Institutional Integrity: Nursing’s Role

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Why are we here?

Visualize the plant that most represents your state of being at this time

Or perhaps something like this?

Objectives

Upon completion of this session participants will be able to:

- Analyze how an institution’s mission, vision and core values influence institutional decision making, behavior and integrity
- Identify common ethical challenges and ethical quality gaps in the workplace and strategies for resolving these problems
- Contrast integrity-based and compliance-based organizational ethics programs
- Describe the hallmarks and challenges of quality institutional ethics programs
- Develop strategies for raising ethical awareness within institutions and bringing forward ethical challenges
- Utilize systematic processes including a values-based decision-making model for resolving organizational ethical challenges

**STARTING ASSUMPTIONS**

- We (those who design, deliver, finance, and evaluate health care) are all members of a moral community engaged in moral work

  The grounding for our moral obligations is the fact 1) that the service we provide is necessary to human health and wellbeing (therefore the obligation of a moral society) and 2) that the parties in health care relationships are unequal resulting in the need for fiduciary vs. contractual relationships

- Leadership is the ability to direct or motivate an individual or group to achieve set goals. Goal setting (strategic planning) and the processes used to achieve goals are profoundly ethical matters

- Moral agency should be a criteria for hiring, advancement, rewards/sanctions, firing of all, beginning with executive management

  Presuming that all parties involved in health care are moral and thus ethical matters will "take care of themselves" isn't working as our experience makes painfully clear

- Glaser: The moral identity of our health care institutions is primarily and essentially defined by society. At present it is impossible to shape and deliver health care in an ethically justifiable manner.

**Glaser’s three realms of ethics**

- Societal Realm
- Organizational Realm
- Individual Realm
Specific Ethical Challenges
In Today’s Market-Driven Health Care Environment

1. Assuring patients of a minimum quality of care and standard of safety—even or better, especially, the most vulnerable.
2. Assuring HCP’s that their professional integrity will not be compromised by compelling them to participate in substandard care.
3. Motivating the delivery system to maintain standards of care and safety.

Clarifying Concepts

- Ethics
- Moral Agency
- Moral Integrity

Difference between Ethics and Compliance

- The **compliance** strategy, which is predominantly lawyer driven, meets the basic needs for legal compliance.
- The **integrity**-based strategy is characterized by a conception of ethics as a driving force of an enterprise.  

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<th>What is Moral Integrity?</th>
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<td><strong>Integrity</strong>:</td>
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| 1. soundness of and adherence to moral principle and character; uprightness and honesty.  
2. the state of being whole, entire, or undiminished.  
3. a sound, unimpaired, or perfect condition.  |
| From Webster’s Encyclopedic Unabridged Dictionary of the English Language |
Why be a person/ministry of Integrity?

- “One becomes what on repeatedly does.” Aristotle
- "American Baptist Homes of the West will continue to hold the trust of its constituency by keeping its promises with integrity, stability, and intentional ethical behavior in the provision of quality services for older persons”

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Film Test

- Presuming that all parties involved in ministries are moral and thus ethical matters will “take care of themselves” isn’t working as our experience makes painfully clear.

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When teaching a child to walk:
Lift up with one hand and cup his bottom with the other so he doesn’t fall... Irish saying

- Create a vision of excellence that s-t-r—et-ches others
- Simultaneously cultivate a culture that supports folks doing the right thing for the right reason
A Behavioral and Systems View of Integrity

- Professionalism (Substitute: Integrity) needs to evolve from being conceptualized as an innate character trait or virtue to sophisticated competencies that can and must be taught and refined over a lifetime of practice.
- Furthermore, professional behaviors are profoundly influenced by the organizational and environmental context of contemporary medical practice, and these external forces need to be harnessed to support—not inhibit—professionalism in practice.
- This perspective on professionalism provides an opportunity to improve the delivery of health care through education and system-level reform (Lesser, et al, 2010)

What Needs to Change at the Level of the Individual?

- Do my values and commitments support excellent practice?
- Practice Everyday...What do you want to learn today and who can help you? Identify and use a mentor...

What Needs to Change at the Level of the Organization?

- Do we have the right mission, vision, core values?
- Montgomery Hospice has a single purpose—to gently guide the journey through serious illness and loss with skill and compassion for all of our community’s residents.
- Georgetown University Department of Nursing
  - Commitment to excellence, individual and collective
  - Orientation to Persons and to Human Flourishing
  - Professional Care and Compassion
  - Social Justice and the Common Good

What Needs to Change at the Level of the Organization?

- Magnate: Nursing’s Voice
  - When did you last make your “voice” known at your place of work and what did you communicate?
  - How confident are you that your voice if raised will be heard?
  - If your senior leadership was asked to name three high priority nursing concerns would they be able to name them?

What Needs to Change at the Level of the Organization?

- Kotter’s Model for Leading Change

Eight Errors Common to Organizational Change Efforts and Their Common Consequences

Common Errors

- Allowing too much complacency
- Failing to create a sufficiently powerful guiding coalition
- Underestimating the power of vision
- Under communicating the vision by a factor of 10 (or 100 or even 1,000)
- Permitting obstacles to block the new vision
- Failing to create short-term wins
- Declaring victory too soon
- Neglecting to anchor changes firmly in the corporate culture

Consequences

- New strategies aren’t implemented well
- Acquisitions don’t achieve expected synergies
- Reengineering takes too long and costs too much
- Downsizing doesn’t get costs under control
- Quality programs don’t deliver hoped-for results

The Eight-Stage Process of Creating Major Change

- Establishing a Sense of Urgency
- Creating the Guiding Coalition
- Developing a Vision and Strategy
- Communicating the Change Vision
- Empowering Broad-Based Action
- Generating Short-Term Wins
- Consolidating Gains and Producing More Change
- Anchoring New Approaches in the Culture

Effective Ethics Programs

Veterans Association’s Integrated Ethics Program

- respond to ethical questions at the level of actions and decisions through Ethics Consultation;
- address ethics quality gaps at the level of systems and processes by applying a quality improvement approach in Preventive Ethics; and
- foster a strong ethical environment and culture through Ethical Leadership.

What is Ethics Quality in Health Care?

- Step One: Clarify the Ethical Conflict
- Step Two: Identify All of the Affected Stakeholders and Their Values
- Step Three: Understand the Circumstances Surrounding the Ethical Conflict
- Step Four: Identify the Ethical Perspectives Relevant to the Conflict

- Step Five: Identify Different Options for Action
- Step Six: Select Among the Options
- Step Seven: Share and Implement the Decision
- Step Eight: Review the Decision to Ensure It Achieved the Desired Goal

Why Ethics Consultants Should Care about Systems/Processes & Environment/Culture

- Ethics cases are embedded in, and influenced by, the larger organizational context
- Many ethics cases have systems level causal or contributory antecedents
- Therefore, recurrent cases predict future cases unless underlying systems issues are identified and addressed

Why Ethics Consultants Should Care About Systems/Processes & Environment/Culture

- Ethics consultants are a limited resource and have a stewardship interest in preventing the recurrence of similar cases

Organizational Integrity

Facilitating Variables

- Leadership must value institutional integrity and communicate this clearly; Senior leadership needs to be "on board"
- The institutional mission, vision and values must be known and alive!
- Perception that it is "safe" to explore areas of conflict/concern and that it is OK for people to disagree
- A methodic process for reasoning about ethical challenges to refute the notion that ethics is merely a matter of opinion

Facilitating Variables cont’d

- Perception that this effort "pays off" in better outcomes for patients, families and staff, in short, it is "worth" the time, energy and money invested
- The institutional culture must support folks doing the right thing because it’s the right thing to do
- A critical mass within the institution must be recognized for their moral agency
- Institutional ethics resources must be available and utilized
Organizational Integrity

**Constraining Variables**
- Leadership’s failure to value institutional integrity
- Ethics is "one more program/initiative": this year we are doing Baldrige
- Failure to distinguish ethical dimension from legal, compliance; reducing ethics to compliance
- Belief that ethics is a matter of personal opinion; fear of "ethics police"

What Needs to Change at the Level of Society?
- The Nurse as CITIZEN
- What kind of society do we want for ourselves and our children?
- In a time of rapidly increasing disparities will nurses still be on the forefront of addressing needs?
  - The Congressional Budget Office recently reported that between 1979 and 2007 the top 1% of households doubled their share of pretax income while the share of the bottom 80% fell.

"We can either settle for a country where a shrinking number of people do really well, while a growing number of Americans barely get by," said President Obama in his 2012 State of the Union address. "Or we can restore an economy where everyone gets a fair shot, everyone does their fair share, and everyone plays by the same set of rules."
- Tea Party: stresses "inequality of opportunity" and believes pro-growth policies and an unbridled free market will lift all boats.
- Occupy Wall Street: wants a tax code that reverses the inequality gap.

FDR Memorial

"I see one-third of a nation ill-housed, ill-clad, ill-nourished." "The test of our progress is not whether we add more to the abundance of those who have much; it is whether we provide enough for those who have too little." January 20, 1937

Take-Away
- What needs to change in our practice environments to facilitate excellence?
- Are we ready to shoulder the burdens of leadership to achieve excellence?
- Will a new commitment to our teams result in our all being happier, healthier and more productive?
Resources


- McDaniel, C. Developmental and Psychometric Properties of the Ethics Environment Questionnaire. Medical Care, 38(9): 901-914