

HIPAA Training +: Beyond Compliance to Culture Change

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HIPAA Training

- Not just a legal requirement, but a positive opportunity
- Foster positive culture change in organizations affected by the regulations
- Assess and address larger organizational challenges

HIPAA Training in Context: The Internet Healthcare Coalition

- Founded 1997
- International scope
- Mission: Quality healthcare resources on the Internet
- Broad constituency
- Focus on educating
 - e-health executives, managers, practitioners
 - policymakers, regulators
 - consumers, patients

The e-Health Ethics Initiative: Awareness, Education and Training

- Genesis of the e-Health Ethics Summit, Washington, DC, 2000
- Broad framework: 8 guiding principles
- A living document, not a rigid set of rules
- Belongs to all individual and organizational e-health stakeholders
- A basis for educating providers and consumers
 - e-Health Ethics Workshops
 - Tips for Consumers
- A basis for earning consumer trust

e-Health Code of Ethics: 8 Guiding Principles

1 Candor

- Disclose vested financial interests
- Disclose key information for consumer decisions

2 Honesty

- Present information truthfully
- No misleading claims

e-Health Code of Ethics: 8 Guiding Principles

3 Quality

- Accurate, clear, current, evidence-based
- Readable, culturally competent, accessible
- Citations, links, editorial board and policies

4 Informed Consent

- Privacy policy and risks
- Data collection and sharing
- Consequences of refusal to consent

e-Health Code of Ethics: 8 Guiding Principles

5 Privacy

- Prevent unauthorized access or personal identification of aggregate data
- Let users review and update personal data

6 Professionalism

- Abide by professional codes of ethics
- Disclose potential conflicts of interest
- Obey applicable laws and regulations
- Point out limits of online practice

e-Health Code of Ethics: 8 Guiding Principles

7 Responsible partnering

- Choose trustworthy partners, affiliates, and links
- Maintain editorial independence from sponsors
- Tell users when they are leaving the site

8 Accountability

- Provide management contact info
- Encourage user feedback
- Respond promptly and fairly to complaints

Compare with the basis for HIPAA: Principles of Fair Information Practices

- Openness
- Individual participation/rights
- Security
- Accountability
- Limits on use, collection, and disclosure of information

HIPAA Training in Context: e-Health, Privacy and Quality

- The Internet Healthcare Coalition exists at the intersection of
 - Healthcare
 - Technology
 - Privacy
 - Quality.
- So does HIPAA!

HIPAA Training in Context: Ethics and Culture Change

Culture change is about

- Infusing ethics throughout the organization
- Empowering employees at all levels to do the right thing

Ethical Organizational Culture: Ignore at Your Peril!

- Ethical insensitivity can create
 - Legal disasters
 - Organizational disasters
 - Public relations disasters
 - Financial disasters
 - Public health disasters

Ethical Organizational Culture: The Business Rationale

- Meeting legal and regulatory requirements
- Building an ethical brand/corporate image
- Building shared norms and values
- Building the framework for quality
- Meeting consumer/patient needs and expectations

Ethical Business Practices: What Consumers/Patients Tell Us

- Consumer concern about privacy is high and growing higher
- Consumers becoming increasingly active in protecting their privacy
- Independent third-party verification of privacy practices builds confidence and brand loyalty
- Privacy notices that are scrupulously followed build confidence and brand loyalty

Ethical Business Practices: What Consumers/Patients Tell Us

- High level of distrust for electronic collection of information
- Demand for accurate information, choice and control in healthcare decisions increases with consumer share of costs
- Increased willingness to change providers if dissatisfied

Implications for Healthcare Businesses

- Privacy protection is a marketing opportunity
- HIPAA training to meet minimal requirements is a costly, temporary fix
- Leverage HIPAA compliance to meet larger business objectives

Leverage HIPAA Compliance

- Organizational mission
- Business objectives
- Larger training, education, retention, and hiring considerations
- Organizational culture, norms, and values

Cultural Considerations

- Four perspectives on organizational culture
 - Structural
 - Interpersonal
 - Political
 - Symbolic

Source consulted: Bolman and Deal

Cultural Incentives and Barriers: 4 Perspectives on Privacy and Trust

- Structural
 - Physical, electronic, and organizational systems
 - Roles and responsibilities
- Interpersonal
 - Modeling and building trusting relationships
 - “Walking the walk”

Source consulted: Bolman and Deal

Cultural Incentives and Barriers: 4 Perspectives on Privacy and Trust

■ Political

- Rewarding ethical behavior even when it involves risks
- “What gets measured is what is valued”

■ Symbolic

- Stories and myths
- Rituals


Source consulted: Bolman and Deal

HIPAA: Incentive for a Culture Audit

- Analogy: security gap analysis
- Assess cultural receptiveness to the demands of HIPAA
- Align culture with mandated training goals
- Leverage training dollars
- Improve quality
- Build in continuous assessment and improvement

e-Health Quality Partners and The Internet Healthcare Coalition

- e-HQP: exclusive education and outreach affiliate of the Internet Healthcare Coalition
- Strategic business alliance
 - VirSci: privacy, usability, and quality in pharma and health marketing
 - Metaforix: organizational planning, learning, and communications
- Builds on ethics training experience and broad stakeholder base

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Background and decision-making resources

- eHealth code of ethics
www.ihealthcoalition.org/ethics/ethics.html
- Institute for the Future. "The future of the Internet in health care"
www.iftf.org/html/researchareas/privatework/summary/healthcare_internet.html
- Lester, T. "The reinvention of privacy." *The Atlantic Monthly*.
<http://www.theatlantic.com/issues/2001/03/lester-p1.htm>

Background and decision-making resources

- Privacy & American Business. "Privacy on & off the Internet: What consumers want." 2/02
Westin, A. "A very revealing privacy survey"
- Privacy & American Business and Privacy Council, Inc. "The American consumer and privacy: P&AB's roundup and analysis of privacy surveys." 3/02