

The image features two large, thick black L-shaped brackets. One is positioned in the top-left corner, and the other is in the bottom-right corner, framing the central text. The text is centered within this frame.

# WHO DETERMINES RIGHT OR WRONG:

Ethics or Leadership?

# Ethics: By Definition

## eth·ics

/ 'eTHiks/ 

*noun*

1. moral principles that govern a person's behavior or the conducting of an activity.  
"medical ethics also enter into the question"  
*synonyms:* moral code, morals, **morality**, values, rights and wrongs, principles, ideals, standards  
(of behavior), value system, virtues, dictates of conscience  
"your so-called newspaper is clearly not burdened by a sense of ethics"
2. the branch of knowledge that deals with moral principles.

# AMA Code of Medical Ethics

The medical profession has long subscribed to a body of ethical statements developed primarily for the benefit of the patient.

As a member of this profession, a physician must recognize responsibility to patients first and foremost, as well as to society, to other health professionals, and to self.



# ARRT Standard of Ethics

The Standards of Ethics provides proactive guidance on what it means to be qualified and to motivate and promote a culture of ethical behavior within the profession.

The ethics requirements support ARRT's mission of promoting high standards of patient care by removing or restricting the use of the credential by those who exhibit behavior inconsistent with the requirements.



The American Registry of  
Radiologic Technologists®

# Ethics Notes

- Standards and behaviors can be found at all levels
  - *Clinical*
  - *Non clinical*
- All job description
- Institutional policies and positions
- HR may have code of conduct
- Think about your ethical role model

# Ethical Standards

The background features a collage of colorful sticky notes (yellow, green, pink, blue) with the words 'WRONG' and 'RIGHT' written in various colors and orientations. There are also several large, faint question marks scattered throughout the scene.

WHO, AT THE LOCAL LEVEL, IS RESPONSIBLE  
FOR MAINTAINING OR HOLDING PERSONS  
ACCOUNTABLE TO THESE STANDARDS?

# CAUTION

**Danger**



**Area**

**Proceed With Care  
And Knowledge**

Ethical Standards

- The answer is not an easy one.
- We are headed down a slippery slope.

# Ethical Standards

The American Board of Radiology calls ethics & professionalism a “fundamental contract with society”

1. Commitment to professional competence
2. Commitment to honesty with patients
3. Commitment to patient confidentiality
4. Commitment to maintaining appropriate relations w/ patients
5. Commitment to improving quality of care
6. Commitment to improving access to care
7. Commitment to just distribution of finite resources
8. Commitment to scientific knowledge
9. Commitment to maintaining trust by managing conflict
10. Commitment to professional responsibilities



# Ethical Decisions

## Ethics or Leadership?

At a veterans' facility in New Jersey, a patient received radiation treatment for larynx cancer, which later caused serious skin damage, the inability to eat, and the need for morphine injections to control his pain. The doctors claimed they did not know what had caused the patient's reactions.<sup>5</sup> The therapists who were so concerned about the patient's reactions that they refused to administer more radiation to the patient were fired for questioning the physicians and physics staff.<sup>5</sup> The hospital later admitted that the patient had been overradiated. An investigation of the facility found that of 160 patients treated, 56 had received incorrect treatments: 36 patients were overradiated and the other 20 received treatment that involved "errors in technique." According to records, these patients were informed of the errors in their treatment.<sup>5</sup>

# Ethical Decisions



**Alvin Bristol**

March 7 at 9:05pm

How would you handle this hypothetical situation:

A patient comes in for their first radiation treatment, however, the treatment plan is not complete. Rather than explaining the situation to the patient and rescheduling them for the next day, the therapists are instructed to place the patient on the treatment table and do a CBCT, because the physician did not want the patient to become upset. The patient came in expecting to receive their first treatment and left believing they had received their first treatment. Therapists felt very uncomfortable about it, but work at a small center that is privately owned by one physician who is very difficult to deal with. Your thoughts on how you would handle this hypothetical situation.



Like



Comment



Subramanya K. Betageri and 68 others



**Kathy Halseth Gimbel** That is unethical

Like · Reply · 17 · March 7 at 9:08pm

## Unethical or Bullied?

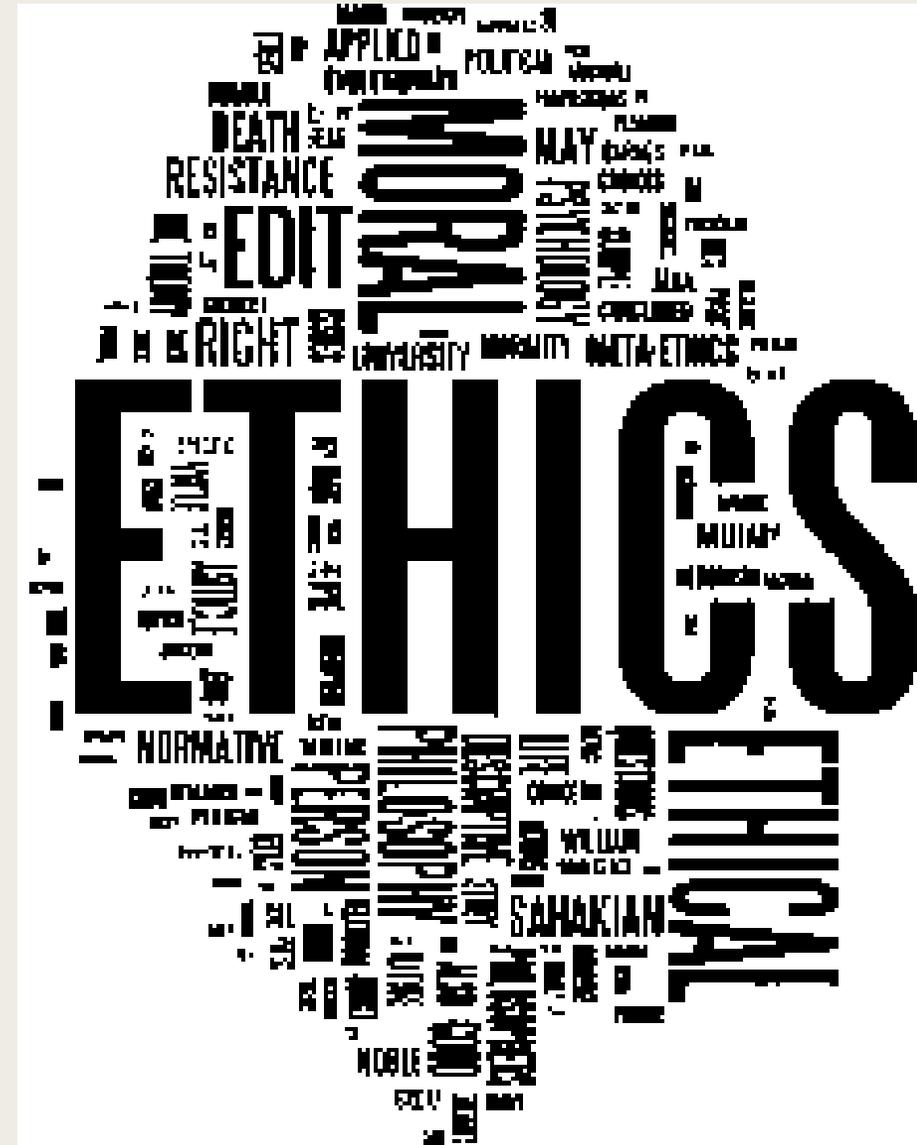
# The Culture of Ethics

- Research suggests that Boomers and Traditionalists are notably less accepting of unethical behavior than younger colleagues.
- Only around one in ten (12 %) Traditionalists agree that they would turn a blind eye on witnessed misconduct to help save jobs, compared to over a third (35 %) of Millennials.



# The Culture of Ethics

- Gen-Xer's demonstrate behaviors of independence, resilience and adaptability more strongly than previous generations; thereby showing a little cynicism and distrust towards authority.



# The Culture of Ethics

- Millennials are more likely to observe misconduct, yet are less likely to report it and have less experience to help them deal with it.
- But, younger generations seem more likely to use tools and resources provided by ethics offices than their older counterparts, especially when they include social interaction and provision of support (such as helplines, mechanisms for seeking advice, training, etc).

<http://www.management-issues.com/news/7081/ethics-across-the-generations/>



# Ethical Deviation.... Why?

- Stress
- Demands
- Productivity
- Tolerance
  - *Lack of consistency*
- Accountability
- Complacency
- Conflict
- Failed leadership
- We wait for the big one to investigate ethics

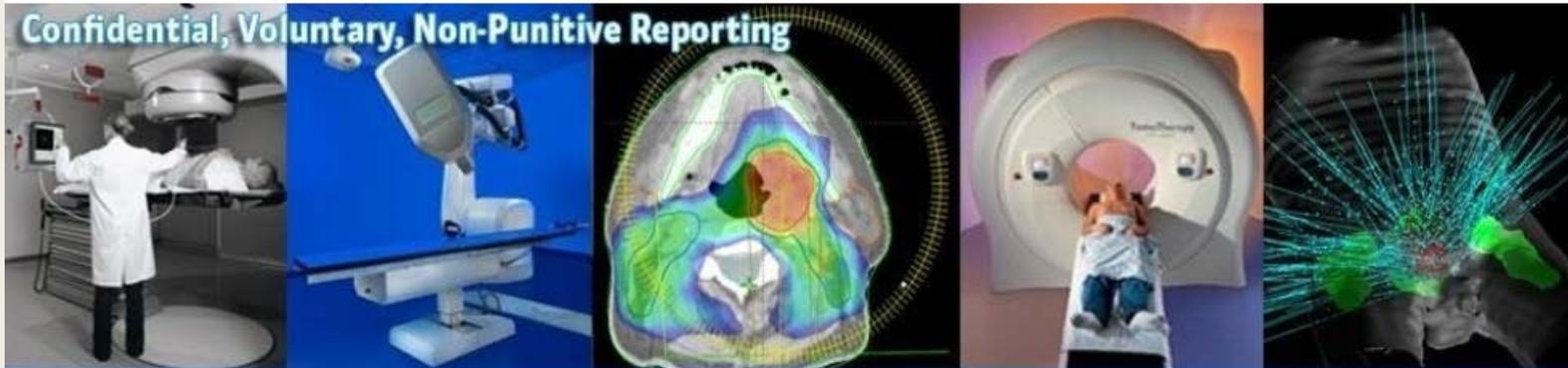
# Reporting

**RO•ILS**

**RADIATION ONCOLOGY®  
INCIDENT LEARNING SYSTEM**

*Sponsored by ASTRO and AAPM*

**Confidential, Voluntary, Non-Punitive Reporting**



through  
**CARPSO**  
Center for Assessment of Radiological Sciences, A Patient Safety Organization  
captures incident reports, analyses resulting incident data and disseminates information for improving patient safety.

# Ethical Dilemmas

The background features a collage of colorful sticky notes (yellow, green, pink, blue) with the words 'RIGHT' and 'WRONG' written on them in various colors and orientations. There are also several large, faint question marks scattered throughout the scene, suggesting a state of uncertainty or a complex ethical choice.

HOW DO YOU HANDLE ETHICAL DILEMMAS ON  
YOUR LOCAL LEVEL?

Thinking back to that ethical role model

- *Do you see them and those characteristics when you look in the mirror?*

# Future Topics in this On-Going Leadership Series

- WORKPLACE CULTURE
- HIRING AND RETAINING
- ACCOUNTABILITY AND TOLERANCE
- INCREASING TRANSPARENCY
- COACH UP OR COACH OUT
- BULLYING
- STRESS AND MANAGEMENT
- POSITIVE ENVIRONMENT AND WELL-BEING
- CHARACTERISTICS OF SUSTAINABLE LEADER

# Services and Solutions



- Leadership Assessment
- Culture Assessment
  - *Safety*
  - *Communication*
  - *Well-Being*
- Education-specific to target position
  - *Executive Leadership Team*
  - *Managers/Directors*
  - *Staff*
  - *Human Resources*
- Engagement and Buy-In Solutions
- Performance Pillars and Benchmarking