

# Healthcare Risk Management and Ethical Considerations in High Consequence Events

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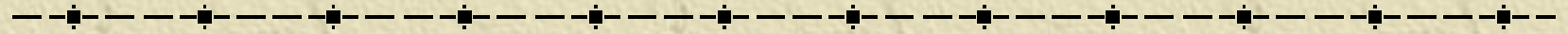
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# Learning Objective

Participants will use a problem based approach to assess effectiveness in addressing Risk Management and Ethics considerations in high consequence events.



# Definitions



Risk Management

Ethics

- ◆ Values that drive ethical decisions

High Consequence Events

# What are the key issues...

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## Goal of Preparedness

- ✓ What is being prepared?
- ✓ What is the desired outcome?
- ✓ What is the measure of preparedness?
- ✓ What is the desired outcome for the community?
  - ✓ Community Responsibilities
  - ✓ Society Obligations
- ✓ What is the desired outcome for the individual healthcare worker?
- ✓ Sustainability...



# Ethical Considerations

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- ✱ Healthcare workers' duty to provide care in high consequence events (Code of Ethics)
  - Show up for work...
- ✱ “Standard of care” – Responsible Application of Clinical Guidelines
- ✱ Resource Management – Fair, equitable
  - Competitive vs. non-competitive
- ✱ Movement Restrictions
- ✱ Ethnic/Spiritual
- ✱ Triage

# Scenario

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- ✠ *Three months ago*, a severe respiratory illness was identified in a remote village in western China, affecting all age groups, the local hospital had 50 cases with 37 requiring hospitalization;
  - ✠ *60 days ago*, the respiratory virus begins to make headlines in major newspapers across the world;
  - ✠ *30 days ago*, cases of the outbreak are appearing in Taiwan, Japan and Korea;
  - ✠ *Two weeks ago*, the CDC reported that the first confirmed case has been diagnosed in Los Angeles, California;
  - ✠ *One week ago*, there are now 57 confirmed cases in the United States, including Los Angeles, New York, Boston, Miami. Travel Health Warning issued by CDC;

**IT'S HERE....**



# Follow-up Discussion/Comments

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- ✧ Values form the basis of decision making.  
Different decisions will be made based on the values held by an individual or an organization.
- ✧ What are the values that should drive our disaster ethical decision making?

(Values that were addressed on the ethical issues report of the world health organization included: effectiveness, equality, and accountability.)

# Follow-up Discussion/Comments continued...

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The healthcare workers duty to provide care during a sustained high consequence event

◆ How much risk should healthcare workers be required?

- The duty to care for themselves so they can continue to provide care;
- PPE's and support mechanisms to help the healthcare worker.



# Follow-up Discussion/Comments continued...

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## ✦ Measurement of preparedness

✦ The legal, moral and ethical obligation for healthcare organizations to be prepared:

- Patient safety
- Staff safety
- Regulatory compliance
- Costs efficiency

# Follow-up Discussion/Comments continued...

✱ Hospitals have just in time inventory....

- ◆ What is the ethical obligation to ensure that there are sufficient supplies and equipment to serve patients, staff and their families in a high consequence event?
- ◆ How much supplies and equipment should be inventoried to ensure a level of preparedness?
- ◆ How much is enough?
- ◆ How much is too much?
- ◆ How much risk is too much risk so that a staff person may say, “no, I cannot engage in this activity”?
- ◆ What is the leadership ethical obligation to inform staff of the potential risk to the staff and to their family?



# Follow-up Discussion/Comments continued...

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## ✱ Triage

- ◆ What are the principles of withholding care and withdrawing care?
- ◆ What principles should guide triage? Consider developing guidance in triage decision making between patients who have family to support them vs. patients who have no one to support them, requiring further resources.
- ◆ Does Triage also entail pre-arrival while education the public to stay at home and not come to the physicians office until they have met certain clinical indicators.
- ◆ Clinical protocols – protocols for triage, decision making and resource allocation must be science based and clinically appropriate, example of clinical protocols that are already available include: department triage, ventilator triage, triage protocols for victims exposed to radiological agents, etc.



# Follow-up Discussion/Comments continued...

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## ✧ Standards of Care

- ✧ Is the standard of care truly altered or degraded? See Federal and State statutory language.
- ✧ Does a clinician or an organization need permission to make disaster decisions that are different from normal decisions (see individual state guidelines for decision making in a disaster)
- ✧ Can a licensed professional practice outside the scope of their practice and do some things that a physician or other healthcare professional would normally do because physician resources are limited?



# Follow-up Discussion/Comments continued...

## ✦ Allocation of resources

- ✦ A hospital will reach a threshold where resources are outnumbered by need, I.e., number of ventilators in a hospital
- ✦ In resource allocation, does a hospital balance the need and must immediately be addressed keeping in mind the future needs that are foreseen (in collaboration with hospital IC and EOC).
- ✦ Rationing or saving of resources by healthcare has not been well accepted by general public, how do we educate public about the need for managing healthcare resources?
- ✦ Many hospitals have MOU's with area hospital healthcare facilities, what is the obligation of a hospital to share resources with another facility in need knowing that the need may hit the donor hospital within a narrow timeframe.
  - How would border state issues be addressed?

# Follow-up Discussion/Comments continued...

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## ✦ Public participation

- ✦ Considering developing strategies to communicate planning preparedness so the public is aware of what we are doing
- ✦ Seek public input and event more, get public consensus about our preparedness planning decisions.
- ✦ Enlist cultural and religious leaders in healthcare ethical decision planning



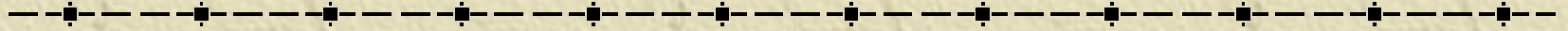
# Follow-up Discussion/Comments continued...

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## ✦ Enforcement

- ✦ Even with education of the community and healthcare providers about triage and resource allocation – there will be those who do not comply with guidance and directives from the state, professional associations or the facilities guiding principles and protocols. What are appropriate strategies to ensure compliance of critical ethical decisions and risk reduction strategies?

# Next Steps...







Thank you for being a part  
of our healthcare  
preparedness community.

