

DRAFT

INTENSIVE SCHOLARS INSTITUTE SUMMER 2009*

Leadership and Healthcare Ethics

**OFFERED BY THE PROGRAM IN ETHICS
and POLICY IN HEALTH CARE
University of Virginia**

June 1– June 26, 2009

**5 Days a Week, Sessions in Mornings and Afternoons
4 Week Program**

Overall Mission: To lay the groundwork for transformational leadership in healthcare systems through the use of a small hands-on interdisciplinary learning approach with practical experience under the direction of distinguished faculty from the Law, Darden and Medical Schools, and renowned healthcare industry guest speakers.

Institute Objectives:

To help participants in Intensive Scholars Institute learn to

- **Identify stakeholders in healthcare systems**
- **Identify competing values of stakeholders**
- **Clarify the competing values of stakeholders**
- **Articulate competing values**
- **Prioritize and manage competing values**

Monday 6/1

9:30 – 11 am Introductions, Project Overview

11:00 – 12 pm Introduction to Ethics Consult Service

Institute Faculty

Institute Faculty

Session Objectives:

- **To introduce each other**
- **To outline goals of the seminar**
- **To outline expectations of individual project**
- **To provide an introduction to the Ethics Consult Service**
- **To discuss what we mean by “leadership”**

Readings:

- **Fletcher, J., Spencer E., Clinical Ethics: History, Content & Resources. Chapter in *Fletcher’s Introduction to Clinical Ethics*. University Publishing Group.**

1pm-3pm— Ethics Consult Service

Tuesday 6/2

9am-12pm Who are Leaders and What is Leadership?

Session Objectives

- **To discuss various aspects of leadership**
- **To distinguish leaders and leadership**
- **To assess differing ideas about leaders and leadership**

Ann Mills, M.sc.(Econ), M.B.A.

Assistant Professor, Center for Biomedical Ethics and Humanities, Co-Director, Program in Ethics and Policy in Healthcare

Donna Chen, M.D., M.P.H.

Assistant Professor

Departments of Psychiatry and Public Health Sciences and Center for Biomedical Ethics and Humanities

Readings

- P. Senge, “Mental Models” in *The Fifth Discipline, The Art and Practice of the Learning Organization*. NY: Doubleday 1990.
- Conger, J. *Two Faces of the Charismatic Leader*, in *The Charismatic Leader*, San Francisco: Jossey Bass Publishers 1989.
- Rosener, JB. *Ways Women Lead*. Harvard Business Review. Nov-Dec 1990.
- Richmon, M and Allison, D. *Toward a Conceptual Framework for Leadership Inquiry: Future Research Directions*. Educational Management Administration Leadership 2003; 31; 31.

1:30-3:30 pm Shadowing

General Medicine (Fontaine Research Park)

Wednesday 6/3

9am- 3 pm Global Health

Richard L. Guerrant, M.D. (& CGH Fellows)

Thomas H. Hunter Professor of International Medicine

& Director, Center of Global Health

Lila Feisee, J.D.

Managing Director of Intellectual Property

Biotechnology Industry Organization

Session Objectives

- **To introduce students to some of the main challenges involved in raising the standard of global health**
- **To introduce students to other healthcare systems**
- **To discuss with students from abroad their healthcare systems and the challenges they face**
- **To discuss with students from abroad how they think some of these challenges could be met**
- **To identify and discuss competing values in agencies and institutions designed to raise standard of global health**
- **To discuss with students from abroad what they understand by the term “leadership”**

9:00-10:30 a.m.	Global Health Overview - "Why We Should Care About Global Health" Richard Guerrant, M.D.
10:45-11:45 a.m.	“Global Health Challenges: What Industry is Doing on Global Health” Lila Feisee, J.D.
11:45-12:15 p.m.	Questions and Answers
12:15-1:30 p.m.	Break for Lunch (Students are on their own for lunch)
1:30—2:45 p.m.	Edgar Musie, Fellow, University of Venda in South Africa, Ace Bryan Cabal, Fellow, University of the Philippines, and Mark Brewster, UVa 2007 (spent a year in Guatemala as a CGH/Pfizer Initiative in International Health School)
2:45-3:00 p.m.	Questions and Answers

Readings:

- **Guerrant R., et al, “Infectious Diseases, Balanced Polymorphisms, and Human Evolution: a Declaration of Interdependence,” Invited Commentary, Current Infectious Disease Reports 2007 9:83-85.**
- **Guerrant, R., “The Unacceptable Costs of the Diseases of Poverty,” Weldon Cooper enter for Public Service, UVa, Vol 78, No. 3, May 2002.**

Thursday 6/4

9am-12 pm Introduction to the Healthcare Delivery System

Ann Mills, M.sc. (Econ), M.B.A.

Assistant Professor, Center for Biomedical Ethics and Humanities, Co-Director, Program in Ethics and Policy

in Healthcare

Donna Chen, M.D., M.P.H.

Assistant Professor

Departments of Psychiatry and Public Health Sciences

Center for Biomedical Ethics and Humanities

Session Objectives

- **To introduce students to the main “players” in the healthcare system**
- **To discuss the changing roles and relationships between them and the resulting accountability issues and concerns**
- **To identify, and articulate competing values**
- **To identify and discuss some of the major problems confronting the system and their effect on the traditional values associated with healthcare.**
 - **Medical Errors**
 - **Cost Issues**
 - **Definitions of quality**
 - **Problem of Uninsured/Financial burden for Patients**

Readings

- “What Could have Saved John Worthy?” 1998 *Hastings Center Report*.
- A. Relman and U. Reinhardt, 1986 “Debating For-Profit Health Care and the Ethics of Physicians,” *Health Affairs* (Summer): 6-31.
- M.R. Chassin, R.W. Galvin, and the National Roundtable on Health Care Quality. “The Urgent Need to Improve Health Care Quality,” *Journal of the American Medical Association* 1998;280(11):1000-5.
- Leatherman, et. al. “The Business Case for Quality: Case Studies and an Analysis; Current Payment mechanisms all, and even reward defective care because they are unable to reward future benefit. *Health Affairs*. 2003;22(2):17-30.

1-3 pm Shadowing

HIV clinic

Friday 6/5

9am-12pm Conflicts of Interest in Clinical Practice and Research

Madeline B. Harrison, M.D.

Director, Huntington Disease Clinic

Department of Neurology

Patti Tereskerz, J.D., Ph.D.

Associate Professor and Director,

Program in Ethics and Policy in

Health Care, Center for Biomedical

**Ethics and Humanities
Chair, Conflicts of Interest Committee**

Session Objectives

- **To discuss legal and regulatory framework**
- **To discuss competing values**
- **To discuss how stakeholders have been affected**
- **To discuss suggested reforms**

Readings:

- Tereskerz, P. "Research Accountability and Financial Conflicts of Interest in Industry-Sponsored Clinical Research: A Review." *Accountability in Research*, 10:137-158, 2003.
- Altman, L. "For Science's Gatekeepers, a Credibility Gap." *The New York Times*, May 2, 2006.
- AAMC. The Scientific Basis of Influence and Reciprocity: A Symposium.

**1pm-3pm Shadowing
University Medical Associates Clinic**

Monday 6/8

9am-11:45 am End of Life Issues

**Walt Davis, M.D.
Chairman of the Ethics Consult Service
Associate Professor, Center for Biomedical Ethics and Humanities**

Session Objectives

- **To discuss some of the end of life issues facing patients, families and healthcare professionals**
- **To delineate on the rights and responsibilities of healthcare providers and patients and family**
- **To discuss the values that may inform our decisions**
- **To discuss the ethical concerns that may arise**
- **To discuss how these issues can be resolved**

Readings

- C.A. Hite and M. F. Marshall. Death and Dying. (2005) In (eds) Fletcher, Spencer, Lombardo, *Fletcher's Introduction to Clinical Ethics*, Hagerstown, MD: University Publishing Group.

1pm-3pm Ethics Consult Service

Tuesday 6/9

9am-11pm Professionalism & Ethics in Practice

Margaret Mohrmann, M.D.
Professor & Director, Programs in Bioethics
Center for Biomedical Ethics and Humanities

Session Objectives

- **To ask what is a professional?**
- **To discuss whether or not goals and values associated with professionalism can be achieved in the healthcare system**
- **To discuss medical ethics**
- **To discuss whether or not goals associated with medical ethics can be achieved in healthcare systems**

Readings:

- Mohrman M.E. Variations on the theme of competence. Chapter in *Attending Children*. Washington D.C.: Georgetown University Press. 2005. p. 35-50.
- Mohrman M.E. Bridging the Distance. Chapter in *Attending Children*. Washington D.C.: Georgetown University Press. 2005. p. 160-185
- ABIM, ACP-ASIM, EFIM. Medical Professionalism in the New Millennium: A Physician Charter. *Annals of Internal Medicine*. 2002;136(3):243-246.
- Blank L, Kimball H, McDonald W, Merino J. Medical professionalism in the new millennium: a physician charter 15 months later. *Ann Intern Med*. 2003; 138(10):839-41.
- Campbell et al. Professionalism in Medicine: Results of a National Survey of Physicians. *Annals of Internal Medicine*. 2007;147(11): 795-805

1pm-3pm Paper Preparation

Wednesday 6/10

8:30 am – 12:30 pm Healthcare and the Healthcare Industry

Guest Speakers John Corea, Sr. Director of Policy, PhRMA, Thomas Novelli, Director of Medical Affairs, Medical Device Industry, Edward Buckley, Ph.D., Director of Economic Policy, Biotechnology Industry Organization

Session Objectives

- **To discuss legal and regulatory framework**
- **To introduce student to competing perspectives**
- **To identify challenges facing these industries**
- **To identify, articulate and discuss competing values**
- **To discuss suggested reforms**

- 8:30 – 9:00 a.m.** **Coffee**
- 9:00 – 10:00 a.m.** **John Corea** – “Challenges and Opportunities for the Biopharmaceutical Industry.”
- 10:00 – 11:00 a.m.** **Thomas Novelli** - “Real and Perceived Conflicts of Interest in the US Healthcare System.”
- 11:00 – 11:30 a.m.** Break
- 11:30 – 12:30 p.m.** **Edward Buckley** – “Policy Matters: Follow on Biologics”
- 12:30 – 1:30 p.m.** **SPEAKERS: Lunch with scholars**

Readings:

- J. DiMasi, R. Hansen, and H. Grabowski, The Price of Innovation: New Estimates of Drug Development Costs, Journal of Health Economics, Vol. 22, 2003
- Congressional Budget Office, Research and Development in the Pharmaceutical Industry (October 2006), <http://www.cbo.gov/ftpdocs/76xx/doc7615/10-02-DrugR-D.pdf>.
- Blowing the Whistle, Many Times, NY Times , November 18, 2007
- Redefining Health Care Creating Value-Based Competition on Results, Michael E. Porter and Elizabeth Olmsted Teisberg, Harvard Business School Publishing, May 2006 - <http://www.hbs.edu/rhc/index.html>.
- Overview of Hatch Waxman
(http://www.fdpi.org/pubs/Journal%20Online/54_2/art2.pdf)
- Background on the Current Debate
(http://www.palmbeachpost.com/health/content/business/epaper/2007/05/27/alf_bioenerics_0527.html)
(<http://www.genengnews.com/articles/chitem.aspx?aid=1159&chid=0>)
- How do Drugs and Biologics Differ?
(<http://www.bio.org/healthcare/followonbkg/DrugsVBiologics.asp>)
- How much will be saved in 10 years?
(<http://www.expressscripts.comourcompany/news/outcomeresearch/onlinepublications/study/potentialSavingsBiogeneticsUS.pdf>;
<http://www.pcmanet.org/newsroom/2007/Documents/EN%20Paper%20on%20Follow-on%20Biologics%20Jan%202007.pdf>;
<http://www.bio.org/healthcare/followon/20070222.pdf>; and
http://www.avalerehealth.net/research/docs/Follow_on_Biologic_Modeling_Framework.pdf)

2-4 pm Shadowing
University Medical Associates Clinic

Thursday 6/11

9am-12pm Protection of Human Subjects

Mimi Riley, J.D.
Professor, School of Law

- To introduce the ethical foundations
- To discuss the legal and regulatory framework
- To discuss suggested reforms

Readings:

- Goldner, Jesse A. “An Overview of Legal Controls on Human Experimentation and the Regulatory Implications Of Taking Professor Katz Seriously,” 38 Saint Louis U. L. J. 63, 90-103 (1993)
- Maschke, Karen. “Human Research Protections: Time for Regulatory Reform?” *Hastings Center Report* 38, no. 2 (2008): 19-22.
- Jones, James. Chapter 8 from *Bad Blood: The Tuskegee Syphilis Experiment*. Free Pr; New Exp Su edition (Jan. 1993).

1-3 pm Shadowing
HIV clinic

Friday 6/12

Visit to American Center for Progress – leave by 11:00 a.m. session is 2:00 p.m. – 4:00 p.m.

Mike Rugnetta, mrugnetta@americanprogress.org (Contact Person)

Monday 6/15

9am -12pm Nursing Perspective on the Healthcare System

Teresa Drought, Ph.D.
Assistant Professor of Nursing

Session Objectives

- To identify and discuss stakeholders in the “nursing crisis”
- To discuss impact of changing and competing values
- To discuss suggested reforms

Readings:

- Milton, C. “Breaking the Rules of the Game: Ethical Implications for Nursing Practice and Education.” *Nurs Sci Q* 2006; 19, 207.
- West, E., Griffith W.P., Iphofen, R., “A Historical Perspective on the Nursing Shortage.” *Medsurg Nursing*, April 2007, Vol 16/No.2.
- Zuzelo, P. “Exploring the Moral Distress of Registered Nurses. *Nur. Ethics* 2007; 14; 344.

1pm-3pm Ethics Consult Service

Tuesday 6/16

9am -12pm

The Role of Business Ethics in Healthcare

Abraham Segres, MHA
Director, Patient Safety & Risk Management
Quality & Performance Improvement
Medical Center-Risk Management

Ann Mills, M.sc.(Econ), M.B.A.
Assistant Professor, Center for Biomedical Ethics and
Humanities, Co-Director, Program in Ethics and Policy
in Healthcare

Donna Chen, M.D., M.P.H.
Assistant Professor
Departments of Psychiatry and Public Health Sciences and Center for Biomedical
Ethics and Humanities

Session Objectives

- **To introduce the hospital as a example of a healthcare delivery organization and discuss some of the external and internal problems it faces**
 - **Legal and Regulatory Issues**
 - **Competing Cost and Quality Goals**
 - **Diverse cultures and values**
 - **Staff shortages**
 - **Issues of Uninsured**
 - **Community expectations**
- **To introduce notions of business ethics and organizational ethics**
- **To discuss organizational responsibilities in the face of competing ethical responsibilities and traditions, and how these organizational obligations affect a physician's practice of medicine**

Readings:

- Fitzgerald FT. A Tale of Two Patients. *Annals of Internal Medicine*. 2004; 140:929-930.
- Paul Starr. 1982. *The Social Transformation of American Medicine*. New York City. Basic Books. p. 144-179.
- Friedman M. 2002. The Social Responsibility of Business is to Increase Its Profits, in (eds.) T Donalson, P Werhane, M. Cording, *Ethical Issues in Business: A Philosophical Approach*. 7th edition. Upper Saddle River, NJ: Prentice Hall. p. 33-39.

- “Business Ethics and Organization Ethics.” Chap 4 in Spencer et al. 2000. Organization Ethics in Health Care. Oxford University Press. Business Ethics and Organization Ethics. p. 49-68.

1pm-3pm Paper Preparation

Wednesday 6/17

9am-12pm Controversies in Healthcare: Ethics, Values and Emerging Technologies in Innovative Surgeries

Kenneth L. Brayman, M.D.
Professor, Department of Surgery

Session Objectives

- Identify stakeholders in healthcare systems
- Identify competing values of stakeholders
- Clarify the competing values of stakeholders
- Articulate competing values

Readings:

Reitsma A. and Moreno, J. Chapters 2 & 3, & 6 from *Ethical Guidelines for Innovative Surgery*, University Publishing Group, 2006.

1- 3 pm Shadowing
University Medical Associates Clinic

Thursday 6/18

9am-12pm Special Issues and Controversies in Health Care: Medical Malpractice

Bill Archaumbalt, J.D.
General Counsel
Piedmont Liability Trust

Session Objectives

- To stakeholders in the medical malpractice “crisis”
- To identify competing values
- To discuss suggested reforms

Readings

- Santen SA, Hemphill RR, McDonald MF, Jo CO. Patients' willingness to allow residents to learn to practice medical procedures. Acad Med. 2004 Feb;79(2):144-7.

- Nguyen TN, Silver D, Arthurs B. Consent to cataract surgery performed by residents. *Can J Ophthalmol.* 2005 Feb;40(1):34-7.
- Santen SA, Hemphill RR, Spanier CM, Fletcher ND. 'Sorry, it's my first time!' Will patients consent to medical students learning procedures? *Med Educ.* 2005 Apr;39(4):365-9.

1pm-3pm Shadowing

HIV clinic

Friday 6/19

9 – 12 Discussion Group

Session Objectives

- **To clarify and discuss issues that may have been overlooked in earlier sessions**
- **To discuss progress of individual papers**

Shadowing 1 -3

University Medical Associates Clinic –Kathryn Ansell & Katrina Nguyen (ask for Mohan Nadkarni M.D)

OBGYN – Katherine Pollak & Michelle Ferng (8th floor main hospital, opposite east elevators, ask for Logan Karns at the information desk)

Monday 6/22

9-12 pm Neuroethics

Presenter: Jonathan Moreno, Ph.D., Senior Fellow, Center for American Progress, David and Lyn Silfen University Professor, University of Pennsylvania, past Director, UVA Center for Biomedical Ethics

Session Objectives:

- **To introduce students to the emerging issues at the intersection of neuroscience and ethics**

Readings:

- J. Moreno, "Neuroethics: an agenda for neuroscience and society," *Nature Reviews*, Vol. 4, February 2003
- J. Moreno, *Mind Wars*, Chapters 5 & 6

1 -3 pm Ethics Consultation Meeting

6pm Tentative Dinner with Professor Moreno (students will be responsible for paying for their portion)

Tues. 6/23

9am-12pm Ethical and Policy Issues in Stem Cell Research and Neuroethics

Jonathan D. Moreno, Ph.D., Senior Fellow, Center for American Progress, David and Lyn Silfen University Professor, University of Pennsylvania, past Director, UVa Center for Biomedical Ethics

Session Objectives

- **To introduce students to the controversies surrounding:
Stem cell research
Genetic and genomic discoveries
Advances in neurological research**
- **To discuss how these controversies can be managed**
- **To introduce students to the emerging issues at the intersection of neuroscience and ethics.**

Readings:

- "Guidelines for Human Embryonic Stem Cell Research," Executive Summary, National Academy of Sciences, 2005, pp 1-15
- "Monitoring Stem Cell Research," Chapter One, The President's Council on Bioethics, 2004, pp 1-15
- "Human Cloning and Human Dignity: An Ethical Inquiry," Chapter Six, The President's Council on Bioethics, 2002, pp 1-37
- J. Moreno, "Prometheus Redux: The Once and Future Stem Cell Debate."

1pm-3pm Paper Preparation

Wednesday 6/24

9am-12pm Reading Day

1-3 pm Shadowing

University Medical Associates Clinic –Katherine Pollak & Michelle Ferng (ask for Mohan Nadkarni M.D)

Pediatric Clinic – Kathryn Ansell & Katrina Nguyen (Northridge – 3rd floor Allergy Clinic is down the hall from Pediatrics – ask for Dr. Peter Heymann)

Thursday 6/25

9am- 12pm The Health Care Quality Dilemma and Policy Options for Improvement

Bruce J. Hillman, M.D.
Theodore E. Keats Professor
Department of Radiology

Session Objectives

- **To explore policy options to improve quality in healthcare**

Readings:

- To Err is Human, 2000, The National Academies Press
- Executive Summary, Crossing the Quality Chasm, 2001, The National Academies Press: 1-22
- R. Stefanacci. Medicare Part D: It should be all about quality...Stupid! Journal of the American Geriatrics Society. 2007 (55)1134-1136.
- S. Leatherman and Kim Sutherland, Designing national quality reforms: a framework for action. International Journal for Quality in Health Care 2007:1-7.
- Snyder at. Al. Pay-for-Performance Principles that Promote Patient-Centered Care: An Ethics Manifesto. Annals of Internal Medicine, 2007:792-794.

**1-3 pm Shadowing
HIV clinic.**

Friday 6/26

**9:30 am-12pm Paper Presentations by Students
Certificates
Lunch**

For more information: Contact: Patti Tereskez, J.D., Ph.D.
**Director, Program in Ethics and Policy
in Healthcare**

PJM7s@Virginia.edu

Or

Ann Mills, MBA, M.Sc. (Econ)
**Co-Director, Program in Ethics and Policy
in Healthcare**

Amh2r@virginia.edu

Website and application: www.healthsystem.virginia.edu/internet/ethicsandpolicy/

The Program in Ethics and Policy in Health Care, Center for Biomedical Ethics and Humanities, PO Box 800758, Charlottesville, VA 22908, (434) 924-5695

*** Program and Speakers are subject to change, a work in progress.**