

Session 6B: Perspectives of Ethics in the Health Sector

6.1. Ethical leadership in public health

Lessons and implications for research ethics governance

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Primary affiliation

- Associate Professor of Health Administration
- Director, National Graduate Office for the Health Sciences
 - University of the Philippines Manila

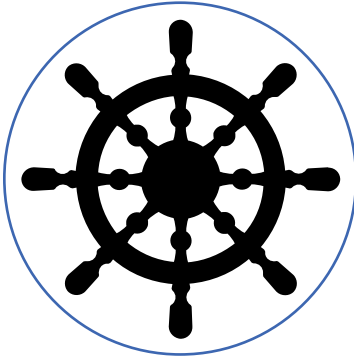
Research ethics experience

- Member and former Panel Chair, UP Manila Research Ethics Board
- Trainor, Committee on Information Dissemination, Training and Advocacy, Philippine Health Research Ethics Board
- Contributor to the 2017 and 2022 national research ethics guidelines

Other appointments

- Chair, Public Health Ethics Committee, Department of Health
- Associate Editor, *Journal of Public Health*

Context



Expectation for managers to be an **ethical leader** (i.e., from Mintzberg's managerial roles)



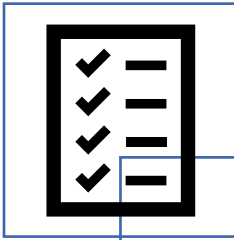
Institution of **Public Health Ethics Committee** in the Philippine Department of Health in 2021 (i.e., as mandated in the *Universal Health Care Act*)



Development of **training on public health ethics** for middle-level managers of the Department of Health

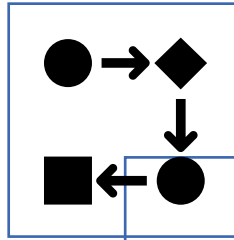


The training design



CONTENT

- Overview of public health
- **Ethical leadership in public health**
- Relevant laws in public health ethics
- Conflict of interest management
- Public health research ethics
- Ethical procedures in public health decision-making



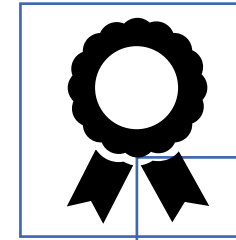
PROCESS

Module preparation

- *Iterative process*
- Desk review
- Individual expert assignment
- Review by DOH

Teaching-learning strategy

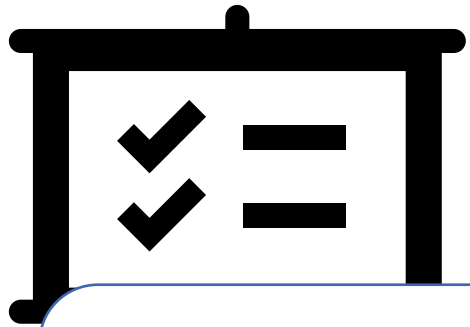
- Two-day learning activity
- Lecture-discussion
- Case analysis (small group discussion and plenary presentation)



Evaluation

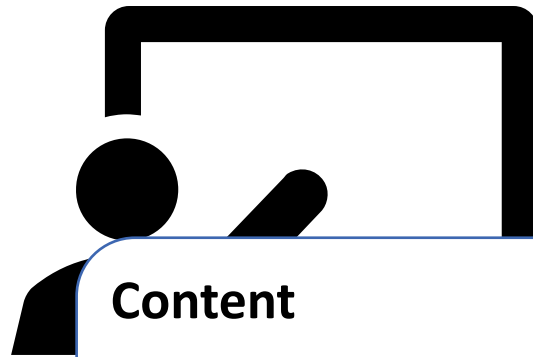
- **Level 1:** End-of-training evaluation
- **Level 2:** Participation on activities; Written outputs of activities

About the module on ethical leadership



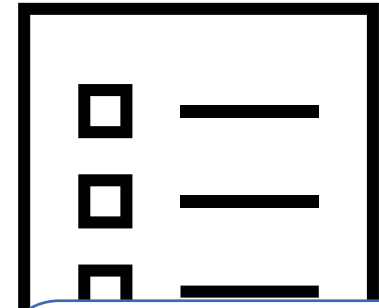
Objectives

- Define ethical leadership and public health leadership
- Discuss the characteristics and process of ethical leadership
- Apply ethical leadership in own practice



Content

- What is meant by ethical leadership in public health?
- How does one become an ethical leader?
- How to apply ethical leadership in practice?



Evaluation

- Individual activity: Assessment of practice of ethical decision making

1. Proposed definition: ethical leadership in PH

Adapted from Brown, 2005 and [Shakeel et al., 2019](#)

- No extant definition in the literature
- Proposed definition (*on the right* ►) combines elements ethical leadership and public health leadership

Key elements

1. Process
2. Highlights two roles: *moral person* (internal) and *moral manager* (external)

Ethical leadership in public health refers to the ¹ pursuit of normatively appropriate conduct of ² self and others governed by rules and principles towards the fulfillment of the public health agenda now and in the future

2. Integrating ethical leadership in practice

Source: [Bernheim & Melnick, 2008](#); Fox et al, n.d.; [Piper, 2007](#)

Dimensions of practice

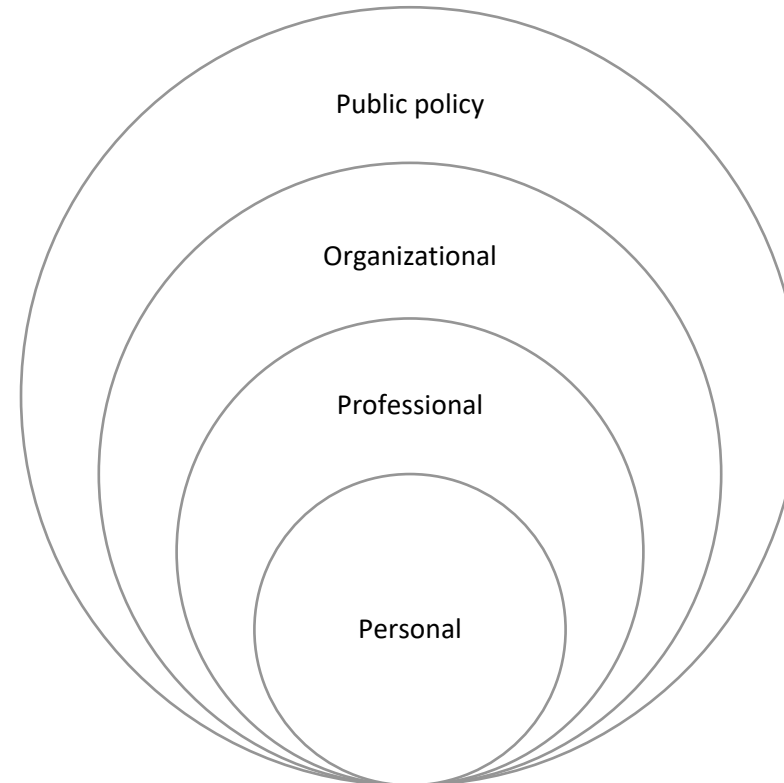


Professional relationships
(with staff, clients)

Day-to-day activities

Performance measures

Spheres of ethics



Ethical leadership compass



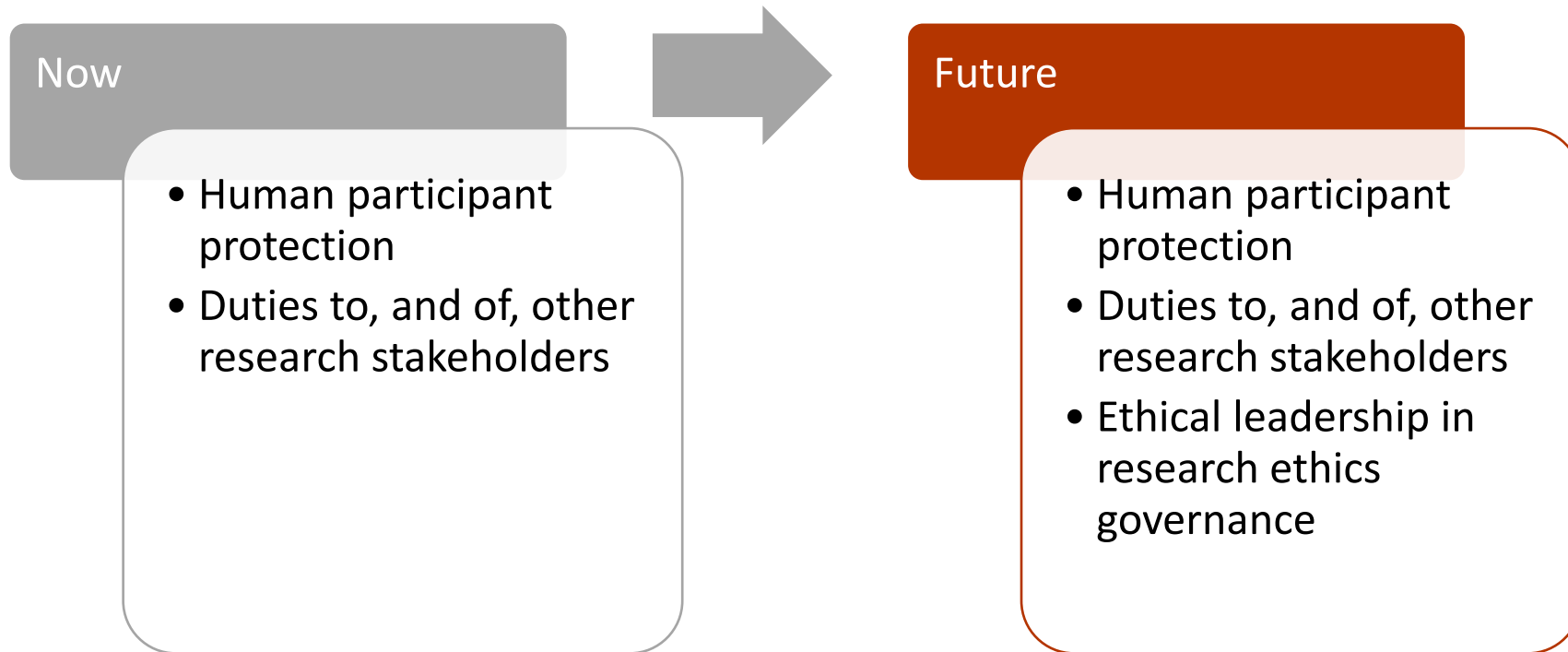
Assessment tool

Source: Fox et al, n.d.

III. Practice ethical decision making	Almost Never	Occasionally	Frequently	Almost Always
I explicitly consider ethical issues when making management decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I use a standardized process to make decisions on management issues with ethical implications.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When faced with a tough decision, I look to VHA mission and values statements (or similar documents) and use them to evaluate various options.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When faced with a tough decision, I think through the short-term and long-term effects on various individuals and groups.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When faced with a tough decision, I make sure that I am not unfairly favoring a particular individual or group.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When I need advice on an ethical issue, I go to a person with ethics expertise.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When I need advice on an ethical issue, I refer to published sources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When making important decisions, I involve those who will be most affected.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When important decisions are made by a group, I ensure that someone is specifically tasked to call attention to ethical considerations.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When I announce important decisions to staff, I take time to explain the decision-making process and who was involved.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When I announce important decisions to staff, I take the time to explain the rationale for the decision.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Concluding thoughts

Is it time to talk about ethical leadership in the context of research ethics governance?



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