



Turun yliopisto
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ORGANISATIONAL ETHICS - IMPORTANT FACTOR FOR HEALTHY WORKPLACE



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INTRODUCTION TO ORGANISATIONAL ETHICS

- **concerned with the ethical issues faced by managers in health care.**
- **one key factor in promoting positive ethical climate among health care workers and their managers**
 - > having also an important impact on healthy workplace.**



AIM

- **The aim of the study is to report the results of a systematically conducted literature review of empirical studies about healthcare organizations' ethics and management or leadership issues.**



METHODS

- **Two electronic databases (MEDLINE and CINAHL) were used in the literature search which yielded 909 citations.**
- **Two stage application of the inclusion and exclusion criteria 56 full-text articles were included in the review.**



RESULTS

- **First 1987, research increased in the 2000s**
- **Focus:**
 - Ethical challenges or issues in practice
 - Ethical dilemmas
 - Concerns
 - Difficulties of conflicts
 - Employee moral distress
 - Prioritization
 - Identification of healthcare worker's values and beliefs



INFORMANTS

- **Health care practitioners (nurse, physicians) n=32**
- **Operational managers n=15**
- **Executive and strategic managers n=10**
- **Members of ethical committees or hospital ethicists n=3**
- **Students n=1**
- **Educators n=1**



SETTINGS

- **Acute hospital settings n=34**
- **Community based settings n=6**
- **Primary care organisations n=5**
- **Private sector n=3**
- **Governmental level agencies or councils n=4**
- **Health regions n=2**
- **Mental health settings n=2**
- **Educational settings n=2**



Data collection methods and analysis

- **Questionnaire surveys (n = 28)**
- **Qualitative interviews (n = 16)**
- **4 focus group studies (up to 10 informants in 2-4 groups)**
- **Vignettes (n = 1)**
- **Delphi technique (n = 1)**
- **Observation (n = 1)**
- **Statistical analyses (n = 26)**
- **Content analysis (n = 8)**
- **Thematic analysis (n = 6)**
- **Grounded theory (n = 5)**
- **Inductive analysis (n = 1)**



RESULTS

- **Ethics is one key factor that has an influence on the overall success of the organisation.**
- **Different organisations manage the same ethical issues differently.**



- **The ethical environment has been associated with**
 - nurse turnover in employment,
 - individual moral distress,
 - job satisfaction and
 - team working.
- **Conversely,**
 - a heavy workload,
 - lack of time and
 - staffing problems have been found to result in difficult ethical prioritisations and reduced standards or quality of care.



- **Known strategies to promote a positive ethical climate are limited.**



CONCLUSIONS 1/2

- **The review pointed out that there was considerable room for healthcare managers to create positive ethical environments which may also support healthy working environment.**



CONCLUSIONS 2/2

- **There is need to develop conceptual clarity and a theoretical framework around the subject of organisational ethics and
-> continue studies to find out the effects of organisational ethics in healthy workplace.**



FURTHER READINGS

**Suhonen R, Stolt M, Virtanen H & Leino-Kilpi H.
2011. Organisational ethics: A literature review.
Nursing Ethics 18(3), 285-303.**



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Thank you!