



OhioHealth

Our Pledge



- We honor the dignity and worth of each person.
- We believe our first responsibility is to the patients we serve. We respect the physical, emotional and spiritual needs of our patients and find that compassion is essential to fostering healing and wholeness.
- We believe our patients and their families deserve the best possible healthcare experience. We are committed to the pursuit of excellence in all that we do. Teaching and learning are fundamental in our efforts.



OhioHealth

Our Pledge



- We believe we are accountable to our communities for our stewardship. We have a special concern for the poor, and are committed to making quality healthcare available to all. Our decisions will serve our communities in the present and preserve our mission into the future.
- We believe our actions and decisions must reflect a faithful balance of our core values. We will act with absolute integrity and expect the same of those who work with us.



OhioHealth

Our Pledge



- We believe our people are the source of our success. Our organization must reflect the rich diversity of our communities. We will respect, embrace and derive strength from our differences. We are committed to providing a work environment that enables our employees to fulfill their professional, family and community responsibilities.



OhioHealth

Our Pledge



- We believe that spiritual diversity within our organization must be respected and celebrated. Our relationship with the United Methodist Church grounds us in a strong moral and ethical foundation. Throughout the organization, we exist to serve others.
- **Our every action must advance our mission: To improve the health of those we serve.**









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**We are more than a health system.
We are a belief system.**



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Riverside Women's Center

DO NOT
ENTER

ONE
WAY
→

ENTER

Riverside
Women's Center
Radiology & Imaging







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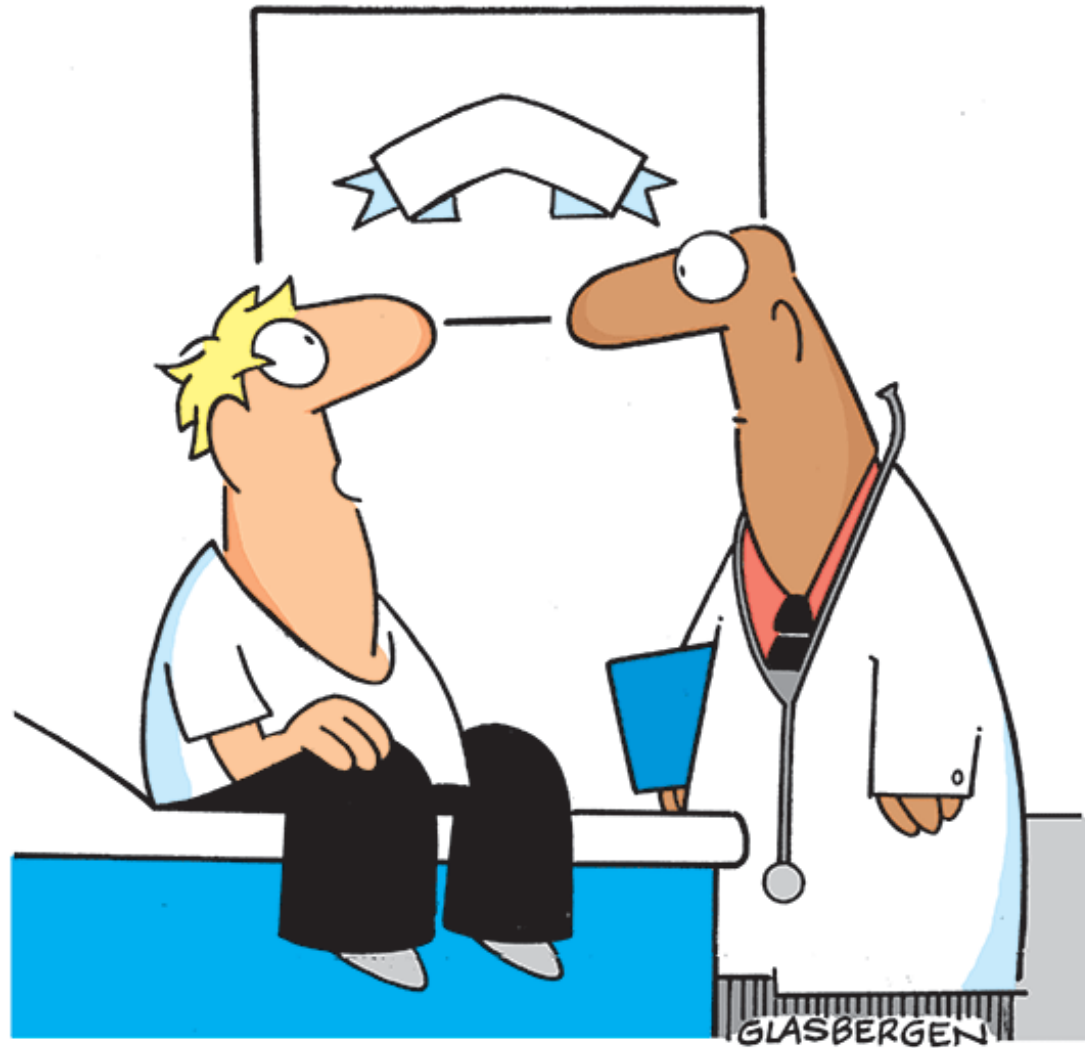


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**“I already diagnosed myself on the Internet.
I’m only here for a second opinion.”**



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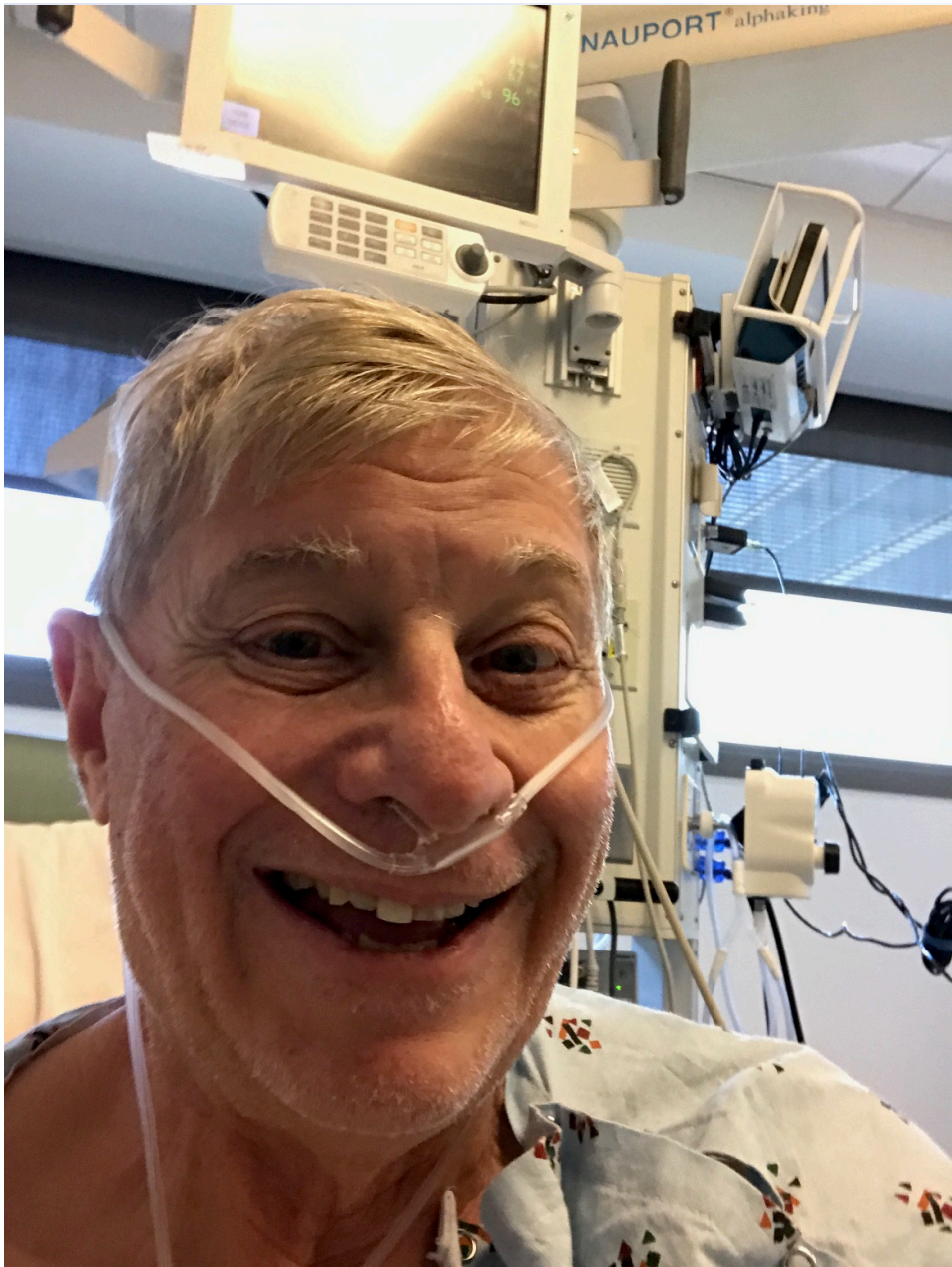


“We have a new healthcare plan. If someone gets sick, we all sign a Get Well card. If that doesn’t work, we sue the greeting card company to pay for your treatment.”





















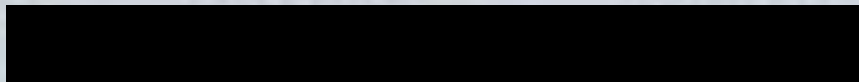
**This is
not my
idea of
fun.**

**Why am I
here?**



How excited are you to find out that a lawyer will be talking to you about ethics and character?

Knock Knock!
-Who's there?
HIPAA!
-HIPAA who?



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St. Jude Children's Research Hospital

ALSAC • Danny Thomas, Founder

The mission of St. Jude Children's Research Hospital is to advance cures, and means of prevention, for pediatric catastrophic diseases through research and treatment.



St. Jude Children's Research Hospital, is a research, treatment, and education center whose mission is to save children's lives by finding the causes of catastrophic illnesses, improving related treatments, and finding cures for their diseases.

More than 7,800 patients are seen at the Hospital yearly.

About 65,000 hospital visits per year.

Most are treated on a continuing outpatient basis as part of ongoing research programs.

Children's Hospital Fight Song



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John Hopkins – You're Beautiful



#7

Your Ethical Obligations in a Nutshell

DO NO HARM.

This institution is a world treasure, it is doing God's work. **DON'T DO ANYTHING THAT WOULD JEOPARDIZE ITS CAPACITY TO CONTINUE DOING SO.**

DO GOOD.

Regardless of your particular role, what you do and don't do can have a profound impact on the children and families you serve. **USE EVERY OPPORTUNITY YOU CAN TO DO GOOD – TO ALLEVIATE PHYSICAL AND EMOTIONAL PAIN, TO COMFORT, CHEER, ENCOURAGE, INSPIRE, SUPPORT, CONSOLE AND CARE.**



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Your Healing Tools

Your
smile

Your
words

Your
touch

Your
humor

Your
expertise



**What do you think of
when you see this picture?**



Thousands of hospitals all over the country spent huge sums preparing for the possibility of receiving an Ebola patient. If they never had a patient did they waste their money?



How long will it take for this hospital to regain its reputation?

Pressure to cut costs and increase revenues

Burdensome changing regulations

Demand for continuous training

Surveys and customer service pressures

External audits

Litigation phobia and Predatory lawyers

House counsel directives

Unreasonable patients

Arrogant doctors

Incompetent staff

Turnover

Substance abuse

Greif stricken relatives

Inadequate resources

Risk Issues

Crisis preparation

- Mass injuries (disasters, terrorism, school shootings)
- Disease (EBOLA)

Technology

- Telemedicine
- Health apps

Crazy, crooked and addicted employees

- Background checks
- Response and remediation
- Discipline
- References

Security

- Drugs
- Elder abuse
- Theft
- Violence in emergency room

Adverse events

- Reporting and records
- Disclosure to patients and families

Environment

- Disposal
- Going green

IT security

New business models

Implementation of ACA



Everybody thinks it can't
happen here...



Until it does.

One of the greatest risks in good organizations with great track records of prudent and ethical behavior is over-confidence that leads to complacency.

Bad stuff won't happen because it hasn't happened

Everyone thinks like me and would do what I would do.

I would really do what I think I would do.


How many employees have the power to make decisions that can create legal liability or damage the reputation of ULA?



The Law of Big Numbers

In every organization of size there are bound to be some people with bad judgment or weak character – and they may be working for you





**Do these
employees
expect to be
commended
or
condemned?**

**The biggest
risk is not
bad ethics
but bad
judgment**

Dilbert



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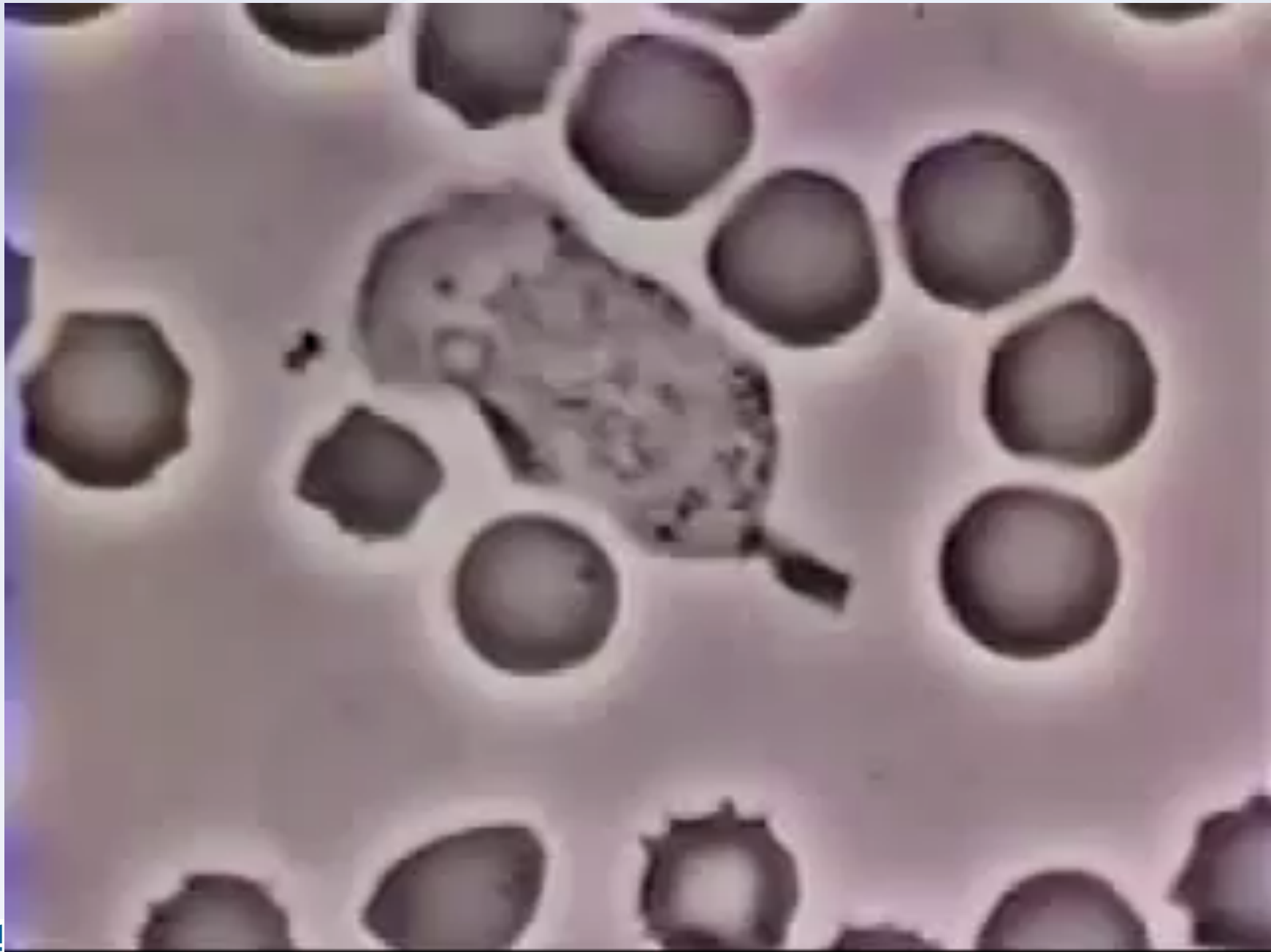
Most serious problems are not caused by bad people with bad motives but by good people with good motives.

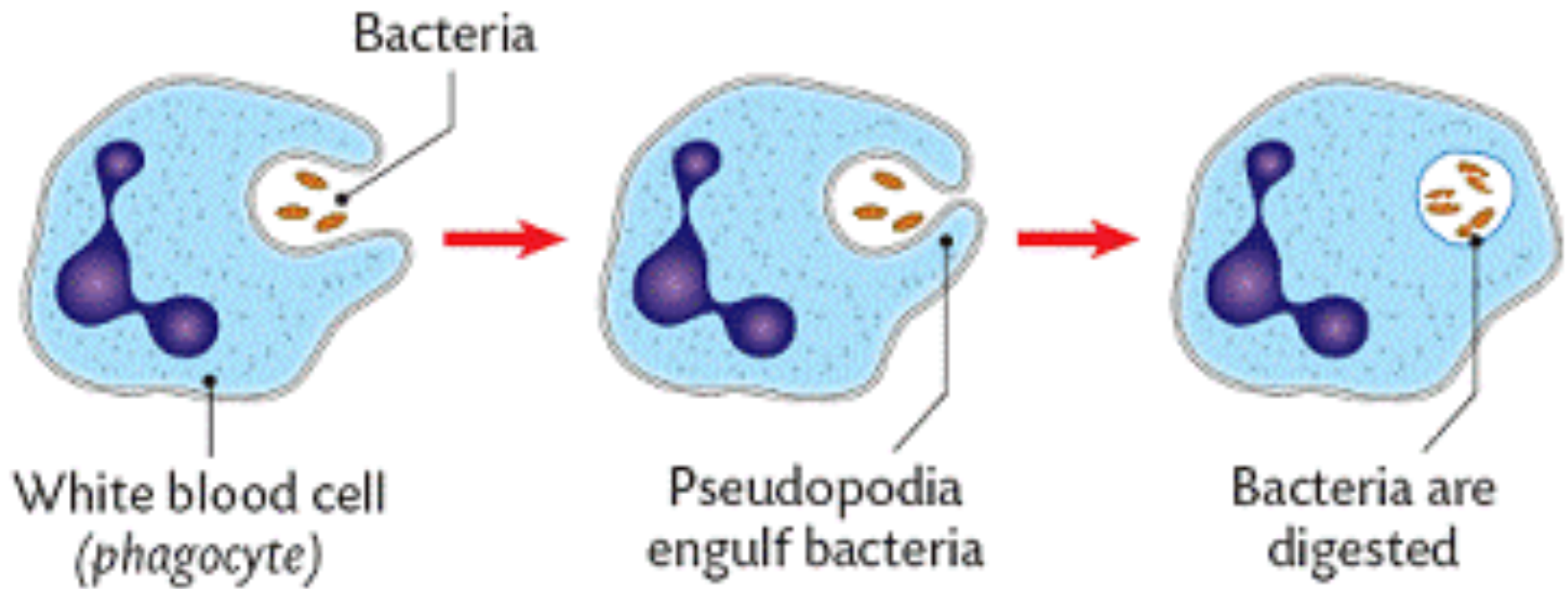
Little everyday decisions are seen as big decisions only after consequences result.

When the stakes are so high it is your ethical responsibility to be wise stewards of the reputation of the company

**In an ethical culture,
ethical principles
are embedded
in the DNA of
the organization**







Perceptions and Mindsets

What is a Mindset

A habitual or characteristic mental attitude or an inclination or disposition that influences or determines a person's responses to and interpretations of situations.



www.Publi.TV



Three stonecutters were asked what they were doing.

- The first man replied: “I am making bricks from this stone.”
- The second said: “I am making the foundation for a building.”
- The third answered: “I’m building a cathedral.”

So what? What difference does it make how a person looks at his work?

If you change your perspective you change the way you experience the world.

Do you see the arrow?



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Do you see the arrow?



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Do you see the arrow?



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Valuable Insights

Once you realize that messages and images are often embodied in negative space (the white space) you will look for such messages and often find them.

This is an example of a strategy that can open up your mind

Look for messages in the white space

How many arrows are there?



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What do you see?



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Your Concept of and Commitment to Ethics Will Affect Every Aspect of Your Life

As a healthcare professional

As a supervisor

As a parent

As a sibling and child

As a citizen



**If you want to
grow you have to
know you do not
always see all
there is and others
will see things you
don't.**

**Remember, you
don't have to be
sick to get better.**



What is ethics?

Ethics – philosophical principles (e.g., truth, respect, responsibility, justice, compassion) defining what is morally worthy and right.



These principles provide the basis for standards and rules guide the choices and conduct of good people and organizations (e.g., be honest, fair, caring, and responsible; treat people with respect)

Ethics is more than rhetoric...

It is not about what we say, or what we intend. It is not a written code or a framed credo.

It's about what we DO

Ethics is about ACTIONS.

Big E ethics

- core principles about moral right and wrong; what it is to be a good and worthy person/institution

Little E ethics

- laws and rules (compliance ethics); gifts, conflicts of interest, etc. The Professional Code of Conduct

Ethics Is Bigger Than Compliance

Compliance is about doing what you are required to do by laws or rules.

Ethics is about doing what you should do because it is right.

Shall Nots

- Hippocratic oath: first, do no harm
- Don't violate rules or regulations
- Don't do anything that subjects the hospital to liability or discrediting scandal

Shalls

- Earn and sustain trust by being honest, sincere, and forthright
- Treat everyone with respect
- Fulfill legal and ethical responsibilities
- Treat everyone fairly
- Demonstrate empathy, caring and compassion

**Hospitals, above all must be
places of pervasive caring**



**There's a big difference between what you
have a right to do and what is right to do.**

Justice Potter Stewart, U.S. Supreme Court



- Ethics requires us to give up the idea that an act is proper simply because it is permissible or that an act is ethical so long as it is legal.



- An ethical person often chooses to do more than the law requires and less than the law allows.



**Ethics is not
about the
way things
really are . . .**



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CHARACTER COUNTS! 4.0 © Josephson

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It's about the way they ought to be



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If you could interview
the people who would
date and might marry
your children, what
qualities are essential
to you?



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#7

Six Pillars of Character

TRRFCC



Trustworthiness



Respect



Responsibility



Fairness



Caring



Citizenship

**But what does this have to do
with the ethics in your organization**

What do patients expect from you?

What do you want from your patients?

What do you want from your support

What do support staff want from you?

What does the profession expect?



**Character
is ethics
in action**



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What is Character?

1.

- Character is ethics in action.

2.

- Character is the moral strength to do the right thing even if it costs more than you want to pay.

3.

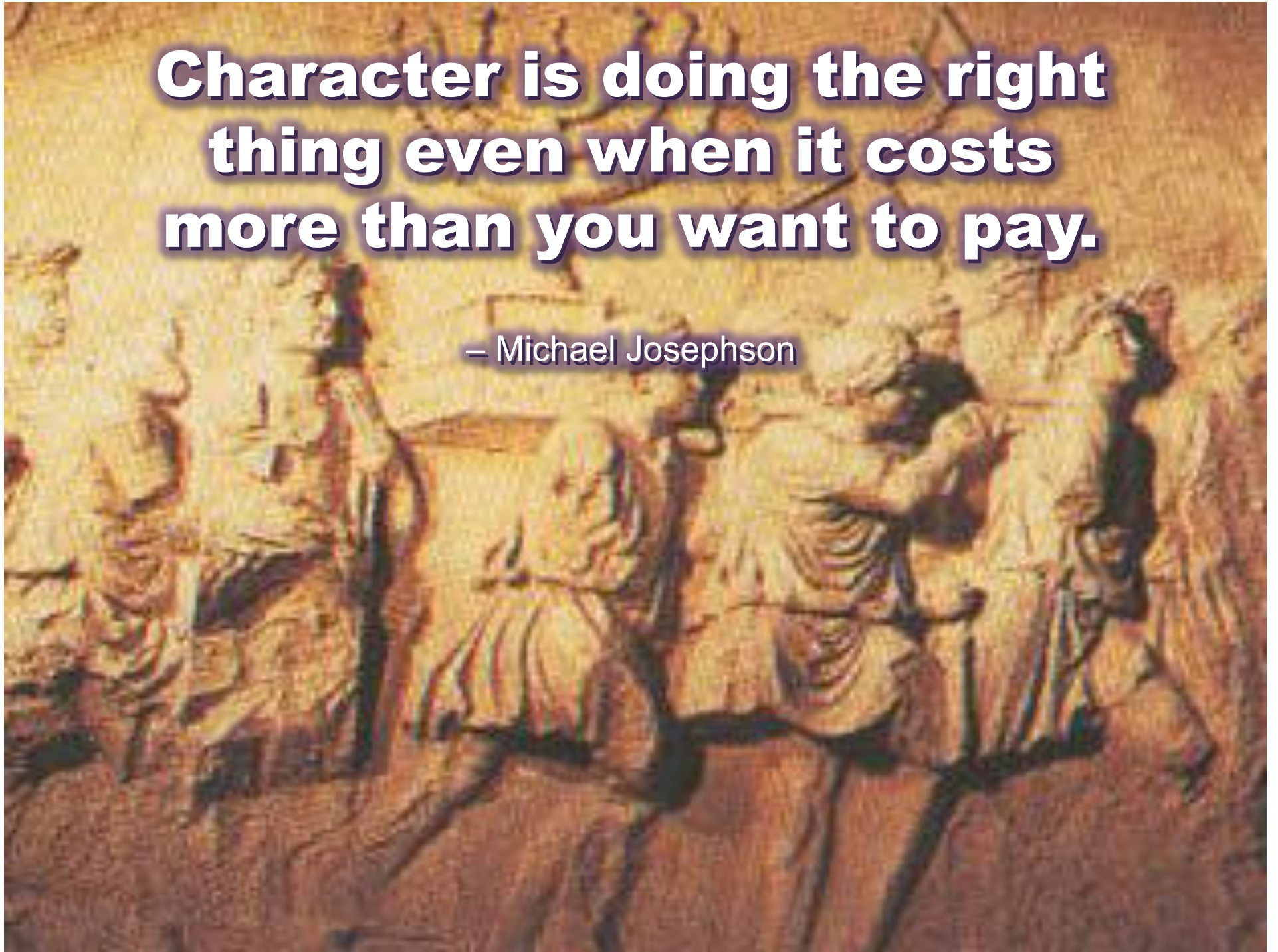
- Character is how you behave when no one is looking.

4.

- Character is the sum total of a person's traits and qualities

**Character is doing the right
thing even when it costs
more than you want to pay.**

– Michael Josephson



**Your character is
always under
construction.**



Build your life on the six pillars of character.

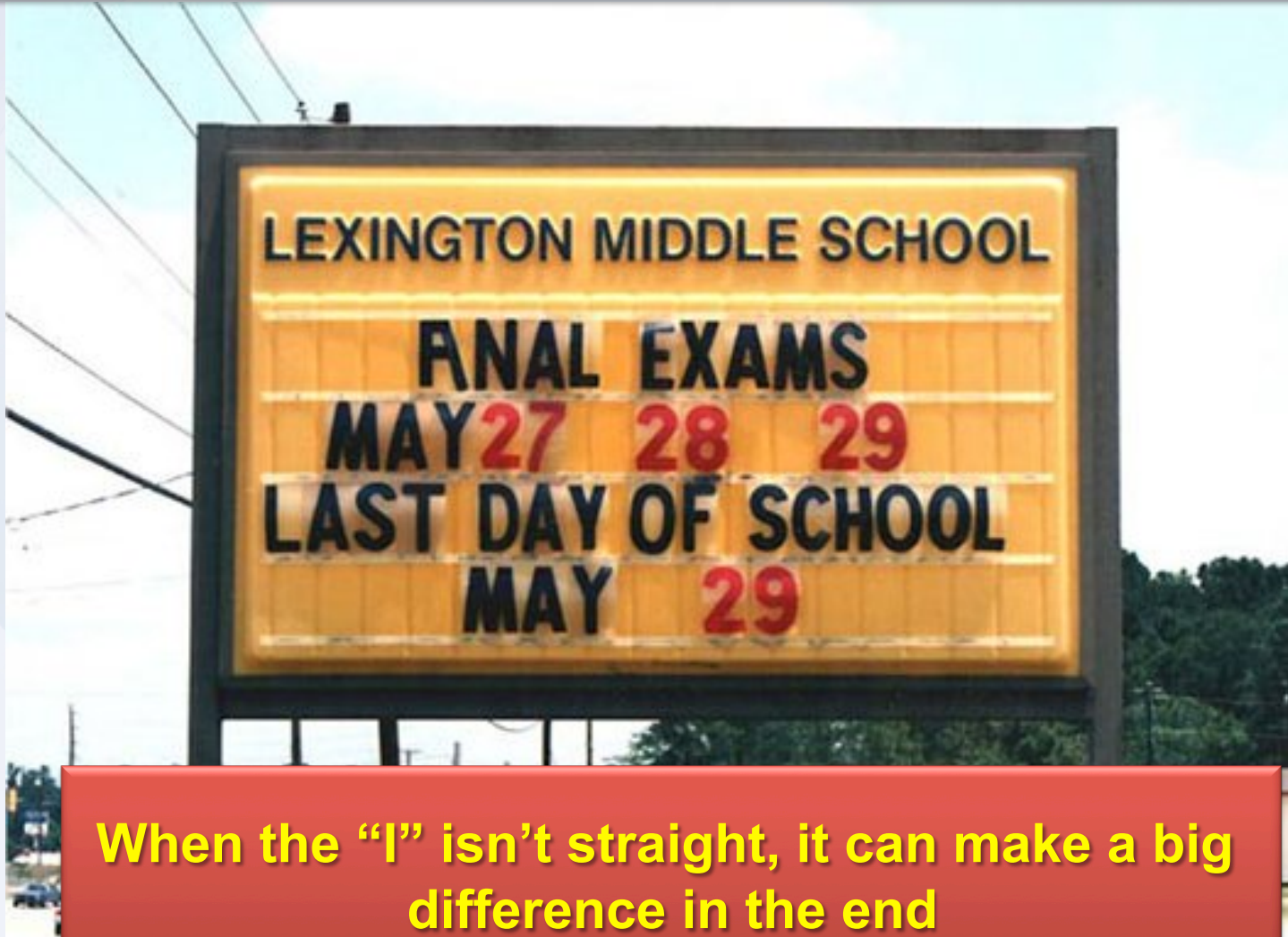
Basic Convictions About Ethics

Ethics is fundamentally a personal belief system about right and wrong – there are no universally accepted standards of ethics.

I am an ethical person; my personal and professional behavior consistently reflect my ethical standards.

**YOU DON'T HAVE TO BE SICK
TO GET BETTER**

Risks are created or eliminated by the choices and conduct of individuals



When the “I” isn’t straight, it can make a big difference in the end

**The antidote to heart-numbing,
soul-draining, callousness and
tunnel vision about
efficiency and profitability**

Ethics & Character

**The mission of goal
of healthcare
institutions is
quality, caring,
physical and
emotional healthcare
for each patient.**

**Everything the
institution has to do
to accomplish this is
instrumental – a
means to an end, not
an end in itself.**



Can I be honest here?
I don't think we can afford the luxury of ethics.



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Rational Decision-Making Versus Rationalizations

The difference between a rational decision and a rationalization is based on when the reasoning process takes place.

In a rational decision one reasons first in order to reach a conclusion.

In a rationalization the reasoning process is used to justify a conclusion or decision.



**Excerpts of Alternative Version of
Hippocratic Oath by Dr. Louis Lasagna
(Dean of the School of Medicine at Tufts University) 1964**

I will remember that there is art to medicine as well as science, and that warmth, sympathy, and understanding may outweigh the surgeon's knife or the chemist's drug.

I will remember that I do not treat a fever chart, a cancerous growth, but a sick human being, whose illness may affect the person's family and economic stability. My responsibility includes these related problems, if I am to care adequately for the sick.

If you want to know how to live your life, think about what you'd like people to say about you after you die – and live backwards.

**But doing all you have to do require
much more than compassion**

**It requires professional
distance and expertise**

Funny Plox

Subscribe for Daily Cuteness



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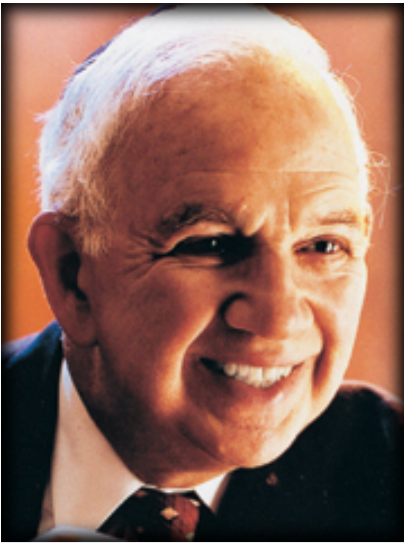
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Enterprise Risk Management

- Identifying
- Analyzing
- Responding to
- Monitoring internal and external risks and opportunities,
- Management selects a *risk response strategy* for



“Our souls are not hungry for fame, comfort, wealth or power. Our souls are hungry for meaning, for the sense that we have figured out how to live so that our lives matter, so that the world will be at least a little bit different from our having passed through it.” - Harold Kushner

RISK RESPONSE STRATEGY

Avoidance: exiting the activities giving rise to risk

Reduction: taking action to reduce the likelihood or impact related to the risk

Alternative Actions: deciding and considering other feasible steps to minimize risks.

Share or Insure: transferring or sharing a portion of the risk, to finance it

Accept: no action is taken, due to a cost/benefit decision

Monitoring: part of internal control activities (i.e., surveys, analytical reports, management committee meetings with relevant experts)

The Compliance Mandate

In our current highly regulated and scrutinized business environment, corporations devote substantial resources to prevent resource-draining and reputation-damaging conduct that could result in criminal penalties or civil liability.

Because such conduct cuts profits, principles of prudence and self-interest impose a duty on management to take whatever steps are needed to assure that employees comply with laws and regulations

Objective of a Compliance Program

The objective of a compliance program is to detect and prevent unlawful conduct within the corporation.

To achieve this a company must develop mechanisms to assure that employees know the law and increase the likelihood that they will obey it by establishing detection and reporting processes that create a credible likelihood that lawbreakers will be caught and disciplined.

Compliance Centered Hierarchy of Objectives

Promote
Ethical
Prevent

Ethically
questionable
conduct

Prevent Unethical
(lawful but awful)
conduct

Prevent Civil liability

Prevent Regulatory violations

Prevent Criminal conduct

**Potential Impact of
Illegal, Unethical or
Questionably
Unethical Conduct**

**Lost
Profit
Difficulties in
& Growth
Talent
acquisition
and retention**

**Diminished Employee
Pride and Morale**

Loss of Trust & Credibility

Damaged Reputation

“Compliance is more than looking to the letter of the law. Indeed, ...many organizations that have compliance programs already describe them as ethics and compliance programs and also employ ‘ethics officers’.... [In fact] it is questionable whether a compliance program can be truly effective if it does not have an ethics component.”

**- Judge Diana E. Murphy,
Chair of the U.S. Sentencing Commission (2002)**

“Experience suggests that good ethics programs and good compliance programs are interdependent; each is incomplete without the other.

“A good compliance program must emphasize values and moral responsibility, because this increases the program’s effectiveness among employees.”

- Dawn-Marie Driscoll (cited by Judge Diana E. Murphy, Chair of the U.S. Sentencing Commission in 2002)

Movement from Compliance to Ethics

In 2004 the Guidelines were amended with the explicit warning that “check the box” compliance programs would be insufficient to justify a sentencing reduction.

Under the revised guideline the judge must find that the program “promote[s] an organizational culture that encourages ethical conduct and a commitment to compliance with the law.”

ETHICS: THE ROOT OF COMPLIANCE

What it is.

Why it matters.

How to get more of it.

Ethics Is Bigger Than Compliance

Compliance is about doing what you are required to do by laws or rules.

Ethics is about doing what you should do because it is right.

**If we solved all
compliance
problems
would we also
solve all or
most of our
ethical
problems?**

**If we solved all
ethical
problems
would we also
solve all or
most of our
compliance
problems?**

Ethics is more than rhetoric...

It is not about what we say, or what we intend. It is not a written code or a framed credo.

It's about what we DO

Ethics is about ACTIONS.

**It's easy to dodge
our responsibilities,
but we cannot
dodge the
consequences of
dodging our
responsibilities.**

– Sir Josiah Stamp

British financier (1880-1941)

What is ethics?

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These principles provide the basis for standards and rules guide the choices and conduct of good people and organizations (e.g., be honest, fair, caring, and responsible; treat people with respect)

The Parable of the Master Carpenter



Six Pillars of Character

TRRFCC



Trustworthiness



Respect



Responsibility



Fairness



Caring



Citizenship



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**But what does this have to do
with the ethics in your organization**

**What does management want
from employees?**

**What do employees want from
their managers?**

**What does the public want and
expect from your company?**

Good ethics is good sense

Ethics as a risk-management strategy



Don't let your career or the well-being of your company depend on the tip of a 2X4

Do these employees expect to be commended or condemned?



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Sometimes a warning is enough
to avoid unnecessary risk



Sometimes its wise to warn even about obvious risks



Don't drive off the dock



Risk Factor: People sometimes do really dumb things



Bomb

**The antidote:
training, supervision
and discipline**





Warren Buffett:

“I look for three things in a new hire: energy, creativity and integrity.

But if you don’t get the last thing, the first two will kill you.”



**Find people with
a moral
compass and
you won't have
to emphasize
compliance.**

What can be done to increase ethics?

Ethics training – online and classes

Assessments

Establishing and ethical culture

- **HR policies – hire for character train for skills**
- **TEAM – teach, enforce, advocate, model**
- **Best possible result decision making**

Establishing an Ethical Culture

How does a healthy body deal with an infection (an antigen)?

Our immune system consists of white blood cells which produce antibodies which attack, surround and consume the antigen.



In a healthy organization detrimental attitudes and behavior are surrounded and overcome by values-driven employees who act as anti-bodies.



In a healthy organization most forms of misconduct are prevented or limited without any need to report the activity.

An ethical culture is a pervasive organizational climate that promotes ethical conduct and discourages unethical conduct.

ethical values are in the DNA of the organization

it's easier and more rewarding to do the right thing than the wrong thing.

everyone is expected to be concerned with discerning, doing, and requiring others to do the right thing.

An ethical culture exists when formal and informal incentives:

Nourish and promote ethical conduct such as honesty, moral courage, respectfulness, responsibility, fairness, caring and good citizenship and

Discourage and prevent unethical conduct such as deceit, disrespect, unaccountability, unfairness, selfishness and lawlessness.

How does a healthy body deal with an infection (an antigen)?

Our immune system consists of white blood cells which produce antibodies which attack, surround and consume the antigen.

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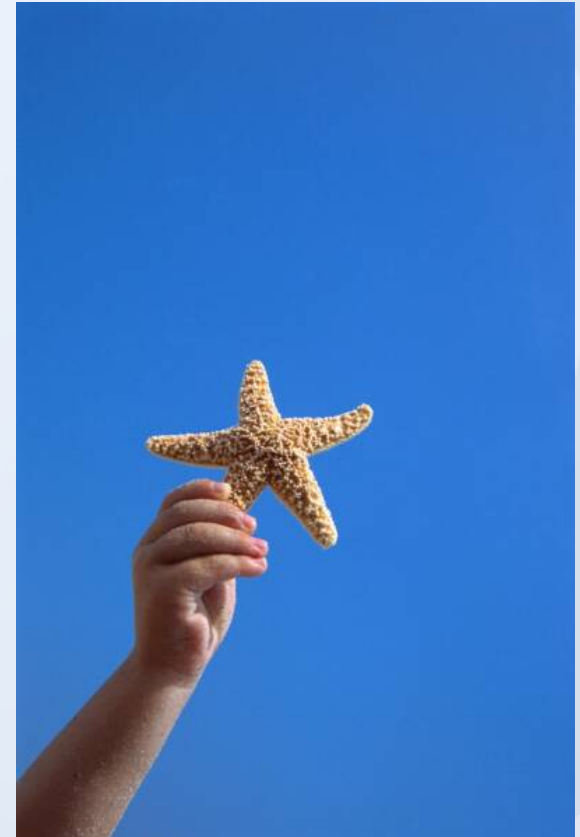
When confronted by an approaching bear

***I don't have to out run
the bear . . .***



***I just have to
out run you!***

What you're doing won't
make a difference



It does to this
starfish

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- **What Will Matter Facebook**

<https://www.facebook.com/WhatWillMatter>

- **What Will Matter newsletter. Podcast and Blog**

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CHARACTER COUNTS! Facebook

<https://www.facebook.com/CharacterCounts>

CHARACTER COUNTS! website

www.charactercounts.org

WHAT WILL MATTER

By Michael Josephson © 2003

Ready or not, some day it will all come to an end.

There will be no more sunrises, no minutes, hours or days.

All the things you collected, whether treasured or forgotten will pass to someone else.

Your wealth, fame and temporal power will shrivel to irrelevance.

It will not matter what you owned or what you were owed.

Your grudges, resentments, frustrations and jealousies will finally disappear.

So too, your hopes, ambitions, plans and to do lists will expire.

The wins and losses that once seemed so important will fade away.

It won't matter where you came from or what side of the tracks you lived on at the end.

It won't matter whether you were beautiful or brilliant.

Even your gender and skin color will be irrelevant.

So what will matter? How will the value of your days be measured?

What will matter is not what you bought but what you built, not what you got but what you gave.

What will matter is not your success but your significance.

What will matter is not what you learned but what you taught.

What will matter is every act of integrity, compassion, courage, or sacrifice that enriched, empowered or encouraged others to emulate your example.

What will matter is not your competence but your character.

What will matter is not how many people you knew,
but how many will feel a lasting loss when your gone.

What will matter is not your memories but the memories that live in those who loved you.

What will matter is how long you will be remembered, by whom and for what.

Living a life that matters doesn't happen by accident.

It's not a matter of circumstance but of choice.

Choose to live a life that matters.



"Please diagnose me with something covered by my health insurance."

Chattanooga Times Free Press Bennett

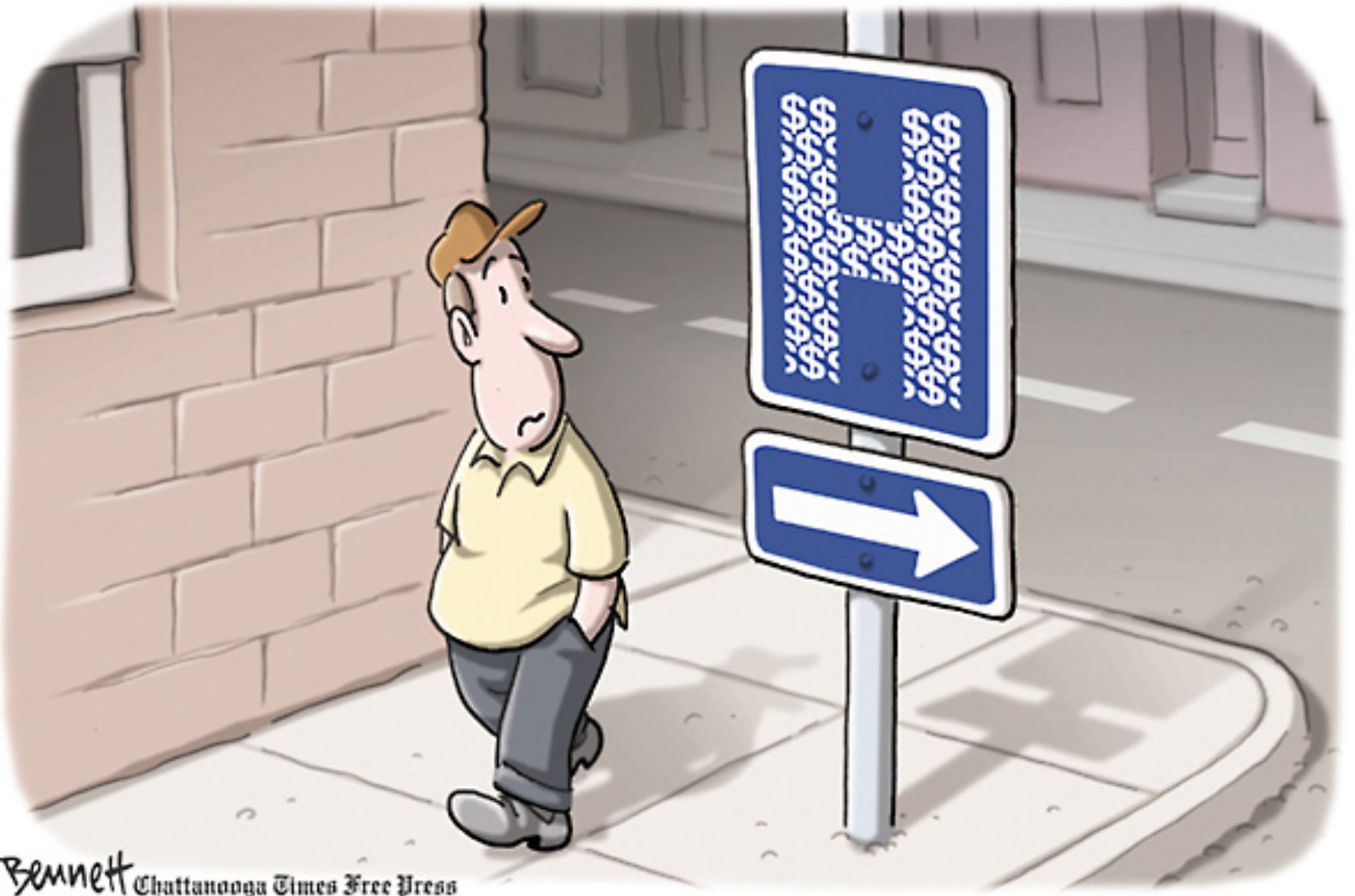


'Take two aspirin and see me after the court rules.'



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Bennett Chattanooga Times Free Press

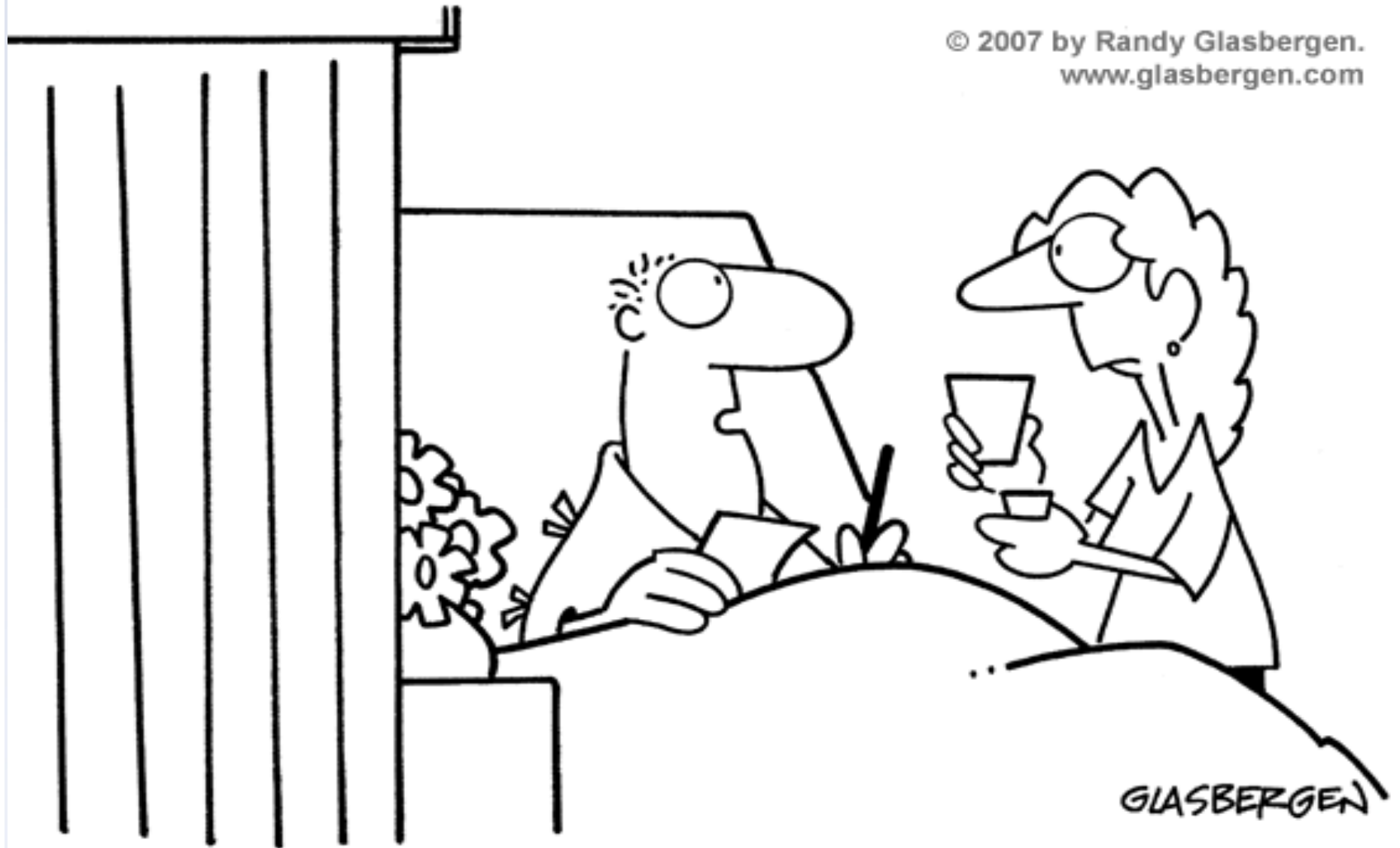


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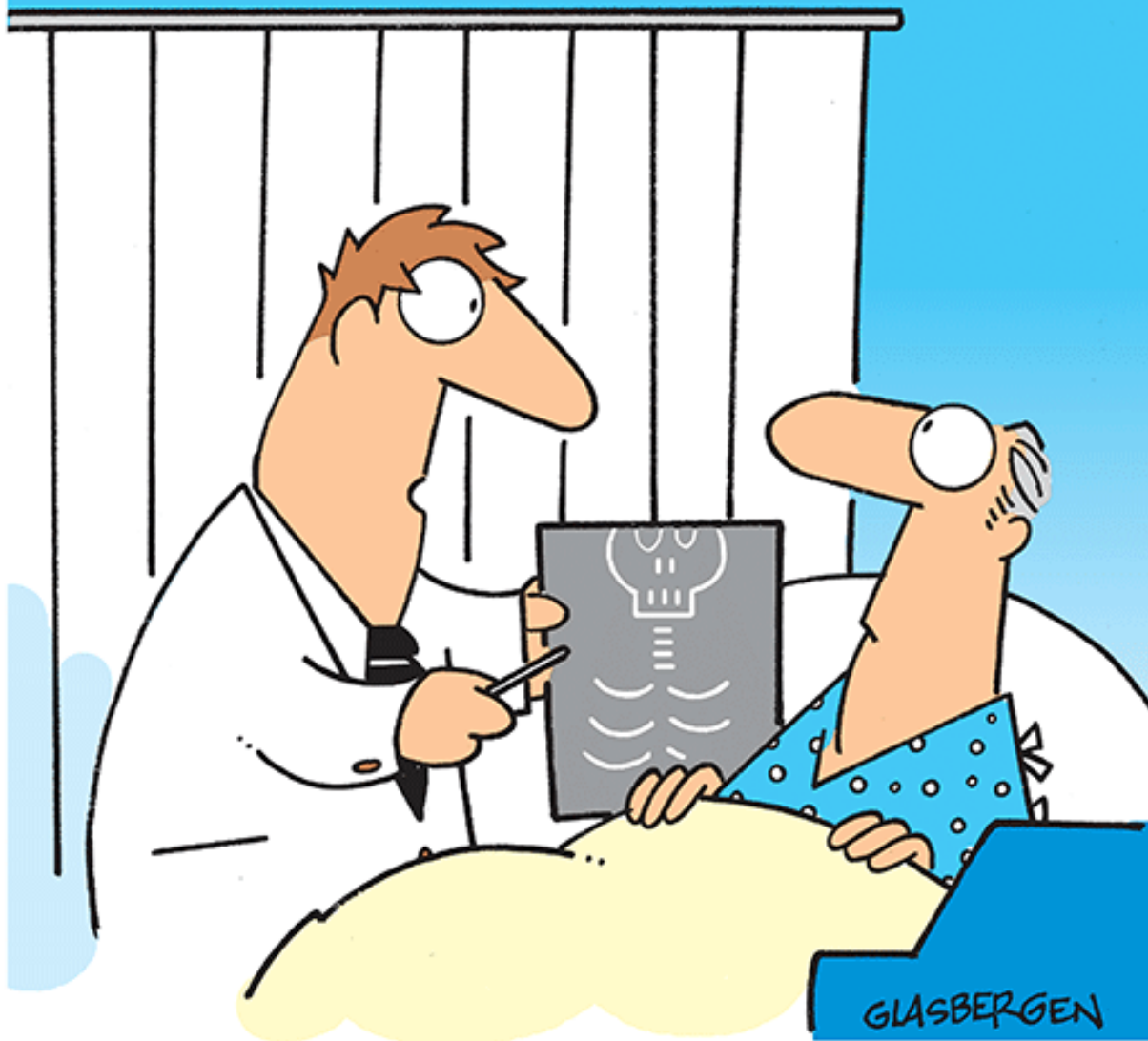


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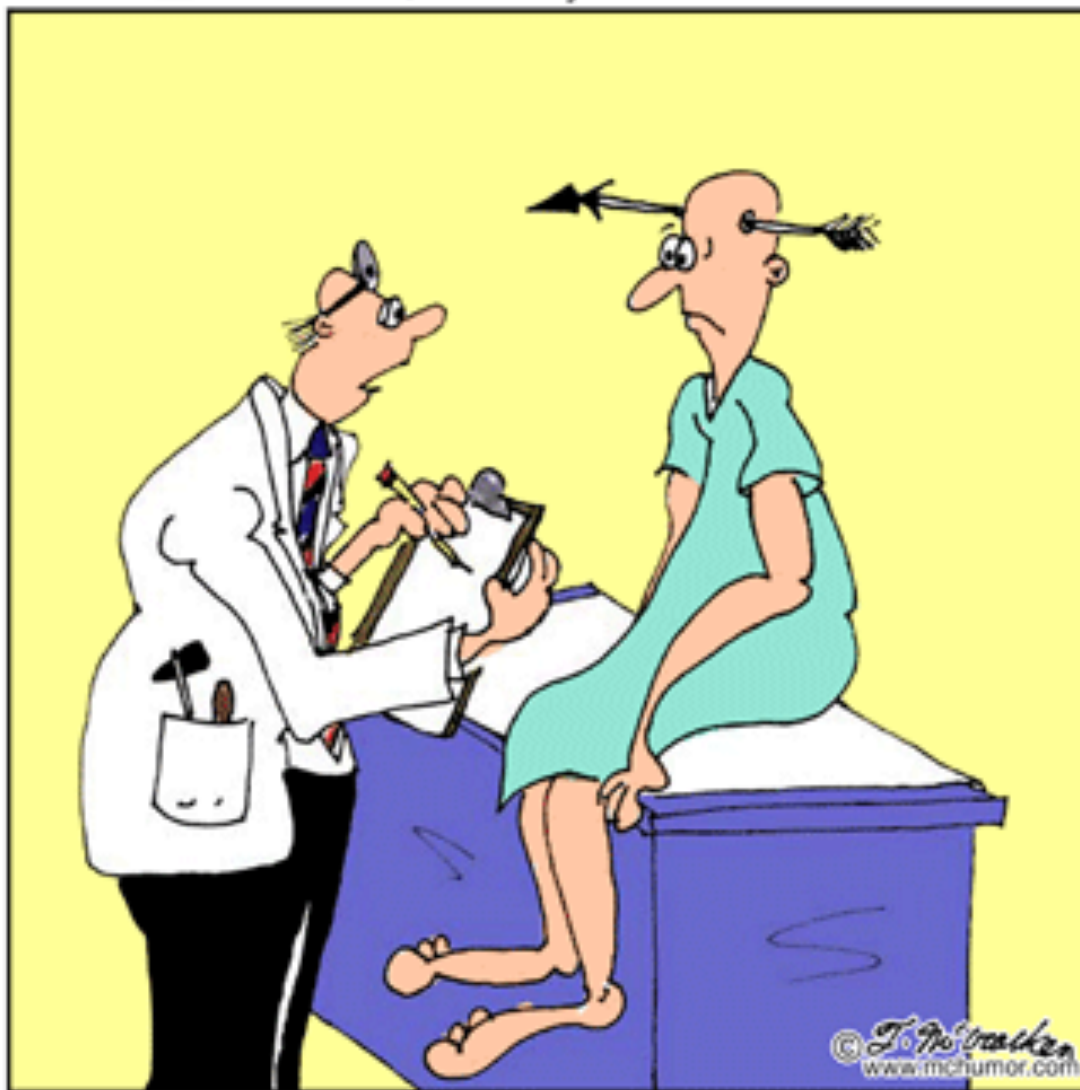
“If it costs \$1300 a day to be in the hospital, how much is a 15% tip for the person who brings my meals?”

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**“Your X-ray showed a broken rib,
but we fixed it with Photoshop.”**

McHUMOR.com by T. McCracken



“Off hand, I'd say you're suffering from an arrow through your head, but just to play it safe, I'm ordering a bunch of tests.”

Know-it-all patients



**"I already diagnosed myself on the Internet.
I'm only here for a second opinion."**



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Backbreaking costs





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Nurse Ratched

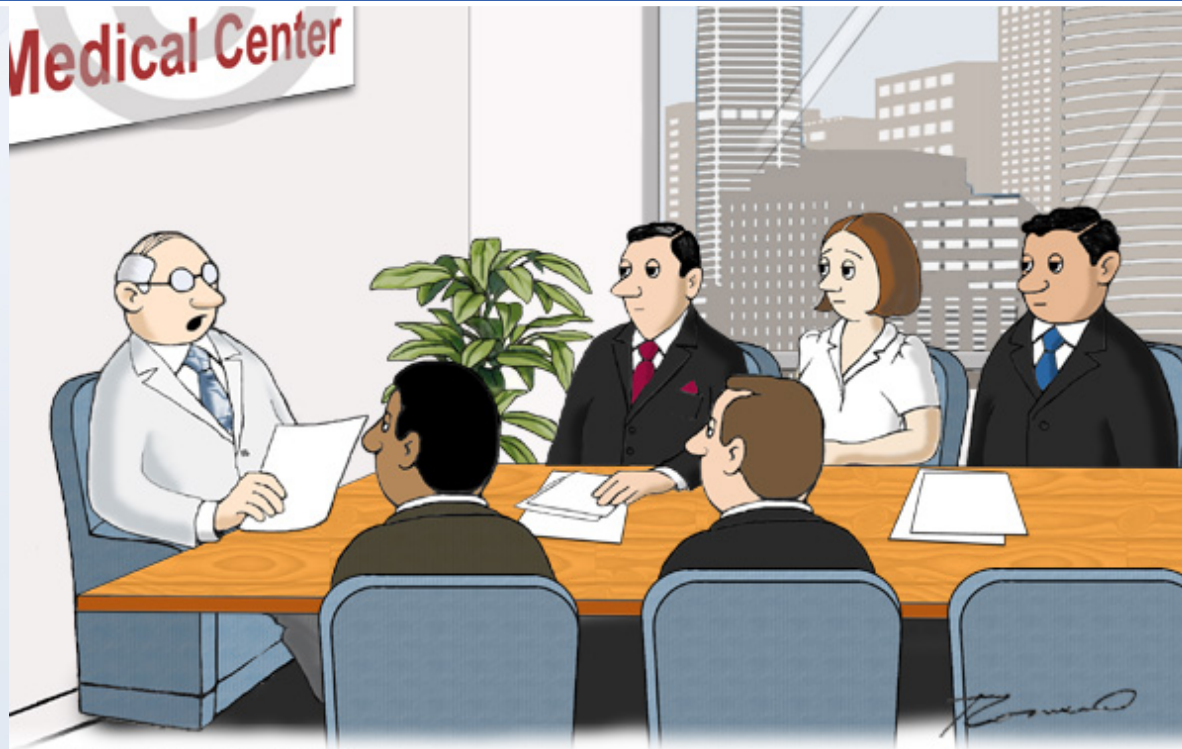


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Inadequate Resources



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"We have to implement an Electronic Health Record system - only we have no budget, no support staff, and we need it by next week to apply for federal incentives. Here is your chance to really shine."

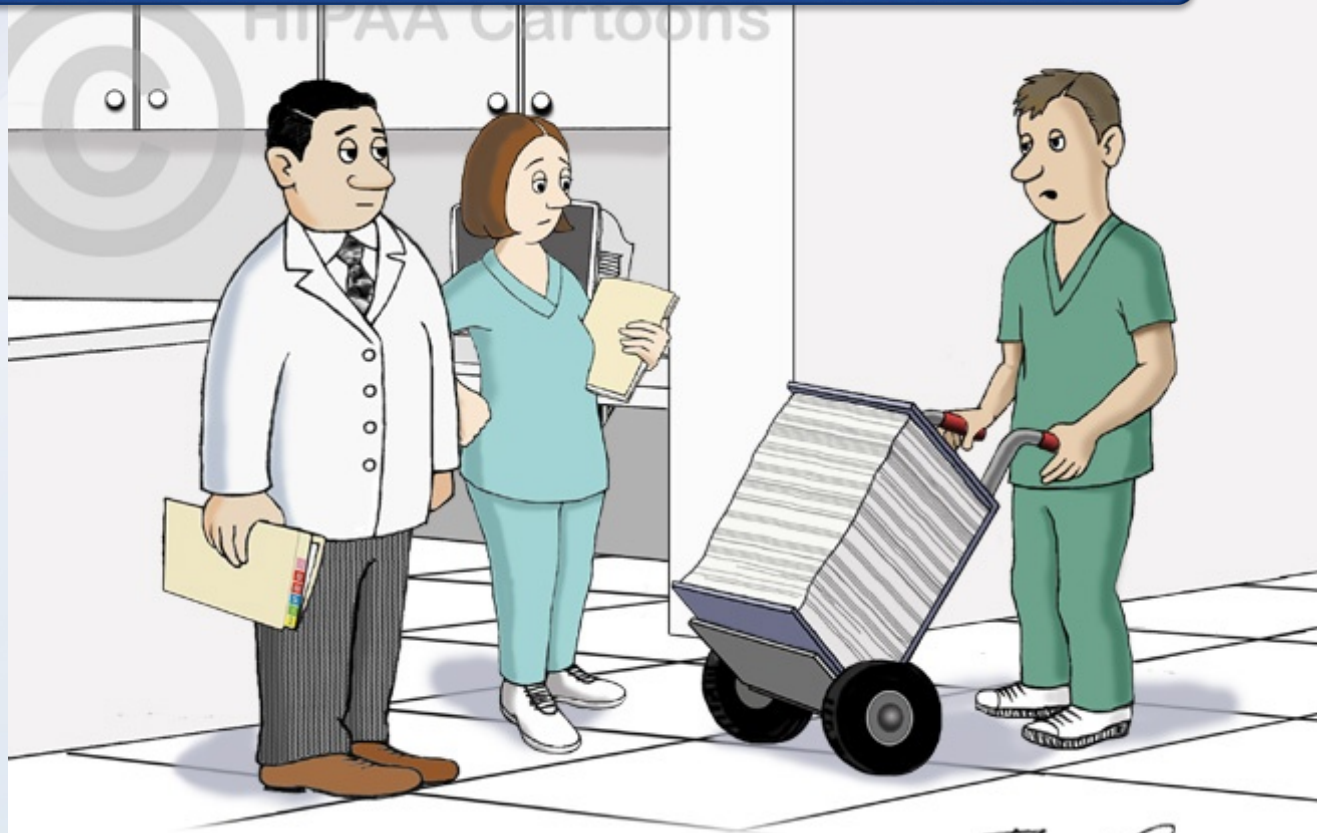


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Burdensome everchanging regulations



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Romero

"We just got an update to the user manual for our Electronic Medical Record system. Where do you want it?"



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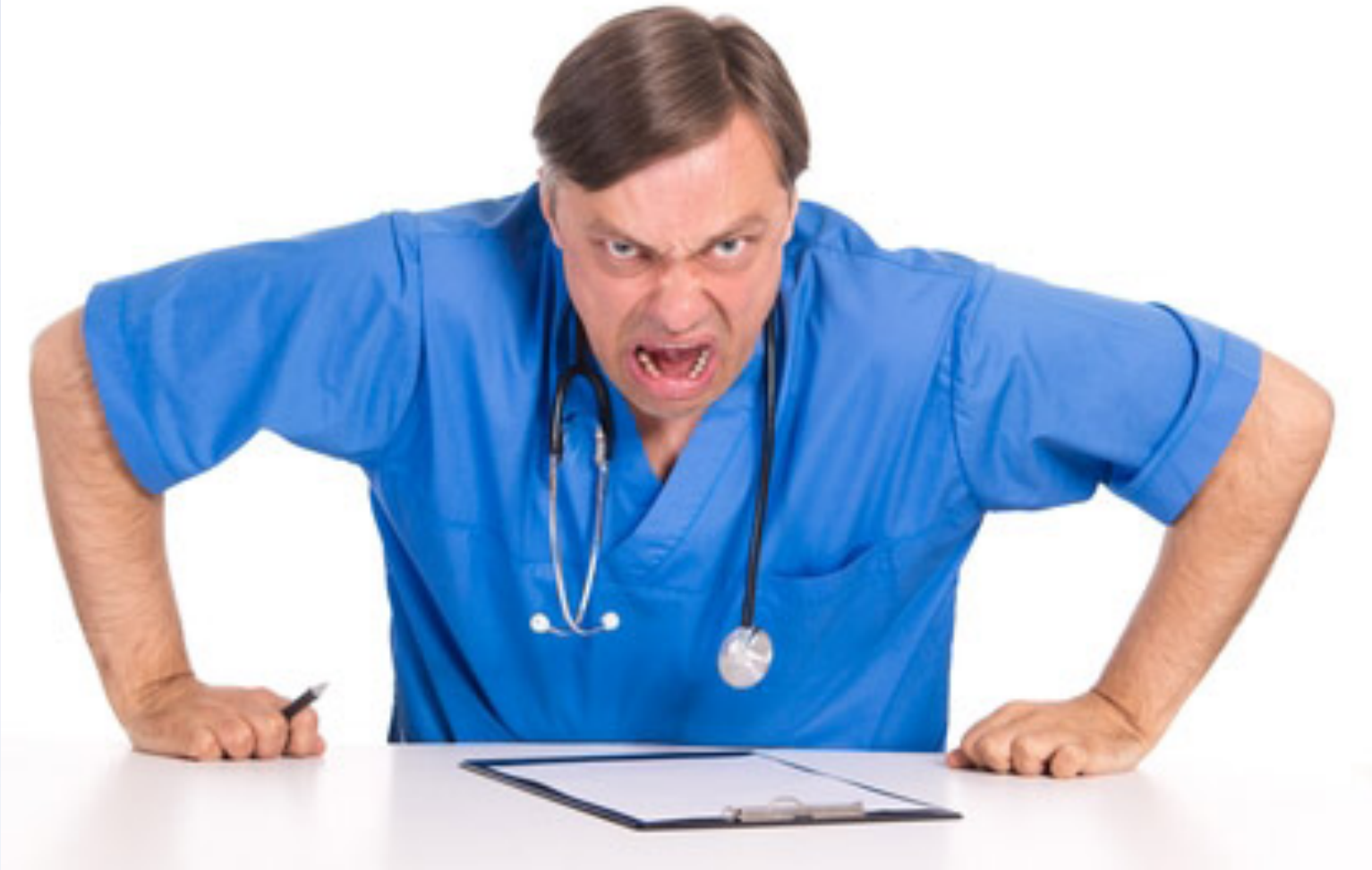


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ARROGANT DOCTORS

I'm the doctor. Don't ever question my judgment and just do what I tell you!



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"I do not think I'm God. God-like, yes, but not God."



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Stereotypes associated with hospitals

\$\$\$\$\$ – everything costs too much

Indifference – no one cares about the pain, discomfort or time of patient

Overly concerned with avoiding law suits

Inefficient

Bureaucratic maze – paperwork, paperwork

Internal Perspective

Insurance companies have too much control

Lawyers are predators that increase costs and negatively affect medical decisions

Double standards for doctors and everyone else

Indifference – no one cares about the employees

Bureaucratic maze – paperwork, paperwork

Advocate the beliefs you want to instill

Refute the beliefs you want to eliminate

Major Challenges: People Issues

1

- Do you consistently hire service-oriented people with positive, can-do attitudes?

2

- Does management consistently address poor performance in a timely and constructive manner?

3

- Do you consistently reward and recognize people for their contributions and results, as opposed to allowing entitlement to drive results?

4

- Are reports on performance prepared and used within the company consistently give a fair and accurate view of employee performance?

Laughter Yoga - cure



Father, son, sparrow



Giving and Gratitude



Amazing things we can do when we work together



OhioHealth

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