

## Values and Actions in Practice

2<sup>nd</sup> Annual NSHEN conference  
March 26, 2009

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### What Are Values?

- **Beliefs that cannot be demonstrated to be correct or incorrect by reference to evidence or set of facts and which provide essential guidance for actions**
  - Things we think are important for their own sake (Jiwani 2001)
  - Ideals, beliefs, customs, modes of conduct, qualities, or goals that are highly prized or preferred by individuals, groups, society (Burkhardt and Nathaniel 1998)

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### Ethics & Values

- **“Ethics involves a commitment to struggle with values conflict and values uncertainty in an effort to make ‘good’ decisions.”**
- **Given the nature of values, it is inevitable that they will come into conflict**

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### **Responding to Values Conflict**

- **Clarify the reasons for the conflict**
- **Ask what each side is right about**
  - As opposed to which side is right
- **Make a good faith effort to appreciate diverse perspectives**
- **Attempt to integrate diverse values to the greatest possible extent**

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### **Why Clarify Values**

- **Identify potential areas of conflict**
- **Identify specific reasons for conflict**
- **Identify areas where actions and stated values are not aligned**
- **Increase individual and group self-understanding**
- **Build common understanding around often-ambiguous terminology**

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### **Values Clarification**

- **Focus on discovery**
  - Values
  - Source of values
- **Individual benefit**
  - Provides personal and professional insight
- **Group benefit**
  - Helps to identify common purposes
  - Clarifies areas of disagreement
  - Better decision-making

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## Values Clarification

- **Illustrate tensions**
  - Stated values vs. lived values
- **Ongoing process**

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## Values Clarification Exercise

- **Escape pod**



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## Values in Practice

- **Case study:**  
Integrating a new team member
- **Focus question:**  
What personal, professional, and organizational values may be involved in this case?

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### **Values in Practice**

- **Making the connection to the everyday aspects of how values influence and shape our actions**
- **Leads into...**

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### **Organizational Ethics Decision Making Frameworks**

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### **OE decision making frameworks**

- **Decision/recommendation making frameworks aim to facilitate the balanced application of various relevant 'lenses' (e.g., clinical practice, health law, ethics, business/economic, communications, etc.) to the reaching and making of decisions/recommendations at multiple levels of a health organization, e.g., a district health authority, the Department of Health**

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## Fundamental presumption

- **Organizational decisions and recommendations reached in good faith by a fair, inclusive and accountable process can be justified on moral, legal and political grounds.**

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## OE decision making frameworks

- **Two basic types of:**
  - Ethics-informed, generic versions
    - For application throughout the health organization
    - Used in the handling/management of ethics/values-related issues
    - Having one is a current requirement for accreditation
  - Targeted versions
    - For application to, and use in, specific decision/recommendation making contexts

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## AVH Ethics Tool: What is it? Why have one?

- 1) **Commitment to building ethics capacity**
  - A means to do this with teams throughout the district
- 2) **AVH Core Values**
  - Accounts for values and allows us to arrive at a decision in a systematic way

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**AVH Ethics Tool:  
How does it account for values?**

Questions 1-6...

- **Personal**
  - For both health professionals *and* patients / clients / family members
- **Professional**
- **Organizational**

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**AVH Ethics Tool:  
How does it account for values?**

Question 7...

- **What are the possible approaches to address this issue?**
  - What values that we've identified are in conflict with this alternative?
  - In alignment?

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**AVH Ethics Tool:  
How does it account for values?**

Questions 9 and 10...

- **How will the decision be communicated? Evaluated?**
  - Accountability

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## Targeted OE d-making frameworks

- **Key elements:**

- Ensuring that the 'right' decision/recommendation makers, stakeholders and resource persons are 'at the table'
- Identification of, and reflection on, relevant ethics values/principles/strategic directions, and any relevant tensions between/among them
- Development of appropriate criteria for the selection of recommendation options

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## Targeted OE d-making frameworks

- **Key elements (cont'd):**

- Identification and examination of an inclusive list of recommendation options
- Analysis of the benefits and burdens of the various options, and 'to whom'
- Careful balancing of any competing organizational/professional obligations
- As possible, consensus-type decision making re. selection of the 'go-forward' recommendation option

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## Targeted OE d-making frameworks

- **Key elements (cont'd):**

- Optimal communication re. the decision making process and chosen option
- Development of implementation/education plans, as appropriate
- Establishment of processes to: 1) ensure accountability for decision making, and 2) evaluate decisional outcome(s)

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## Targeted OE d-making frameworks

- **Examples of organizational ethics decision/ recommendation making frameworks:**

- 'Health' priority setting
- Disclosure of significant adverse events
- Responsible health partnering
- '3E' Framework (informed by evidence, economics and ethics) re. public funding of expensive drugs and health interventions

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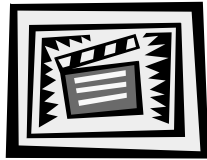
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Wrap-Up...



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