HCM420: Ethical Decisions in Healthcare Management

Credit Hours: 3

Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 10-25 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

Course Description and Outcomes

Course Description:

This course will introduce students to the moral and ethical issues that healthcare providers are confronted with daily. Further discussion will focus on the introductory level decision-making used in making healthcare decisions in policy, medical determinant issues, the use of medical genetics, and issues surrounding end-of-life processes. Students will review theoretical constructs shaping today’s healthcare environment, analyze the different types of reasoning in the decision-making process, and utilize the various ethical theories researched in order to make identifiable analysis of moral and ethical issues presenting themselves in healthcare.

Course Overview:

This course introduces students to ethical and bioethical issues confronting health care professionals and practitioners within the healthcare environment. The course utilizes various ethical theories as part of the learning process, through the identification and analysis of ethical problems.

Course Learning Outcomes:

1. Describe various ethical issues that the healthcare professional is confronted with daily.
2. Apply the basic concepts, theories, and principles of ethical decision-making.
3. Examine moral and ethical issues that impact healthcare policy.
4. Examine the applicability of the patients’ Right-to-Know regarding ethical end-of-life decisions
5. Describe how the history of ethics relates to patient—physician relationships in healthcare settings.

Participation & Attendance

Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.
Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

**Course Materials**

Textbook Information is located in the CSU-Global Booklist on the Student Portal.

**Course Schedule**

**Due Dates**
The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- Discussion Boards: The original post must be completed by Thursday at 11:59 p.m. MT and Peer Responses posted by Sunday 11:59 p.m. MT. Late posts may not be awarded points.
- Opening Exercises: Take the opening exercise before reading each week’s content to see which areas you will need to focus on. You may take these exercises as many times as you need. The opening exercises will not affect your final grade.
- Mastery Exercises: Students may access and retake mastery exercises through the last day of class until they achieve the scores they desire.
- Critical Thinking: Assignments are due Sunday at 11:59 p.m. MT.
- Live Classroom: Although participation is not required, Live Classroom sessions are held during Week 2 and Weeks 5 or 6. There are two total sessions.

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<thead>
<tr>
<th>Week #</th>
<th>Readings</th>
<th>Assignments</th>
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| 1      | • Chapters 1 & 2 in *Health Care Ethics: Critical Issues for the 21st Century*  
• Discussion (25 points)  
• Opening Exercise (0 points)  
• Mastery Exercise (10 points)  
• Critical Thinking (75 points) | |
| 2      | • Chapters 3, 5, 6 & 7 in *Health Care Ethics: Critical Issues for the 21st Century*  
• Opening Exercise (0 points)  
• Mastery Exercise (10 points)  
• Critical Thinking (50 points)  
• Live Classroom (0 points) |
| 3 | Chapters 8-11 in Health Care Ethics: Critical Issues for the 21st Century  
- Opening Exercise (0 points)  
- Mastery Exercise (10 points)  
- Critical Thinking (60 points) |
| 4 | Chapter 16 in Health Care Ethics: Critical Issues for the 21st Century  
- Opening Exercise (0 points)  
- Mastery Exercise (10 points)  
- Critical Thinking (60 points) |
| 5 | Chapters 13 & 14 in Health Care Ethics: Critical Issues for the 21st Century  
- Opening Exercise (0 points)  
- Mastery Exercise (10 points)  
- Critical Thinking (50 points)  
- Live Classroom Option 1 (0 points) |
| 6 | Chapters 15 & 21 in Health Care Ethics: Critical Issues for the 21st Century  
- Opening Exercise (0 points)  
- Mastery Exercise (10 points)  
- Critical Thinking (75 points)  
- Live Classroom Option 2 (0 points) |
<table>
<thead>
<tr>
<th>Assignment Details</th>
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<tbody>
<tr>
<td>This course includes the following assignments/projects:</td>
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**Module 1**

**CRITICAL THINKING ASSIGNMENT (75 points)**

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

**Option #1: Defining Justice**

For this first assignment you will write a paper addressing the following:

Some of the ethical principles covered this week deal with the concepts of beneficence, nonmaleficence, and justice. Choose one of the following examples and consider how each of these concepts could be applied to your work as an administrator or healthcare professional. Provide examples and how you would manage the situation.

Choose one of these examples:

- Treatment of an uninsured homeless patient
- Downsizing a department with a 20% reduction in force
- Meeting the needs of stockholders to see an adequate profit share
Disciplining a professional who has consistently violated policy for ethical conduct.

Your paper should meet the following requirements:
- Be two to three pages in length, not including the cover or reference pages.
- Be formatted according to the CSU-Global Guide to Writing and APA Requirements.
- Support your discussion by referencing and citing at least three references with associated in-text citations. One reference should be external to the class reading, textbook or lecture. The CSU-Global Library is a good place to find these references.
- Headings for each of the ethical concepts being discussed to organize the content in your work.

Option #2: Defining Justice

For this first assignment you will write a Letter to the Editor of your local newspaper addressing the following:

Some of the ethical principles covered this week deal are the concepts of beneficence, nonmaleficence, and justice. Choose one of the following examples and consider how each of these concepts could be applied to your work as an administrator or healthcare professional. Provide examples and how you would manage the situation.

Choose one of these examples:
- Treatment of an uninsured homeless patient
- Downsizing a department with a 20% reduction in force
- Meeting the needs of stockholders to see an adequate profit share
- Disciplining a professional who has consistently violated policy for ethical conduct.

Your paper should meet the following requirements:
- Be two to three pages in length, not including the cover or reference pages.
- Be formatted according to the CSU-Global Guide to Writing and APA Requirements.
- Support your discussion by referencing and citing at least three references with associated in-text citations. One reference should be external to the class reading, textbook or lecture. The CSU-Global Library is a good place to find these references.
- Headings for each of the ethical concepts being discussed to organize the content in your work.

Module 2

CRITICAL THINKING ASSIGNMENT (50 points)

CAREER DEVELOPMENT ASSIGNMENT

Lifetime Employability

Using one or more examples from your professional life now and/or in the past, answer the following questions in a well-written paper. Be sure to provide detailed responses to these questions using specific examples and integrate your answers into a paper that flows smoothly.

- How does your understanding of healthcare ethics inform your critical thinking in decision making and problem solving in your professional life?
- How are moral integrity and ethical behavior the same? How do they differ?
- What are the three most important elements of personal and professional etiquette that you employ in your professional life?
- What are your strengths in communication in your professional life? What are your weaknesses?
- What strategies do you employ to stay on-task and on-time in your professional life? How do you manage your professional goals?
Your paper should be two to three pages in length and conform to CSU-Global Guide to Writing and APA Requirements. Include at least two scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Module 3

CRITICAL THINKING ASSIGNMENT (60 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Daily Activities - Paper

Part of the ethical and fiscal responsibility of a healthcare organization (HCA) is to be a good steward of resources, but HCAs may not connect their daily operations to this responsibility. Choose a specific type of healthcare organization for this assignment, such as a hospital, mental/behavioral health facility, long-term care, or surgery center. Generate a list of a healthcare administrator’s daily activities that could be considered part of this obligation. For example, waste management can be seen as just a business practice, but it has a larger impact. Provide examples and discuss ways that can improve administrators' level of social responsibility in their daily operations. Consider real or potential ethical issues that may impact some of these daily activities as you write this list.

Your paper should meet the following requirements:

- Be three to four pages in length, not including the cover or reference pages.
- Be formatted according to the CSU-Global Guide to Writing and APA Requirements.
- Support your analysis by referencing and citing at least three credible sources other than the course textbooks, readings, or lecture. The CSU-Global Library is a good place to find these references.
- Use headings to organize your work.

Option #2: Daily Activities – Table

Part of the ethical and fiscal responsibility of a healthcare organization (HCA) is to be a good steward of resources, but HCAs may not connect their daily operations to this responsibility. Choose a specific type of healthcare organization for this assignment, such as a hospital, mental/behavioral health facility, long-term care, or surgery center. Generate a list of a healthcare administrator’s daily activities that could be considered part of this obligation. For example, waste management can be seen as just a business practice, but it has a larger impact. Provide examples and discuss ways that can improve administrators' level of social responsibility in their daily operations. Consider real or potential ethical issues that may impact some of these daily activities as you write this list.

Your table should contain headings for daily activities, examples, ways that administrators can improve, and another heading for real or potential ethical issues. Any references must be formatted per CSU-Global specifications for APA Style. Support your analysis by referencing and citing at least three credible sources other than the course textbook, readings and lectures.

Module 4

CRITICAL THINKING ASSIGNMENT (60 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Technology Impact on Healthcare Decision Making

For this assignment you will write a paper addressing the following:
Technological advances have changed the way medical care is practiced and delivered. Identify and describe three of the most significant clinical and/or information technological changes you have seen in the last five years. Discuss the influence each technological change on a specific aspect of healthcare. Consider the influence on decision making and ethical choice from the patient and healthcare provider/professional’s perspective. End your evaluation by considering whether technology brings great benefits, but also produces new ethical dilemmas for health care based on your research and assessment.

Your paper should meet the following requirements:
- Be three to four pages in length, not including the cover or reference pages.
- Be formatted according to the CSU-Global Guide to Writing and APA Requirements.
- Support your analysis by referencing and citing at least three (3) credible sources other than the course textbooks, readings, or lecture. The CSU-Global Library is a good place to find these references.
- Use headings to organize your work.

Option #2: Technology Impact on Healthcare Decision Making

For this assignment you will create a PowerPoint presentation you could deliver in this class to the instructor and your peers addressing the following:

Technological advances have changed the way medical care is practiced and delivered. Identify and describe three of the most significant clinical and/or information technological changes you have seen in the last five years. Discuss the influence each technological change on a specific aspect of healthcare. Consider the influence on decision-making and ethical choice from the patient and healthcare provider/professional’s perspective. End your evaluation by considering whether technology brings great benefits, but also produces new ethical dilemmas for health care based on your research and assessment. Use diagrams, graphics and pictures to demonstrate your points or support the types of technology identified, influence on ethical decisions and final evaluation.

Your presentation should meet the following requirements:
- Be four or five slides in length, with accompanying detailed presentation notes, not including the cover or reference slides.
- Be formatted according to the CSU-Global Guide to Writing and APA Requirements.
- Support your analysis by referencing and citing at least three credible sources other than the course textbooks, readings, or lecture. The CSU-Global Library is a good place to find these references.
- Use headings to organize your work.

Include presentation notes for each slide to support the slide content. These may be a part of the PowerPoint or in a separate Word document. [Note: do not submit this assignment as a pdf, as the presentation notes are not visible to the instructor.]

Module 5
CRITICAL THINKING ASSIGNMENT (50 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Personal Ethics Statement: Statement and Story

Demonstrate your ability to apply ethics to your future career in a health care setting by creating a statement and story of your professional ethics and the story behind your ethical perspective.

This statement and associated story should clearly identify your “ethics bottom line” and be suitable for framing or use as a poster. Creativity is encouraged, so be free to express yourself visually as well as in writing. Be sure that your statements are complete sentences and are free from grammatical and spelling errors.
Support your ethics statement with a one-page support document that explains its origins and presents your story. This document can be single-spaced but must not exceed one page. Your document should elucidate why you chose the items that were included in your statement. It should also reflect how you applied your learning in the course to what you have written.

Option #2: Personal Ethics Statement: Infographic

Demonstrate your ability to apply ethics to your future career in a health care setting by creating a one to two page infographic presenting your statement and story of your professional ethics and the story behind your ethical perspective. Include graphics, photos, diagrams and other images or content to present your story and to explain the origins of your ethics statement. Embedded audio links can also be used to enhance your infographic presentation.

This infographic should clearly identify your “ethics bottom line” and be suitable for presentation on a website or for framing as a poster. Creativity is encouraged, so be free to express yourself visually as well as in writing. Be sure that your statements are complete sentences and are free from grammatical and spelling errors.

Support your ethics statement with a content and support document that explains its origins. This document can be single-spaced but must not exceed one page. Your story should elucidate why you chose the items that were included in your statement. It should also reflect how you applied your learning in the course to what you have written.

Module 6

CRITICAL THINKING ASSIGNMENT (75 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Continuous Quality Assurance

For this assignment, you will write a paper addressing the following:

Research Continuous Quality Assurance (CQA) efforts in a health care facility other than hospitals (e.g., mental health, public health, school clinics, and integrated medicine centers). Consider how quality efforts relate to patient-physician relationships and quality delivery of services in healthcare settings. Summarize your findings and discuss the ethical foundations of such efforts.

Your paper should meet the following requirements:
- Be 900 – 1200 words of content in length, not including the cover or reference pages.
- Be formatted according to the CSU-Global Guide to Writing and APA Requirements.
- Support your analysis by referencing and citing at least three credible sources other than the course textbooks, readings, or lecture. The CSU-Global Library is a good place to find these references.
- Use headings to organize your work.

Option #2: Continuous Quality Assurance: Concept Mapping

For this assignment, you will use concept mapping to address the following:

Research Continuous Quality Assurance (CQA) efforts in a health care facility other than hospitals (e.g., mental health, public health, school clinics, and integrated medicine centers). Summarize your findings and discuss the ethical foundations of such efforts.

Your concept map should meet the following requirements:
- Adequately address the topic as described.
- Be formatted according to the CSU-Global Guide to Writing and APA Requirements.
- Support your analysis by referencing and citing at least three credible sources other than the course textbooks, readings, or lecture. The CSU-Global Library is a good place to find these references.
- Use headings to organize your work.

Resources that you might find helpful in creating your concept map may be found here:

- **bubbl.us** – "Brainstorm and mind map online." bubbl.us is like a wiki for concept maps; you can create it alone or as a group effort. The resulting document can be printed or exported as an image or an HTML document. This site is free.
- **iMindMap** – The basic version is a free download. "A simple tool to help you start thinking in a clear and creative way, iMindMap Basic uses a process that has been enhancing the way people think for decades. iMindMap Basic is completely free for life and is a great starter package for those who want to start exploring the uses of Mind Mapping for free."
- **Popplet** – Watch this YouTube video for an introduction to Popplet. "Popplet is the best app for sharing visual ideas...you can post, curate and collaborate on your best ideas and random stuff all in one visual place."
- **IHMC CmapTools** – "The IHMC CmapTools software empowers users to construct, navigate, share and criticize knowledge models represented as Concept Maps."

**Module 8**

**Portfolio Project (350 points)**

**Option #1: Paper**

Select one of the following ethical issues in healthcare from the following choices:

- Gender selection in human embryos
- Stem cell transplants
- Foregoing curative medical treatment due to religious beliefs
- Futility of care
- Abortion after six months.

If no topic listed here is of interest to you, contact your instructor for permission to consider a different topic.

Use the CSU Global Library and select Internet sources to conduct research on your chosen topic. Based on your research, provide the history of the issue from a legal, ethical, and moral perspective. In your paper address the following questions:

1. Do the consequences of actions always direct what is morally required?
2. What should happen when two principles come into conflict? For example, should patient autonomy be considered more important than beneficence? Defend your position.
3. Are moral and ethically rules always binding, or are they only guidelines to be assessed in each case? Defend your position.

Your paper should meet the following requirements:

- Be ten to twelve pages in length, not including the cover or reference pages.
- Be formatted according to the CSU-Global Guide to Writing and APA Requirements.
- Provide support for your statements with in-text citations from a minimum of eight scholarly references - four of these references must be from outside sources and four may be from course readings, lectures, and textbooks. The CSU-Global Library is a good place to find these references.
- Utilize headings to organize the content in your work.

**Option #2: PowerPoint presentation**

Select one of the following ethical issues in healthcare from the following choices:
• Gender selection in human embryos
• Stem cell transplants
• Foregoing curative medical treatment due to religious beliefs
• Futility of care
• Abortion after six months

If no topic listed here is of interest to you, contact your instructor for permission to consider a different topic.

Use the CSU Global Library and select Internet sources to conduct research on your chosen topic. Based on your research, provide the history of the issue from a legal, ethical, and moral perspective. In your presentation address the following questions:

1. Do the consequences of actions always direct what is morally required?
2. What should happen when two principles come into conflict? For example, should patient autonomy be considered more important than beneficence? Defend your position.
3. Are moral and ethically rules always binding, or are they only guidelines to be assessed in each case? Defend your position.

Your paper should meet the following requirements:

• Be twelve to fifteen slides in length, not including the cover or reference slides
• Be formatted according to the CSU-Global Guide to Writing and APA Requirements.
• Provide support for your statements with in-text citations from a minimum of eight scholarly references - four of these references must be from outside sources and four may be from course readings, lectures, and textbooks. The CSU-Global Library is a good place to find these references.
• Utilize headings to organize the content in your work
• Be submitted as a PowerPoint file. Do not submit presentation as a .pdf file.

Course Policies

Course Grading
20% Discussion Participation
0% Opening Exercises
0% Live Classroom
8% Mastery Exercises
37% Critical Thinking Assignments
35% Final Portfolio Paper

Grading Scale and Policies

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<tr>
<th>Grade</th>
<th>Percentage</th>
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<tr>
<td>A</td>
<td>95.0 – 100</td>
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<tr>
<td>A-</td>
<td>90.0 – 94.9</td>
</tr>
<tr>
<td>B+</td>
<td>86.7 – 89.9</td>
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<tr>
<td>B</td>
<td>83.3 – 86.6</td>
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<tr>
<td>B-</td>
<td>80.0 – 83.2</td>
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<tr>
<td>C+</td>
<td>75.0 – 79.9</td>
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<td>C</td>
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<td>D</td>
<td>60.0 – 69.9</td>
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<td>F</td>
<td>59.9 or below</td>
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In-Classroom Policies
For information on late work and incomplete grade policies, please refer to our In-Classroom Student Policies and Guidelines or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

Academic Integrity
Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing/re-purposing your own work (see CSU-Global Guide to Writing and APA Requirements for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and Internet resources.

**Citing Sources with APA Style**
All students are expected to follow the CSU-Global Guide to Writing and APA Requirements when citing in APA (based on the APA Style Manual, 6th edition) for all assignments. For details on CSU-Global APA style, please review the APA resources within the CSU-Global Library under the “APA Guide & Resources” link. A link to this document should also be provided within most assignment descriptions on your course’s Assignments page.

**Disability Services Statement**
CSU–Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email ada@CSUGlobal.edu for additional information to coordinate reasonable accommodations for students with documented disabilities.

**Netiquette**
Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom.

If you have concerns about something that has been said, please let your instructor know.