

CONTENTS

Foreword	ix
<i>Stuart A. Wesbury, Jr.</i>	
Acknowledgments	xi
Preface	xiii
Introduction	xvii
Chapter 1: Medical Errors: Paradise Hills Medical Center	1
Ethics Issues	3
Discussion	5
Chapter 1a: Deciding Values	17
<i>Joan McIver Gibson</i>	
Chapter 2: Conflicting Moral Demands: Qual Plus HMO	31
Ethics Issues	34
Discussion	35
Chapter 2a: Ethical Issues in Managed Care	51
<i>Richard H. Rubin</i>	

Chapter 2b: Evaluating Healthcare Ethics Committees	71
<i>Rebecca A. Dobbs</i>	
Chapter 3: Gender Discrimination: Rolling Meadows Community Hospital	87
Ethics Issues	90
Discussion	90
Chapter 4: Physician Impairment: University Hospital	105
Ethics Issues	107
Discussion	107
Chapter 4a: Ethics Issues in Graduate Medical Education	113
<i>Clinton H. Dowd</i>	
Chapter 5: Workforce Reduction: Hillside County Medical Center	125
<i>Glenn A. Fosdick</i>	
Ethics Issues	130
Discussion	131
Chapter 6: Legal Perspectives	143
<i>Walter P. Griffin</i>	
Chapter 7: The Ethics of Managing People	151
Epilogue: Follow-up on Cases	159
Paradise Hills Medical Center	160
Qual Plus HMO	161
Rolling Meadows Community Hospital	161
University Hospital	162
Hillside County Medical Center	163
Selected Bibliography	165
Appendix A: American College of Healthcare Executives Code of Ethics	167

Appendix B: American Hospital Association, Ethical Conduct for Healthcare Institutions	176
Appendix C: American College of Healthcare Executives Ethical Policy Statements for:	
Impaired Healthcare Executives	182
Ethical Issues Related to a Reduction in Force	184
Ethical Decision Making for Healthcare Executives	186
Creating an Ethical Environment for Employees	189
Appendix D: American College of Healthcare Executives Public Policy Statement:	
Preventing and Addressing Harassment in the Workplace	191
Index	195