



Guidelines for Completing your Ethics Self-Evaluation

Purpose

All members of the Canadian College of Health Leaders are required to abide by the College's Code of Ethics as a condition of membership. In fulfilling their responsibilities, members are expected to maintain high ethical standards in their personal and professional behaviour and to act in accordance with the College Code of Ethics. Ethics should be central to all decision making and in fulfilling social responsibilities.

The Code provides an overall standard of behaviour and includes specific standards to guide leaders in their personal and professional relationships and to act in accordance with College values.

Based on the CCHL Code of Ethics, the Ethics Self-Evaluation tool is intended for personal use and to assist the user in thinking about his or her own ethics-related leadership and actions. It should not be returned to CCHL nor should it be used as a tool for evaluating the ethical behavior of others.

The Ethics Self-Evaluation can help you identify:

- Areas in which you are on strong ethical ground,
- Areas that you may wish to examine, including the basis for your responses, and
- Opportunities for further reflection.

Your Ethics Self-Evaluation

We hope that you will find this self-evaluation thought-provoking and useful as a part of your reflection on how you lead. Effective leaders influence the ethical tone of their entire organization, and in particular act as role models for the professional growth of other leaders. We hope this tool will help you to make a difference to the ethical well-being and success of your organization.

In this self-evaluation you will reflect upon your ethical behaviours in four contexts: Individual, Professional, Organizational, and Community.

You can choose to begin assessing your ethical behaviors at any time. The first time completing this self-evaluation will help you understand the current state of your personal ethics, which then provides the information necessary to build a stronger personal ethics for the future. Repeating the assessment will help you to commit to sustaining ongoing and continuous ethics improvement.

Steps

1. Complete the self-evaluation

This ethics self-evaluation tool is an excellent way to measure the overall health of one's individual ethics. Take a moment to jot down some reflections for each behaviour, perhaps you include an example of when you demonstrated the behaviours, or some thoughts on how you might move up a level.

2. Review your responses

Once you have finished the self-evaluation, it is suggested that you take a few minutes to review your responses, noting which questions you answered, "no opinion", "developing", and "mature". You may find that in some cases an answer of "mature" is satisfactory, but in other cases, "mature" may not be consistent enough to meet the requirements of your role.

3. Plan for growth

Completing the ethical self-evaluation is an opportunity to enhance your ethical practice and leadership approach. If there are areas that you feel you need development in, you can take this opportunity to develop a specific action plan for improvement.

There are ethics resources available through the College and other organizations. You can refer to our quarterly Healthcare Management Forum journal that has a regular column on ethical issues of interest to leaders.

Ranking Scale

PERFORMANCE LEVEL	RATING	DESCRIPTION OF LEVEL
Mastery	4	I have mastered the behaviour at an exceptional level, consistently demonstrating the behaviour with a natural degree of ease and as observed across diverse, multiple organizational and/or community situations. I act as an exemplary role model for others and inspire others through my actions.
Distinguished	3	I consistently demonstrate the behaviour with skill and confidence in organizational and/or community situations, regardless of the complexity of that situation. My actions reflect well on the organizational culture.
Mature	2	I demonstrate this behaviour in most situations, but need to improve my consistency in increasingly complex situations.
Developing	1	I do not consistently demonstrate this behaviour.
No opinion	N/O	Little or no evidence is available on which to assess the behaviour.



4 3 2 1 N/O

A. INDIVIDUAL

A.1 Strive to be exemplary, courteous, and respectful in all interactions.

I listen patiently to everyone to better understand their perspective.

I treat everyone (colleagues, staff, patients, families, community member, student) with courtesy, politeness and kindness.

I acknowledge the views of others that are different from mine.

I hold others accountable to demonstrate respect in all interactions.

A.2 Practice in a manner that exemplifies and promotes equity, diversity, inclusion, and intersectionality

I am aware of my unconscious biases.

I embrace the practices and customs of diverse staff and patient populations.

I strive to relate with empathy to persons who differ from me in ways such as (but not limited to) ethnicity, religion, gender, age, education, societal status, professional discipline, language, generation, sexual orientation or physical or development disability and skill sets.

I embrace diverse thinking to generate ideas and to get useful feedback that contributes to creating an environment where everyone feels relevant and part of our shared mission.

I encourage open dialogue on diversity, equity and inclusion and shares personal experiences and learnings.

A.3 Promote the timely communication of rights, responsibilities, and information to foster informed decision making.

I make and communicate timely and informed decisions to avoid difficult or politically risky choices.

I use prompt reporting mechanisms to keep my organization informed of performance, risk, ethical, safety and quality issues.

I ensure timely information is provided to patients and families related to their rights, responsibilities, and health condition so they can make informed decisions.



A. INDIVIDUAL

continued

A.4 *Respect confidentiality of information*

I promote the confidentiality of information in accordance with relevant legislation and policies.

I maintain confidences entrusted to me.

I do not tolerate breaches of confidentiality and I act accordingly on suspected breaches of confidentiality and privacy.

A.5 *Conduct all relationships in a manner that ensures actions and decisions are not compromised by real or perceived conflict of interest*

I am aware of my biases that may contribute to conflict of interest.

I follow a deliberate decision-making approach to guide my decisions.

I do not allow my relationships with family, friends or associates influence my business decisions.

A.6 *Disclose to the appropriate authority any situation that might create or be perceived to create a potential conflict of interest*

I know the process for disclosing potential and/or perceived conflicts of interest in my organization.

I disclose and expect others to disclose any possible and/or perceived conflicts of interests before pursuing or entering into relationships with potential suppliers.

I disclose to the appropriate authority any situation that might create or be perceived to create a potential conflict of interest.

A.7 *Neither accept nor offer personal gifts or benefits with the expectation or appearance of influencing decisions*

I set an example for others in my organization by not accepting personal gifts.

I refuse to accept or offer personal gifts or benefits that may have the expectation or appearance of influencing decisions.

A.8 *Refrain from promoting or endorsing commercial products or services by using the College membership or credentials*

I understand and support the rationale for not using my College membership and credentials to promote and endorse commercial products or services for personal benefit.

I do not promote or endorse commercial products or services by using the College membership or credentials.





4 3 2 1 N/O

B. PROFESSIONAL

B.1 Develop, promote and maintain competency in health leadership

I keep pace with evolving knowledge in health leadership and continuously develop the leadership capability of myself and others using the LEADS capability framework as a foundation.

I hold myself and colleagues accountable for adherence to our organization’s ethical standards and values.

I ensure that my organization is aware of my concerns about individual performance as it relates to quality, safety, and ethical leadership issues.

B.2 Promote and assist others (health leaders, staff, and students) to continuously develop and maintain competence in ethical practices

I have the necessary knowledge and competence in ethical decision-making practices and frameworks and continuously evolve my capability in the area of ethics.

I encourage the use of organizational structures, processes and tools to address ethical issues.

I encourage individuals to continuously grow and develop in the area of ethical practice.

B.3 Practice cultural humility in a manner that respectfully honours diversity and difference

I continuously critically self-reflect and engage in lifelong learning and development as it relates to cultural diversity.

I recognize and mitigate power imbalances that are inherent in our healthcare environment.

I work at a system level to ensure that the institution I am a part of moves towards greater inclusion and equity.

I strive to foster an organizational culture where every voice is welcome, heard, and respected.

B.4 Exemplify the College values

I live the College values of excellence, commitment, and public service.

I live the College value of life-long learning.

I take stand for my own convictions, even when it may require tough decision-making.

I live the College value of collaboration.

I live the College value of accountability.

I follow established policies and procedures to ensure honesty and integrity in my sphere of control.





C. ORGANIZATIONAL

C.1 Ensure ethics is central to all decision making

I initiate and encourage discussion of the ethical aspects of management/financial issues and decisions.

I support the development and use of an ethical framework and process for decision making.

I use an ethical approach to discuss issues and resolve dilemmas.

I hold myself and others accountable for compliance with professional standards and standards of conduct, including ethical behavior.

C.2 Promote ethical conduct and best practices for disclosing, discussing, and addressing ethical issues

I promote a safe environment for disclosure of ethical issues.

I actively support establishing, utilizing and monitoring mechanisms (e.g., an ethics committee or program) to support ethical decision making.

I ensure adherence to ethics-related policies and practices affecting clients, students and staff.

C.3 Strive to provide quality and safe health services

I foster continuous quality improvement for the delivery of high quality and safe services.

I encourage timely actions that serve patients' interests particularly when practice variations in care suggest quality or safety of care is at risk.

I ensure that all problems – clinical care and administrative – receive prompt attention and resolution by the responsible parties.

C.4 Employ sound leadership practices including prudent use of resources

I take courageous, consistent and appropriate leadership actions to overcome barriers to achieving my organization's mission.

I include risk when preparing reports and communications for project ideas or changes.

I use the appropriate communication mechanisms to keep my organization informed about issues of alleged financial malfeasance, clinical malpractice and potential litigious situations involving employees or providers.

I encourage resource allocation that is equitable, balancing the need to meet priority population needs with available organizational/clinical resources.

C.5 Communicate truthfully and avoid creating misleading expectations

I show transparency in my communication with honest, clear, and direct language.

I thoughtfully consider decisions when making a promise on behalf of the organization to a person or a group of people.

I convey negative news promptly and openly, not allowing employees or others to be misled.

I reflect my organization's vision, mission and value statements in my actions.



4 3 2 1 N/O

C. ORGANIZATIONAL

continued

C.6 *Take a leadership role to serve the public interest*

I use my talents, abilities, and knowledge to make life better for others.

My actions and decisions always take into consideration the public's interest.

I act with integrity, and in a manner that will bear the closest public scrutiny.

C.7 *Promote public understanding of health and health services*

I promote public understanding of health and health services as a way of better informing the community on the health system and their role within it.

C.8 *Conduct activities in cooperative ways to improve linkages, continuity of care and the health of the community*

I collaborate in ways that improve linkages, continuity of care and the health of the community for the people we serve.

I make decisions and take action that promotes the health and wellbeing of the broader community (i.e., I think beyond the walls of my organization).

C.9 *Promote a healthy work environment that is respectful, safe, resilient and makes the best use of employee skills, knowledge and experience*

I promote a healthy work environment that is physically and psychology safe.

I encourage and promote the best use of employee skills, knowledge, and experience.

I act quickly and decisively when employees are not treated fairly in their relationships with others and demonstrate through personal actions zero tolerance for any form of harassment.

I responsibly communicate concerns about competency and practice to my organization.

I strive to be exemplary in my responsibility to lead practices that will promote employee health, safety, wellness, and resilience.

C.10 *Develop, promote, and maintain physical and mental health*

I am committed to maintaining my physical and mental health.

I support and help my colleagues to maintain physical and mental health.





D. COMMUNITY

D.1 Participate in public dialogue and recommend actions to improve health services and enhance the health of the population in all its diversity

I dedicate a portion of my time to developing and contributing to solutions to community health problems.

D.2 Strive to identify and meet the health needs of the community

I contribute to the overall health and well-being of the community.

D.3 Assess the impact of leadership, policy, governance, and government decisions on the health of the community and society

I work to keep my organization focused on ethical issues of importance to the community and all stakeholders.

I keep pace with evolving policies, governance issues, and government decisions and assess their impact on the health of the community so as to inform the organization's actions and decisions.

D.4 Advocate for changes in policies and practices that adversely impact the health of the intersectional, diverse populations of the community and society

I stay informed about the critical issues related to the health of diverse populations and advocate for policy change to enhance equity, access and care for these populations.

Plan for Growth

Following your self-evaluation, take a few minutes to review your responses. Use this space to identify 2 or three areas of focus for the next six months to a year.

Accountability

Consider sharing your plan with a mentor, colleague, friend, or family member. The simple act of letting someone else know your plan can help to ensure you engage and remember. Consider listing some names of people you might share your plan with (and then share it!).

