

Volume 14, Issue 1/2012 - Cover Story

How Ethical is Your Governance?

1. Leadership, Behaviour and Management Style

Presence of a charismatic leadership, highly competent, able to suggest and share the vision of the organisation which means having the ability to answer or knowledge to answer the question: "for whom and for what do we exist". Able to create a culture of excellence and honesty. Able to promote and encourage high ethical standards.

2. Communication

Dissemination of relevant information, policies, procedures and ethical standards to all shareholders and stakeholders, encouraging dialogue and feedback. Using appropriate language, and monitoring the effective understanding. Regular communication with individuals and community groups, making sure that people are truly informed.

3. Relationships, Their Role and Delegated Responsibilities

Building positive relationships allows employees, patients and their families to feel respected and appreciated, making them partners to achieve the desired results. Everyone must have clear roles and responsibilities. The leader must act to support and monitor activities continuously and transparently.

4. Accountability,

which means who is responsible for what, when and why. Roles and responsibilities, processes and their management must be clearly defined by senior management, in particular by the director general. Monitoring and reporting of decisions taken. Transparency of decision making and sharing of rules.

5. Definition and Management of Standards

Systems, processes, risk management, ambiguities, conflicts, accusations, legal problems. Rules and their justification. Mechanisms of evolution, processes of change. Premium/ penalty logic. Relevant health management direction, which must guarantee the proper functioning of the hospitals, should be aware of the problem, in order to put in place the due activities needed to implement and monitor appropriate policies that reflect the ethical sensitivity towards patients, their families and health workers. The health management authorities are able to act as catalysts for the different abilities servicing the ethical governance of healthcare organisations. No healthcare department jurisdiction? No Ethical Governance.

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