

Learning and Accountability within Organizational Structures: Where Next?

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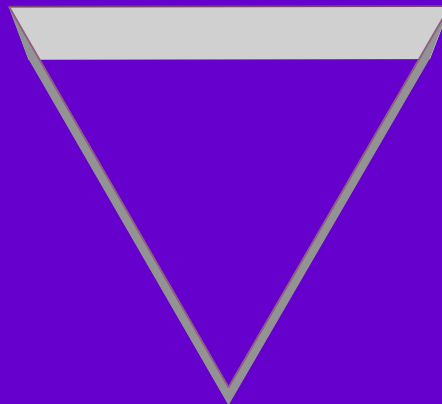
Workshop Questions

- What other models could be used to examine these conflicts?
- What are the ethical principles that guide medical practice for military physicians? Do these principles differ from those of the broader medical community?

What other models could be used to examine these conflicts?

**Sectors in society facilitate:
stable balance, learning, constructive accountability**

COMMERCE



GOVERNMENT

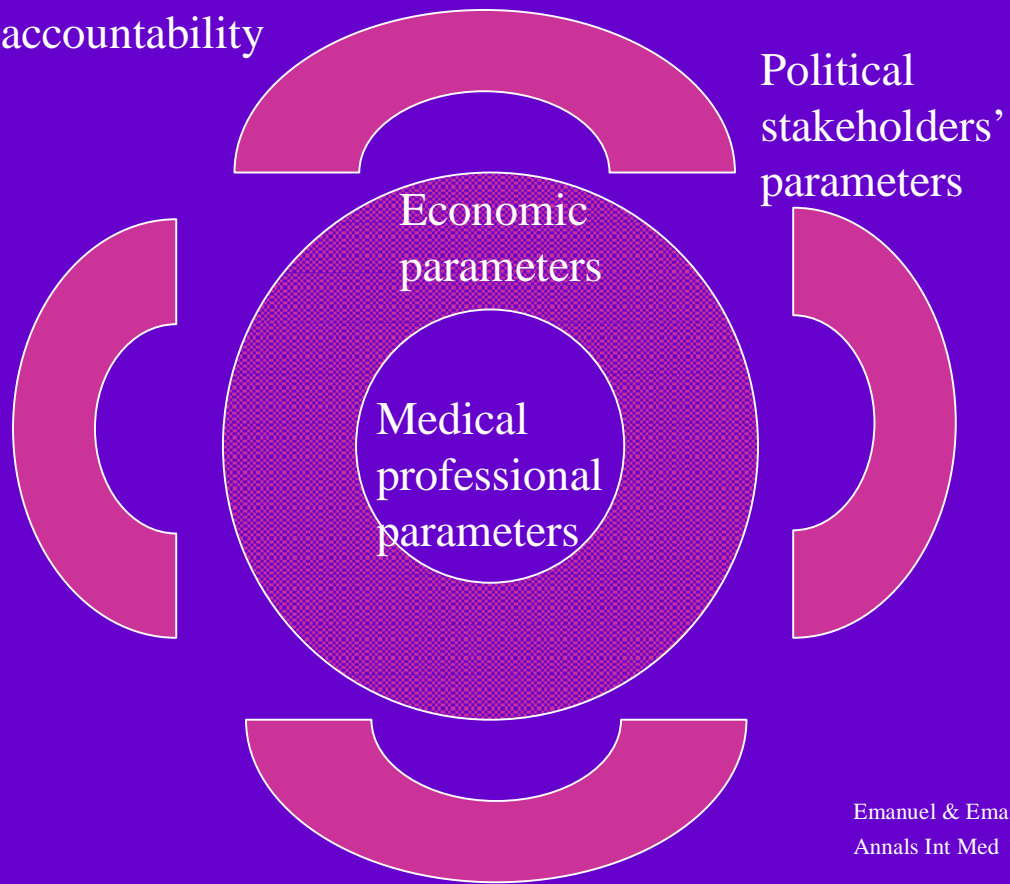
PROFESSIONALS

Layered stages of professional voice

1. Organizational feedback
2. Deliberation
3. External voice
4. Organized advocacy
5. Civil disobedience (very rare b/o damage to patients)

Wynia et al. New Engl J Med.1999;341:1612-1615.

Managed Care: a model of layered accountability

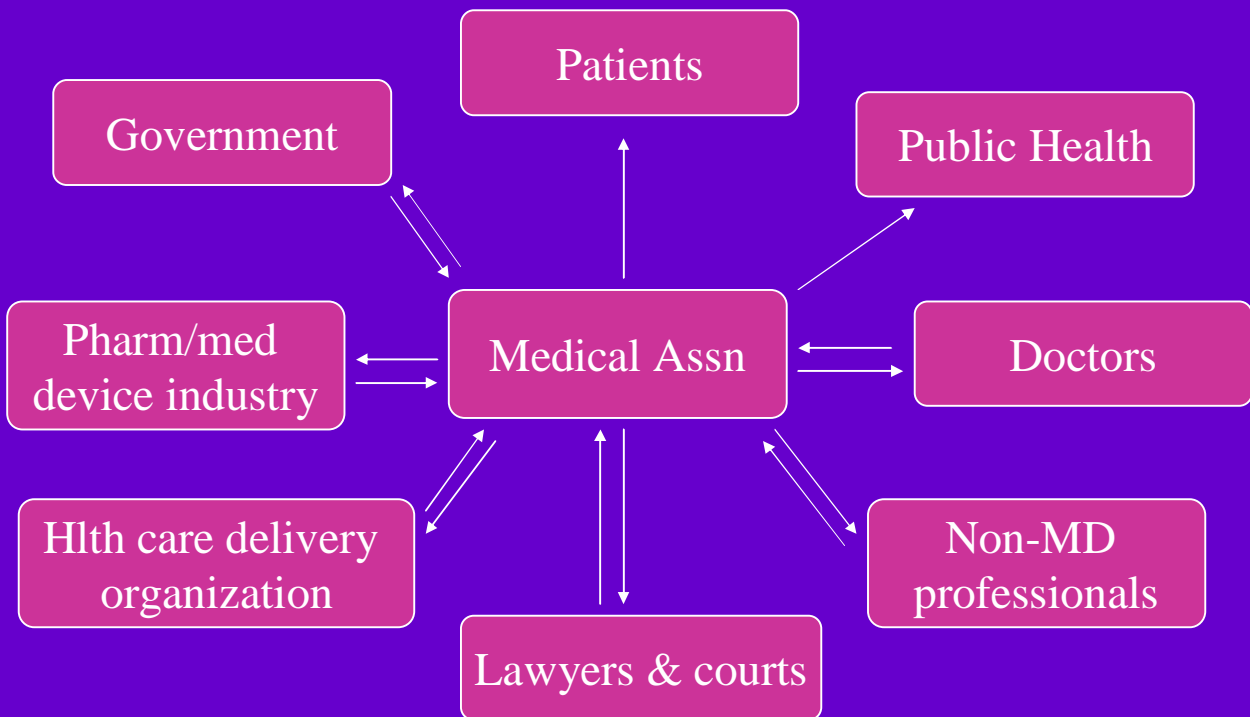


Emanuel & Emanuel
Annals Int Med 1996;124:229-239

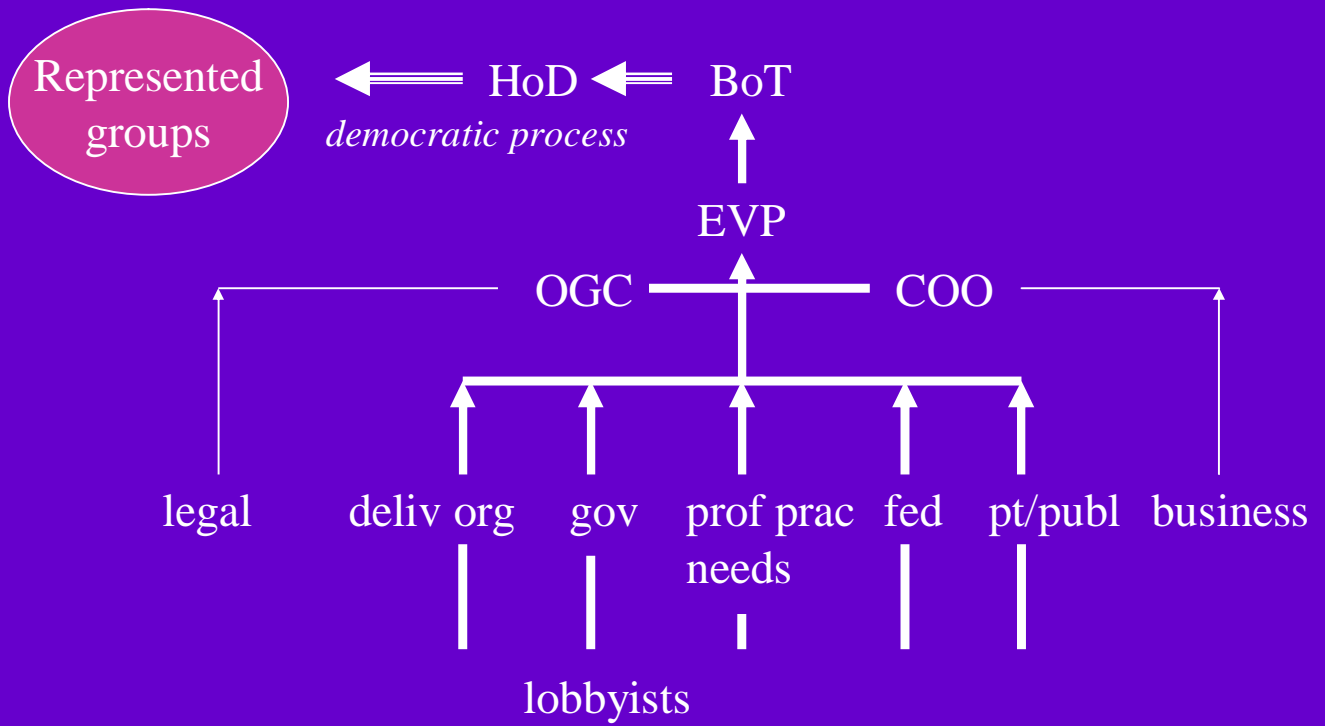
Maintaining balance, boundaries...

- Conflict of interest policies
 - \$ \$ \$
 - Proximity / capacity to affect patient care
 - Value at stake

Structures of Accountability Example: Professional Association



Organizational Structure by Accountability



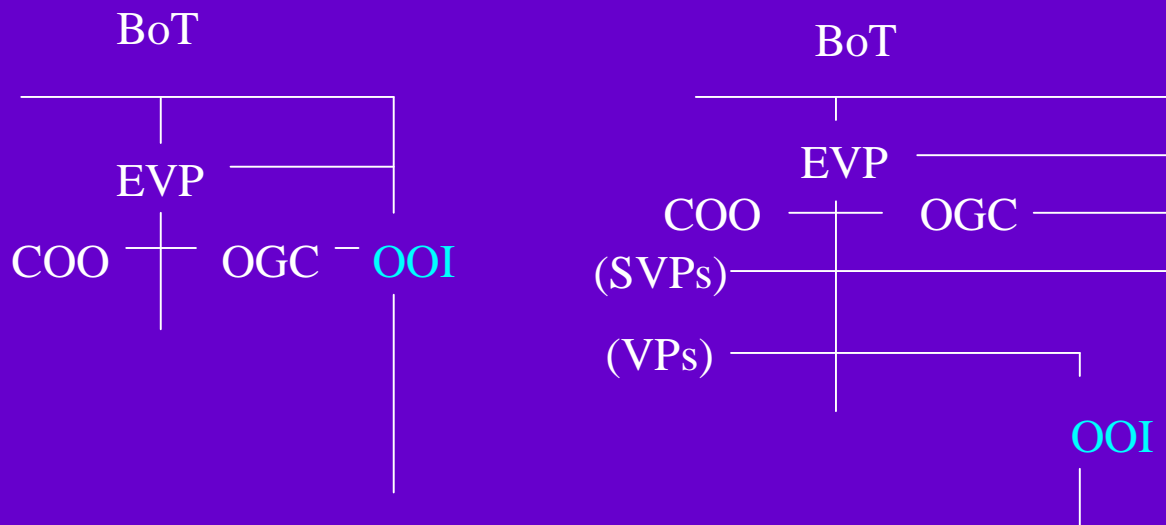
... Integrity in Partnerships

Sunbeam
and
the American Medical Association
1996

Preventing and learning from ethical error

- How?
- Enhance transparency
 - Leaders not isolated from front line
 - Leaders' errors have a chance at being prevented
 - Non-paralyzing procedures

Broadening the bottleneck of accountability – letting in the sunshine; retaining local knowledge



Example: Office of Organizational Integrity

Additional examples of cross-professional perspective, accessing raw data...

- Advisory boards
- Institutional review boards
- Peer review
- Systems engineering – continuously learning
- Clergy, social workers, educators

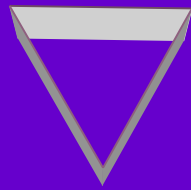
Additional Examples ...

- Patient Safety – learning organizations
 - Team work
 - Speaking against authority gradient
 - Anonymous reporting
 - Compulsory reporting
 - De-identified research

What professional discourse teaches about preventing and learning from ethical error

- How?
 - Transparency
 - Feedback
 - Perspective

What other models could be used to examine these conflicts?



- Safe sharing of information
 - from trenches to top leadership
- Respectful discourse
- Goal: education and continuous improvement

What ethical principles guide military physicians?
Do they differ?

- The same principles
- But in relationship to those of another group
- Negotiating balance, boundaries

Learning and Accountability within Organizational Structures:

Where next to keep learning, prevent ethical error?

Culture: e.g. venues to air issues

Structures: e.g. office of organizational ethics

Procedures: e.g. conflicts of interest policies