalism its two companion volumes explore other ethical factors critical to an organization's success *Managing Healthcare Ethically Organizational Concerns* addresses the ethics affecting policies and management while *Managing Healthcare Ethically Clinical Challenges* examines ethical dilemmas in providing patient care Collectively these three volumes share lessons that help healthcare professionals ensure their organization stays ethically aligned with both professional standards and its mission and values

Principles of Health Care Ethics Richard Edmund Ashcroft, Angus Dawson, Heather Draper, John McMillan, 2007-07-23 Edited by four leading members of the new generation of medical and healthcare ethicists working in the UK respected worldwide for their work in medical ethics *Principles of Health Care Ethics Second Edition* is a standard resource for students professionals and academics wishing to understand current and future

issues in healthcare ethics With a distinguished international panel of contributors working at the leading edge of academia this volume presents a comprehensive guide to the field with state of the art introductions to the wide range of topics in modern healthcare ethics from consent to human rights from utilitarianism to feminism from the doctor patient relationship to xenotransplantation This volume is the Second Edition of the highly successful work edited by Professor Raanan Gillon Emeritus Professor of Medical Ethics at Imperial College London and former editor of the Journal of Medical Ethics the leading journal in this field Developments from the First Edition include The focus on Four Principles Method is relaxed to cover more different methods in health care ethics More material on new medical technologies is included the coverage of issues on the doctor patient relationship is expanded and material on ethics and public health is brought together into a new section

Healthcare Valuation, The Financial Appraisal of Enterprises, Assets, and Services Robert James Cimasi, 2014-03-24 A timely look at the healthcare valuation process in an era of dynamic healthcare reform including theory methodology and professional standards In light of the dynamic nature of the healthcare industry sector the analysis supporting business valuation engagements for healthcare enterprises assets and services must address the expected economic conditions and events resulting from the four pillars of the healthcare industry Reimbursement Regulation Competition and Technology Healthcare Valuation presents specific attributes of each of these enterprises assets and services and how research needs and valuation processes differentiate depending on the subject of the appraisal the environment the property interest exists and the nature of the practices Includes theory methodology and professional standards as well as requisite research analytical and reporting functions in delivering healthcare valuation services Provides useful process tools such as worksheets and checklists relevant case studies plus a website that will include comprehensive glossaries and topical bibliographies Read Healthcare Valuation for a comprehensive treatise of valuation issues in the healthcare field including trends of compensation and reimbursement technology and intellectual property and newly emerging healthcare entities

Nursing Ethics: Across the Curriculum and Into Practice Janie B. Butts, Karen L. Rich, 2022-09-01 Nursing Ethics Across the Curriculum and Into Practice continues to provide a solid ethical foundation for nursing students in an updated sixth edition This comprehensive easy to read text covers ethics across the nursing curriculum making it a perfect fit for any undergraduate course Logically divided into three parts Nursing Ethics Sixth Edition underscores how ethics is interwoven with nearly every aspect of professional nursing practice It guides students through the foundations of ethics in nursing ethical considerations across the lifespan and ethical considerations for areas such as leadership and public health Engaging learning features including case studies legal perspectives and research notes bring concepts to life and serve to remind students that ethics really does sit at the heart of professional nursing practice and quality patient care

Management in Physical Therapy Practices Catherine G Page, 2015-02-06 That s why we ve provided wisdom you won t find in any other Management text practical business principles and perspectives for all types of

clinical settings to help you prepare for wherever life may lead you Walk through true stories of trials and triumphs as Catherine Page shows you how to create a personal business plan that will set you up for success whether you decide to own a clinic or focus on direct patient care *No Place For Dying* Helen Stanton Chapple,2016-09-17 The U S hospital embodies society s hope for itself a technological bastion standing between us and death What does the gold standard of rescue as ideology and industry mean for the dying patient in the hospital and for the status of dying in American culture This book shows how dying is a management problem for hospitals occupying space but few billable encounters and of little interest to medical practice or quality control An anthropologist and bioethicist with two decades of professional nursing experience Helen Chapple goes beyond current work on hospital care to present fine grained accounts of the clinicians patients and families who navigate this uncharted untidy and unpredictable territory between the highly choreographed project of rescue and the clinical culmination of death This book and its important social and policy implications make key contributions to the social science of medicine nursing hospital administration and health care delivery fields Healthcare Valuation: The four pillars of healthcare value Robert James Cimasi,2014 In light of the dynamic nature of the healthcare industry sector the analysis supporting business valuation engagements for healthcare enterprises assets and services must address the expected economic conditions and events resulting from the four pillars of the healthcare industry reimbursement regulation competition and technology This title presents specific attributes of each of these enterprises assets and services and how research needs and valuation processes differentiate depending on the subject of the appraisal the environment the property interest exists and the nature of the practices Nursing Ethics Janie B. Butts,Karen L. Rich,2013 *Value in Health Care* Institute of Medicine,2010-05-03 The United States has the highest per capita spending on health care of any industrialized nation Yet despite the unprecedented levels of spending harmful medical errors abound uncoordinated care continues to frustrate patients and providers and U S healthcare costs continue to increase The growing ranks of the uninsured an aging population with a higher prevalence of chronic diseases and many patients with multiple conditions together constitute more complicating factors in the trend to higher costs of care A variety of strategies are beginning to be employed throughout the health system to address the central issue of value with the goal of improving the net ratio of benefits obtained per dollar spent on health care However despite the obvious need no single agreed upon measure of value or comprehensive coordinated systemwide approach to assess and improve the value of health care exists Without this definition and approach the path to achieving greater value will be characterized by encumbrance rather than progress To address the issues central to defining measuring and improving value in health care the Institute of Medicine convened a workshop to assemble prominent authorities on healthcare value and leaders of the patient payer provider employer manufacturer government health policy economics technology assessment informatics health services research and health professions communities The workshop summarized in this volume facilitated a discussion of stakeholder perspectives on measuring and improving value

in health care identifying the key barriers and outlining the opportunities for next steps

The SAGE Encyclopedia of Business Ethics and Society Robert W. Kolb, 2018-03-27 Spans the relationships among business ethics and society by including numerous entries that feature broad coverage of corporate social responsibility the obligation of companies to various stakeholder groups the contribution of business to society and culture and the relationship between organizations and the quality of the environment

Ethics and Professionalism for Healthcare Managers Elizabeth J. Forrestal, Leigh W. Cellucci, 2016-09-01 Instructor Resources PowerPoint slides answers to chapter mini case studies self quizzes exercises lists of additional reading materials and links to related websites Healthcare managers face a host of difficult decisions every day Many can be loaded with ethical implications that if not addressed properly can evolve into major issues for both the manager and the organization as a whole This book prepares new and aspiring healthcare managers to make better decisions through a solid grounding in ethics and professionalism Using a three part approach to engage students the authors open each chapter with a case from the field provide key foundational material related to the ethical or professional dilemma presented and close with a mini case study and accompanying questions Rich with cases throughout the book uses examples that are based on a variety of healthcare settings including hospitals physician practices ambulatory surgery centers home health agencies and skilled nursing facilities Material covered includes the following and more Basic ethics concepts Ethics and the professional Stewardship Professional codes of ethics and ethical principles Ethical decision making Clinical interactions Human resources Health informatics The text also contains a running glossary end of chapter summary points exercises and self quizzes to reinforce essential concepts

The Healthcare Imperative Institute of Medicine, Roundtable on Evidence-Based Medicine, 2011-01-17 The United States has the highest per capita spending on health care of any industrialized nation but continually lags behind other nations in health care outcomes including life expectancy and infant mortality National health expenditures are projected to exceed 2.5 trillion in 2009 Given healthcare's direct impact on the economy there is a critical need to control health care spending According to *The Health Imperative Lowering Costs and Improving Outcomes* the costs of health care have strained the federal budget and negatively affected state governments the private sector and individuals Healthcare expenditures have restricted the ability of state and local governments to fund other priorities and have contributed to slowing growth in wages and jobs in the private sector Moreover the number of uninsured has risen from 45.7 million in 2007 to 46.3 million in 2008 *The Health Imperative Lowering Costs and Improving Outcomes* identifies a number of factors driving expenditure growth including scientific uncertainty perverse economic and practice incentives system fragmentation lack of patient involvement and under investment in population health Experts discussed key levers for catalyzing transformation of the delivery system A few included streamlined health insurance regulation administrative simplification and clarification and quality and consistency in treatment The book is an excellent guide for policymakers at all levels of government as well as private sector healthcare workers

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