



International Medical Science Research Journal
P-ISSN: 2707-3394, E-ISSN: 2707-3408
Volume 4, Issue 6, P.No.703-725, June 2024
DOI: 10.51594/imsrj.v4i6.1251
Fair East Publishers
Journal Homepage: www.fepbl.com/index.php/imsrj



Ethical dilemmas in healthcare management: A comprehensive review

Oluwatosin Ilori¹, Tolulope Olagoke Kolawole², & Janet Aderonke Olaboye³

¹Independent Researcher, Irving, TX, USA

²Independent Researcher, Richmond, Virginia, USA

³Mediclinic Hospital Pietermaritzburg, South Africa

Corresponding Author: Oluwatosin Ilori

Corresponding Author Email: tosinilor25@gmail.com

Article Received: 20-01-24

Accepted: 20-04-24

Published: 25-06-24

Licensing Details: Author retains the right of this article. The article is distributed under the terms of the Creative Commons Attribution-Non Commercial 4.0 License (<http://www.creativecommons.org/licences/by-nc/4.0/>), which permits non-commercial use, reproduction and distribution of the work without further permission provided the original work is attributed as specified on the Journal open access page.

ABSTRACT

This research paper comprehensively examines ethical dilemmas in healthcare management, offering insights into emerging trends, technological impacts, and anticipated guideline changes. The paper explores healthcare managers' multifaceted challenges, including conflicting stakeholder interests, the delicate balance between patient rights and organizational goals, and navigating diverse cultural values. Strategies for mitigating ethical dilemmas, such as education, policy implementation, and collaborative decision-making, are discussed. Additionally, the paper delves into the evolving ethical landscape influenced by genomic medicine, artificial intelligence, and telehealth. The implications for healthcare managers include the need for continuous education, ethical leadership, and technological literacy. As healthcare transforms, embracing ethical practices becomes imperative for fostering patient-centric, equitable, and ethically sound healthcare environments.

Keywords: Healthcare Management Ethics, Ethical Dilemmas, Technological Impacts, Ethical Leadership.

INTRODUCTION

The field of healthcare management operates at the nexus of medical practice, organizational administration, and ethical decision-making. As healthcare systems globally grapple with unprecedented challenges and complexities, the significance of ethical considerations in guiding managerial decisions has become increasingly paramount (Burrell, 2023; Maduka, Okongwu, Enahoro, Osunlaja, & Ajogwu, 2023). This paper aims to provide a comprehensive review of ethical dilemmas in healthcare management, shedding light on the multifaceted nature of the decisions faced by healthcare leaders and administrators.

Healthcare management encompasses many responsibilities, from resource allocation and policy development to ensuring high-quality patient care (Farrell et al., 2020; Pu, 2021). The intricate web of interactions among healthcare professionals, patients, regulatory bodies, and organizational structures creates a dynamic landscape where ethical challenges are inevitable. Historical perspectives on healthcare management reveal the evolving nature of these challenges, influenced by societal shifts, advances in medical technology, and changes in healthcare policies (Nurmeksela, Zedreck Gonzalez, Kinnunen, & Kvist, 2021).

Ethics lies at the core of healthcare, guiding the moral compass of practitioners and administrators alike. The consequences of ethical decisions in healthcare management reverberate throughout the healthcare system, impacting patient outcomes, organizational reputation, and overall trust in the healthcare profession (Yang, Shu, & Zhang, 2021). From dilemmas surrounding patient autonomy and consent to broader issues such as resource allocation and healthcare disparities, ethical considerations are integral to maintaining the integrity and trustworthiness of the healthcare system (Doherty, 2020; Jokinen, Stolt, & Suhonen, 2021). The primary purpose of this review is to offer a comprehensive exploration of ethical dilemmas in healthcare management, synthesizing existing literature and highlighting the nuances inherent in these complex situations. By delving into the historical evolution of ethical considerations in healthcare management and examining contemporary challenges, this paper aims to contribute to the existing body of knowledge. Through this exploration, we seek to enhance the understanding of the ethical dimensions of healthcare management and provide insights that can inform decision-making processes for healthcare leaders.

Healthcare management has undergone significant transformations with the advent of advanced technologies and innovative strategies aimed at improving patient outcomes and operational efficiency. One major area of innovation is the implementation of health informatics in rural healthcare settings. According to Abdul, Adeghe, Adegoke, and Udedeh (2024), while health informatics holds the potential to revolutionize healthcare delivery in underserved areas, it also presents challenges such as data privacy, the digital divide, and the need for robust infrastructure. These challenges raise ethical questions about equitable access and the protection of sensitive health information. Additionally, public-private partnerships (PPPs) have been identified as a key driver of health sector innovation. Abdul et al. (2024b) highlight that PPPs can bring much-needed resources and expertise to the healthcare sector, but they also pose ethical concerns related to profit motives, accountability, and the potential for inequitable resource distribution. Effective management of these partnerships requires a delicate balance between public health goals and private sector interests.

Health and educational equity are critical areas where cross-disciplinary strategies can enhance public health outcomes. Abdul et al. (2024) emphasize the importance of integrated approaches that address social determinants of health and education simultaneously. However, implementing such strategies often involves ethical dilemmas related to resource allocation, prioritization of interventions, and ensuring that vulnerable populations are not left behind. Artificial intelligence (AI) has emerged as a powerful tool in healthcare management, especially during natural disasters. Abdul, Adeghe, Adegoke, and Udedeh (2024) discuss how AI can enhance decision-making and resource allocation in crisis situations. Nevertheless, the deployment of AI systems raises ethical issues such as algorithmic bias, transparency, and the potential for exacerbating existing inequalities. Similarly, the use of data analytics and Internet of Things (IoT) technologies in oral health programs presents another ethical frontier. Abdul, Adeghe, Adegoke, and Udedeh (2024) explore how these technologies can improve health outcomes by providing real-time data and personalized interventions, while cautioning that data security, consent, and the ethical use of collected information are paramount concerns that must be addressed.

Mental health management within healthcare organizations is fraught with challenges and ethical considerations. Abdul, Adeghe, Adegoke, and Udedeh (2024) review strategies for improving mental health services, noting that issues such as stigma, confidentiality, and the equitable distribution of mental health resources are critical ethical concerns that must be tackled to ensure effective care. Furthermore, digital health tools have the potential to revolutionize community health literacy, particularly in rural areas. Maha, Kolawole, and Abdul (2024) argue that these tools can bridge gaps in health education and access, but they also raise ethical questions about digital literacy, the reliability of health information, and ensuring that digital interventions do not inadvertently widen existing disparities. Telemedicine is another transformative technology with significant implications for mental health care in low-income communities. Maha, Kolawole, and Abdul (2024c) discuss how telemedicine can expand access to mental health services, but ethical issues related to the quality of remote care, patient privacy, and the digital divide must be carefully considered. Additionally, quality improvement initiatives in healthcare often involve best practices in management and leadership. Enahoro, Osunlaja, Maha, Kolawole, and Abdul (2024) review these initiatives, highlighting the importance of ethical leadership in fostering a culture of continuous improvement while ensuring that patient care remains the top priority.

Preventing non-communicable diseases (NCDs) through cohort studies is a crucial public health strategy. Maha, Kolawole, and Abdul (2024) emphasize the ethical considerations involved in conducting such studies, including informed consent, data privacy, and the equitable inclusion of diverse populations. Data analytics is also pivotal in predicting and preventing NCDs. Maha, Kolawole, and Abdul (2024) note that while predictive analytics can significantly enhance preventive care, ethical issues such as data bias, privacy, and the responsible use of predictive models must be addressed. Community-based strategies to combat adolescent substance use present unique ethical challenges. Maha, Kolawole, and Abdul (2024) highlight the need for culturally sensitive approaches that respect the autonomy of young individuals while effectively addressing substance use issues. Nutritional interventions aimed at preventing liver and kidney diseases are essential, but they also involve

ethical considerations related to dietary recommendations and the equitable distribution of nutritional resources (Maha, Kolawole, & Abdul, 2024).

Innovations in real-time infectious disease surveillance using AI and mobile data can enhance public health responses, but they also raise ethical concerns about data privacy and the potential for misuse of surveillance data (Olaboye, Maha, Kolawole, & Abdul, 2024). AI-driven optimization in HIV treatment regimens is another area where ethical considerations are paramount. Olaboye, Maha, Kolawole, and Abdul (2024) discuss the potential benefits of AI in improving treatment outcomes, but they also caution that issues such as patient consent, data security, and equitable access to AI-driven treatments must be addressed. Finally, healthcare management education and training are crucial for preparing future leaders. Osunlaja, Enahoro, Maha, Kolawole, and Abdul (2024) review the ethical implications of current training programs, emphasizing the need for curricula that incorporate ethical decision-making and leadership principles. In conclusion, while innovations in healthcare management offer substantial benefits, they also present significant ethical dilemmas that must be carefully navigated. Addressing these ethical challenges requires a holistic approach that balances technological advancements with the principles of equity, transparency, and patient-centered care.

While this review aspires to cover a broad spectrum of ethical dilemmas in healthcare management, it is essential to acknowledge certain limitations. The vastness of the healthcare landscape and the constant evolution of ethical challenges mean that this review may not encompass every conceivable scenario. However, the aim is to provide a foundation for future research endeavours and stimulate further discourse on ethical considerations within healthcare management.

LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

Literature Review

The roots of ethical considerations in healthcare management can be traced back to ancient times when healers and physicians were often revered for their moral character and adherence to ethical codes. Over centuries, the Hippocratic Oath became a cornerstone, emphasizing patient confidentiality, non-maleficence, and beneficence. However, the formal integration of ethics into healthcare management gained momentum in the latter half of the 20th century (Okpo, 2022; Slaná & Slaný, 2021).

The emergence of bioethics as a distinct discipline in the 1960s marked a pivotal moment (Schütz, 2022). Ethicists and scholars began addressing the ethical challenges posed by advancements in medical technology, issues of patient autonomy, and the allocation of limited resources. As healthcare management evolved into a specialized field, the need for ethical frameworks to guide decision-making became vital (Muaygil, 2020). The evolution of ethical guidelines in healthcare reflects a dynamic response to the changing landscape of medicine, societal expectations, and the complexities of healthcare systems. National and international bodies have been crucial in developing and refining ethical principles. Notable documents include the Belmont Report, which delineated principles of respect for persons, beneficence, and justice, and the World Health Organization's Declaration of Helsinki, outlining ethical considerations in clinical trials (Farré & Baños; White, 2020). Moreover, the growth of healthcare accreditation organizations has led to the establishment standards and codes of ethics for healthcare management. These guidelines aim to ensure the delivery of ethical,

high-quality care while addressing the challenges posed by issues such as patient rights, informed consent, and the ethical responsibilities of healthcare leaders (Velavan, 2023; Zölzer, 2021).

Ethical decision-making in healthcare management is often guided by theoretical frameworks that provide a structured approach to complex dilemmas. The principles-based approach has been influential, grounded in deontology, consequentialism, and virtue ethics. Deontological principles emphasize duty and obligations; consequentialist theories focus on outcomes, and virtue ethics underscore the development of moral character. Additionally, the Four Principles Approach proposed by Beauchamp and Childress—autonomy, beneficence, non-maleficence, and justice—has gained prominence. This framework is a practical guide for healthcare professionals and managers in navigating ethical decisions, emphasizing the importance of balancing these fundamental principles (Bufacchi, 2020; Paunova, 2023; Thomas & Reed, 2020).

A wealth of research has explored the ethical dimensions of healthcare management, offering insights into specific dilemmas and the overarching challenges healthcare leaders face. Studies have delved into issues such as the ethical implications of resource allocation, the role of organizational culture in promoting ethical behaviour, and the impact of healthcare policies on patient outcomes (Farrell et al., 2020; Mannelli, 2020). Moreover, research has explored the ethical considerations in emerging areas, including telemedicine, artificial intelligence, and genomic medicine (Dabla, Gruson, Gouget, Bernardini, & Homsak, 2021; Gómez-González & Gómez Gutiérrez, 2020; McGreevey, Hanson, & Koppel, 2020; Saheb, Saheb, & Carpenter, 2021; Senbekov et al., 2020). Understanding the experiences and perspectives of healthcare managers in ethical decision-making has been a focal point, providing valuable information on the factors influencing choices and the effectiveness of existing ethical frameworks.

Conceptual Framework

Ethical theories provide a conceptual foundation for understanding and addressing the moral dimensions of healthcare management decisions. Three prominent ethical theories—deontology, utilitarianism, and virtue ethics—offer distinct perspectives on making ethical choices.

- a) **Deontology:** This theory, rooted in duty, posits that specific actions are inherently right or wrong, irrespective of their consequences. In healthcare management, deontological principles guide decisions based on moral obligations and adherence to rules. For example, maintaining patient confidentiality and respecting informed consent are ethical imperatives grounded in deontology (Heir, 2023; Sullivan, Anderson, & Cole, 2021).
- b) **Utilitarianism:** Utilitarianism evaluates the morality of actions based on their overall consequences, seeking the greatest good for the most significant number. In healthcare management, utilitarian principles may be applied to resource allocation and policy development decisions, aiming to maximize overall well-being within the constraints of available resources (Savulescu, Persson, & Wilkinson, 2020).
- c) **Virtue Ethics:** Virtue ethics centres on developing virtuous character traits and cultivating moral virtues. In healthcare management, emphasizing compassion, integrity, and fairness becomes integral to fostering an ethical organizational culture. This approach goes beyond

rule-based ethics to focus on the character of individuals and organizations (Dursun & Mankolli, 2021; Lamb, Brant, & Brooks, 2021).

Ethical Principles Guiding Healthcare Decision-Making

Several ethical principles form the bedrock of decision-making in healthcare management, providing a framework for evaluating and resolving ethical dilemmas. These principles, often synthesized in ethical codes and guidelines, include:

- a) **Autonomy:** Respecting individuals' autonomy involves acknowledging their right to make informed decisions about their healthcare. In healthcare management, autonomy translates into respecting the preferences and choices of patients, as well as empowering healthcare professionals to exercise autonomy within ethical boundaries (Killackey, Peter, Maciver, & Mohammed, 2020; Peterson, Karlawish, & Largent, 2021).
- b) **Beneficence:** The principle of beneficence emphasizes the obligation to promote the well-being of individuals. In healthcare management, decisions should aim to maximize benefits and prevent harm to patients and communities. Balancing the interests of various stakeholders while prioritizing positive health outcomes reflects the application of beneficence.
- c) **Justice:** Justice in healthcare management entails a fair distribution of resources, opportunities, and burdens. This principle addresses equity issues, ensuring that healthcare policies and practices are not discriminatory and all individuals have access to quality care. Ethical decision-making strives to promote justice within the constraints of available resources (Galiatsatos et al., 2020).

The Intersection of Ethics and Healthcare Policy

Ethics and healthcare policy are inextricably linked, as policies shape the ethical landscape of healthcare systems. Policy decisions influence resource allocation, care access, and healthcare professionals' ethical responsibilities. Conversely, ethical considerations inform healthcare policy development, implementation, and evaluation.

- a) **Resource Allocation:** Ethical principles guide decisions regarding allocating limited resources, including financial resources, medical equipment, and personnel. Healthcare policies must balance efficiency and fairness, addressing questions of distributive justice and ensuring that resources are allocated consistently with ethical principles.
- b) **Access to Care:** Ethical considerations underpin policies ensuring equitable access to healthcare services. Addressing healthcare disparities and promoting inclusivity are ethical imperatives that resonate in policy decisions, influencing issues such as insurance coverage, geographical distribution of healthcare facilities, and affordability of services.
- c) **Professional Conduct and Accountability:** Healthcare policies establish standards of professional conduct and mechanisms for accountability. Ethical guidelines are embedded in policies governing the behaviour of healthcare professionals, emphasizing the importance of integrity, transparency, and adherence to ethical codes.

Types of Ethical Dilemmas in Healthcare Management

Healthcare management presents many ethical dilemmas stemming from the intricate interactions among patients, providers, organizations, and society. The following categorization explores four primary ethical dilemmas encountered in healthcare management.

Patient-Related Dilemmas

Patient-related dilemmas in healthcare management encompass several ethical challenges that demand careful navigation. Firstly, the issue of confidentiality requires healthcare managers to strike a delicate balance between protecting patient privacy and facilitating necessary information-sharing within the healthcare team. This ongoing ethical challenge underscores the need for managers to ensure effective coordination of care while safeguarding sensitive patient information. In informed consent, ethical decision-making requires healthcare managers to prioritize and respect patients' autonomy. Clear communication of treatment options, potential risks, and benefits is essential, and managers must establish processes that prioritize patient understanding and uphold their right to make informed decisions about their healthcare. Lastly, end-of-life decisions pose complex ethical dilemmas as healthcare managers navigate choices related to withdrawal of life-sustaining treatment, advance care planning, and palliative care use. Balancing patient wishes, family considerations, and adherence to ethical principles such as autonomy and beneficence presents multifaceted challenges in end-of-life care management (Haahr, Norlyk, Martinsen, & Dreyer, 2020; Pozgar, 2023; Viscarret, Ballesterro, Úriz, & Idareta, 2023).

Provider-Related Dilemmas

Provider-related dilemmas in healthcare management pose intricate ethical challenges that demand careful attention and strategic resolution. Central to these challenges is the assurance of ethical behaviour among healthcare providers, a primary concern for healthcare managers. This involves addressing issues of professional integrity, honesty, and accountability, as upholding ethical standards is essential to maintaining trust within healthcare organizations and safeguarding the well-being of patients. Conflicts of interest further complicate the landscape, requiring healthcare managers to navigate the delicate balance between professional duties and external interests, such as financial relationships with pharmaceutical companies. Preserving the integrity of patient care and organizational decision-making demands a careful and ethical approach to managing these complexities. Truth-telling, another critical aspect, imposes an ethical obligation to communicate transparently, especially in challenging scenarios involving adverse outcomes, medical errors, or difficult prognoses. Healthcare managers play a pivotal role in fostering a culture of transparency and supporting providers in navigating truth-telling dilemmas, acknowledging the challenges and ethical imperatives inherent in honest communication within the healthcare context (Cobianchi et al., 2022; Martani, Geneviève, Poppe, Casonato, & Wangmo, 2020).

Organizational Dilemmas

Organizational dilemmas in healthcare management encompass multifaceted ethical challenges that demand nuanced decision-making. One prominent issue is resource allocation, where healthcare organizations grapple with the ethical imperative to distribute limited resources equitably. Decisions on budget allocations, staffing levels, and service prioritization directly impact patient care, quality, and access, requiring healthcare managers to navigate the ethical dimensions of these choices. Patient safety represents an ongoing ethical challenge as healthcare managers strive to balance providing effective and efficient care with a steadfast commitment to patient safety. Implementing strategies to identify and address safety concerns is paramount, fostering a culture prioritizing continuous improvement in patient outcomes. Whistleblowing introduces ethical dilemmas when healthcare professionals witness unethical

behaviour within their organizations. Healthcare managers are crucial in establishing ethical reporting channels and protecting whistleblowers. This necessitates a delicate balance between obligations to patient safety and organizational integrity and the potential personal and professional repercussions of whistleblowing (Chukwu, Adu-Baah, Niaz, Nwagwu, & Chukwu, 2023; Enright, 2021).

Societal Dilemmas

In societal dilemmas within healthcare management, several ethical challenges demand careful consideration. Addressing health disparities is a primary concern, requiring healthcare managers to navigate the ethical complexities surrounding equitable access to quality care across diverse populations. Ethical decision-making involves recognizing and rectifying systemic disparities that may contribute to differential health outcomes among various demographic groups. Access to care is another critical issue, posing ethical dilemmas regarding the availability and affordability of healthcare services. Healthcare managers face the challenge of balancing the need for cost-effective care with the ethical imperative to provide access to essential services for all individuals. Additionally, public health ethics present complex considerations for healthcare managers involved in interventions such as vaccination campaigns, quarantine measures, and health education initiatives. Achieving a balance between individual rights and the collective well-being of society requires healthcare managers to navigate intricate ethical terrain in public health interventions.

Factors Influencing Ethical Decision-Making

Ethical decision-making in healthcare management is a complex process influenced by many factors that shape the moral landscape within which healthcare leaders operate. Understanding and navigating these factors is essential for fostering an ethical healthcare environment. The following explores vital elements that influence ethical decision-making in healthcare management.

Cultural and Religious Considerations

Navigating cultural and religious considerations in healthcare management introduces a nuanced dimension to ethical decision-making, demanding sensitivity and adaptability. The diversity of beliefs among patients, healthcare professionals, and organizational staff adds complexity to the ethical landscape. Healthcare managers are pivotal in recognizing and addressing various belief systems and value frameworks that may influence patient preferences, treatment choices, and organizational policies. Cultural competence emerges as a critical aspect, emphasizing the importance of providing care that respects and understands diverse cultural backgrounds. Healthcare managers must foster an organizational culture that values diversity, promotes inclusivity, and encourages continuous education to enhance cultural competence among staff. A profound understanding of cultural and religious nuances is indispensable for respecting patient autonomy, fostering effective communication, and ensuring equitable care that aligns with diverse individual needs and preferences (Dehghani, 2020).

Legal and Regulatory Frameworks

Legal and regulatory frameworks in healthcare management are essential pillars shaping ethical decision-making within healthcare organizations. The paramount concern revolves around compliance and accountability, with legal and regulatory requirements delineating the operational boundaries for healthcare entities. Ethical decision-making necessitates ensuring

adherence to laws and regulations governing crucial areas such as patient rights, privacy, and quality standards. Healthcare managers are responsible for navigating the intricate legal landscapes, aiming to simultaneously uphold ethical principles and legal obligations. Additionally, professional bodies and associations provide ethical guidelines as indispensable tools for healthcare managers. These guidelines offer a structured framework for ethical behaviour, providing valuable insights to healthcare professionals and organizations as they navigate complex and challenging situations. By aligning decisions with legal requirements and ethical guidelines, healthcare managers contribute to establishing and maintaining ethical standards within the healthcare industry (Wang, Harper, & Zhu, 2020).

Economic Pressures and Financial Constraints

Economic pressures and financial constraints significantly impact ethical decision-making within healthcare management, manifesting in various challenges that demand thoughtful consideration. Scarce resources and financial limitations often lead to ethical dilemmas concerning resource allocation. Healthcare managers are tasked with balancing the necessity for cost-effective care with the ethical obligation to uphold high-quality services, necessitating strategic decision-making to optimize resource utilization while safeguarding patient outcomes. Additionally, the financial sustainability of healthcare organizations plays a pivotal role in shaping decision-making processes. Managers grapple with dilemmas surrounding budgetary allocations, staff reductions, and service prioritization, as these decisions directly influence patient care and organizational integrity. Ethical considerations permeate these financial decisions, prompting healthcare managers to carefully assess the implications and seek innovative solutions that align with ethical principles while addressing economic constraints. By navigating economic pressures ethically, healthcare managers contribute to maintaining the quality and accessibility of healthcare services while upholding organizational values and ethical standards (Alawadhi, Almazrouie, Kamil, & Khalil, 2020).

Technological Advancements and Ethical Implications

Technological advancements in healthcare management bring forth a host of ethical implications that demand careful attention and strategic management. One critical concern is the ethical dimensions surrounding privacy and data security as technology integrates into healthcare processes. Healthcare managers are crucial in implementing robust systems safeguarding sensitive patient information and addressing the ethical challenges of collecting, storing, and sharing health data. Moreover, innovations in treatment modalities and medical technology introduce ethical dilemmas that healthcare managers must navigate. Balancing the pursuit of cutting-edge treatments with considerations such as patient safety, informed consent, and equitable access to innovative therapies is imperative for ethical decision-making. The utilization of Artificial Intelligence (AI) and automation in healthcare management raises ethical concerns related to job displacement, algorithmic bias, and the potential dehumanization of healthcare practices. Healthcare managers must proactively address these issues to ensure that technological advancements align with ethical principles, prioritize patient well-being, and contribute positively to healthcare outcomes (Ashok, Madan, Joha, & Sivarajah, 2022; Kerr, Barry, & Kelleher, 2020; Munoko, Brown-Libur, & Vasarhelyi, 2020; Nguyen, Ngo, Hong, Dang, & Nguyen, 2023).

In conclusion, cultural, legal, economic, and technological factors influence ethical decision-making in healthcare management. Successful navigation of these influences requires a

nuanced understanding of diverse perspectives, a commitment to legal and regulatory compliance, strategic financial decision-making, and a thoughtful approach to the ethical implications of advancing technologies. Healthcare managers play a pivotal role in creating an ethical framework that upholds the principles of patient-centered care, organizational integrity, and societal well-being.

Ethical Leadership in Healthcare Management

Ethical leadership in healthcare management is paramount to health organizations' integrity, trustworthiness, and success. Leaders play a pivotal role in shaping the ethical culture of their institutions, fostering a commitment to ethical behaviour among healthcare professionals, and navigating challenges inherent in the complex healthcare landscape.

The Role of Leaders in Promoting Ethical Culture

Effective leadership is integral to cultivating an ethical culture within healthcare management, influencing the behaviour and decision-making of the entire organization. Ethical leaders play a pivotal role in setting the tone by modelling ethical behaviour and creating a culture prioritizing integrity, transparency, and respect. Their actions serve as a guiding light for healthcare professionals, shaping the ethical climate within the organization. Additionally, ethical leaders communicate shared values that align with the organization's mission and vision. These clearly defined ethical values serve as a compass, guiding decision-making and behaviour at all levels of the healthcare institution. Furthermore, ethical leaders establish clear expectations for ethical conduct by developing and disseminating ethical guidelines, codes of conduct, and policies that reflect the organization's commitment to ethical principles. They ensure these expectations are communicated and embedded in the organizational culture, fostering a work environment where ethical considerations are integral to daily operations (Freire & Bettencourt, 2020; Markey, Ventura, Donnell, & Doody, 2021).

Strategies for Fostering Ethical Behavior Among Healthcare Professionals

Ethical leaders are pivotal in cultivating a culture of integrity and trust within healthcare organizations through targeted strategies. First and foremost, they prioritize ongoing education and training on ethical principles for healthcare professionals, employing workshops, seminars, and continuous learning opportunities to enhance ethical awareness and equip staff to navigate complex dilemmas. Creating an environment where open communication channels flourish is equally crucial, as ethical leaders encourage healthcare professionals to express concerns, seek guidance, and report ethical issues without fear of reprisals. This open dialogue promotes transparency and ensures that ethical concerns are promptly addressed. Furthermore, ethical leaders foster a collaborative culture, recognizing that ethical decision-making often requires interdisciplinary collaboration. By drawing on diverse perspectives, healthcare teams can collectively find ethically sound solutions to complex challenges. Lastly, ethical leaders understand the importance of recognizing and rewarding ethical behaviour. Public acknowledgement of individuals and teams for their commitment to ethical practices reinforces organizational values. It motivates healthcare professionals to uphold high ethical standards, contributing to a positive ethical climate within the healthcare workplace (Saha, Shashi, Cerchione, Singh, & Dahiya, 2020).

Challenges and Best Practices in Ethical Leadership

Ethical leadership in healthcare management is confronted with distinctive challenges, accompanied by best practices to navigate these complexities effectively. Balancing

conflicting interests, such as those of patients, staff, and the organization, poses a significant challenge for ethical leaders. Achieving equilibrium between financial considerations and delivering high-quality, patient-centred care demands astute ethical leadership that prioritizes the well-being of all stakeholders. Addressing moral distress among healthcare professionals is another critical challenge. Ethical leaders recognize the emotional toll of situations conflicting with ethical values and implement support mechanisms, including counselling services and ethical consultations, to assist healthcare professionals in navigating challenging ethical dilemmas (Al Halbusi, Williams, Mansoor, Hassan, & Hamid, 2020; Ciulla & Ciulla, 2020).

Promoting accountability is an essential best practice in ethical leadership, involving establishing systems that hold individuals and the organization responsible for ethical conduct. This may include creating structures for ethical oversight, conducting regular audits, and implementing corrective measures when ethical lapses occur. Furthermore, ethical leaders embrace continuous learning and adaptation as a fundamental best practice. Given the dynamic nature of the healthcare landscape, staying informed about evolving ethical guidelines, technological advancements, and societal expectations ensures that leaders are well-equipped to navigate new ethical challenges effectively. By addressing these challenges with these best practices, ethical leaders contribute to developing a robust ethical framework within healthcare organizations, fostering a culture of integrity and trust (Al Halbusi, Williams, Ramayah, Aldieri, & Vinci, 2021).

Ethical Decision-Making Models

Ethical decision-making in healthcare management is a nuanced process that involves navigating complex dilemmas. Several prominent ethical decision-making models offer structured approaches to guide healthcare professionals and leaders through these challenges. This section analyses widely recognized models, exploring their essential components and applicability in healthcare management.

Analysis of Prominent Models

Several ethical decision-making models guide healthcare professionals in navigating complex dilemmas. One widely recognized model is Beauchamp and Childress's Four Principles Approach. This model revolves around autonomy, beneficence, non-maleficence, and justice. Autonomy underscores the respect for individuals' rights to make decisions about their care. At the same time, beneficence promotes actions that contribute to patient well-being. Non-maleficence focuses on avoiding harm, and justice ensures the fair distribution of benefits and burdens. The analysis reveals that this model provides a comprehensive framework for evaluating ethical dilemmas by emphasizing the need to balance these principles in decision-making, striving for morally sound outcomes.

As a broader concept, Principlism aligns closely with Beauchamp and Childress's model, emphasizing respect for autonomy, non-maleficence, beneficence, and justice. It offers a clear structure for weighing conflicting values and priorities in healthcare decision-making. Both models share the principles guiding ethical considerations, providing a robust foundation for ethical analysis and decision-making (Gracyk, 2020; Paunova, 2023).

Additionally, Decision-Making Frameworks offer a systematic process for ethical decision-making in healthcare. The model involves identifying the problem, collecting relevant information, considering the values at stake, exploring potential courses of action,

implementing the chosen action, and evaluating the results. This approach underscores the importance of thorough information gathering, value identification, and ongoing evaluation, providing adaptability to various ethical dilemmas. By adopting such decision-making frameworks, healthcare professionals can navigate complex situations systematically, ensuring a comprehensive and ethical approach to decision-making across diverse healthcare contexts.

Applicability of These Models in Healthcare Management

The applicability of ethical models in healthcare management is evident across various dimensions, addressing diverse challenges and scenarios encountered in the healthcare landscape. Beauchamp and Childress's Four Principles Approach is a valuable guide in clinical decision-making. This model is applicable in shaping decisions related to patient care and treatment plans, ensuring patient autonomy, and providing a structured ethical framework for healthcare professionals to navigate complex clinical scenarios. Decision-making frameworks are also instrumental in clinical settings, offering a structured process for evaluating treatment options and respecting patient preferences, thereby enhancing the ethical foundations of healthcare decisions.

In the critical domain of resource allocation, ethical models play a crucial role. With its emphasis on justice and fairness, Principlism is relevant in addressing ethical considerations related to allocating limited resources. Decision-making frameworks provide a systematic approach to evaluating the ethical implications of resource allocation decisions, ensuring a balanced and ethically sound distribution of resources that considers the impact on various stakeholders.

Organizational ethics, including decisions related to policies, confidentiality, and justice within healthcare organizations, can benefit from the guidance provided by Beauchamp and Childress's Four Principles Approach. Decision-making frameworks further contribute by offering a structured approach to address ethical issues within the organization, such as conflicts of interest. In public health ethics, both Principlism and decision-making frameworks play crucial roles. Principlism is relevant in addressing ethical challenges associated with public health, such as ensuring fair distribution of healthcare resources and addressing health disparities. Decision-making frameworks are instrumental in developing and evaluating public health policies, considering the overall well-being of communities and emphasizing ethical considerations (Al Halbusi et al., 2020; Hübner, Egbert, & Schulte, 2022; Keenan, Tsourtos, & Tieman, 2021).

Beauchamp and Childress's Four Principles Approach provides a valuable guide regarding the ethical considerations surrounding technology and innovation in healthcare. This model ensures that ethical considerations, including beneficence, non-maleficence, and respect for autonomy, are considered when adopting advanced technologies. Decision-making frameworks are equally applicable in assessing the ethical implications of incorporating new technologies, considering patient safety, privacy, and broader societal impacts. Overall, integrating ethical models and decision-making frameworks enhances the ethical fabric of healthcare management across diverse contexts, contributing to more thoughtful, principled, and patient-centred decision-making (Legault et al., 2021).

Challenges and Controversies in Ethical Decision-Making

Ethical decision-making in healthcare management is fraught with challenges and controversies, reflecting the complex interplay of diverse stakeholders, competing interests, and the dynamic nature of the healthcare landscape. Three significant challenges and controversies are addressed below.

Conflicting Interests Among Stakeholders

The landscape of healthcare organizations is characterized by a complex interplay of stakeholders, each harbouring distinct interests, priorities, and perspectives. This intricate web involves physicians, administrators, patients, insurers, and shareholders, with their agendas often conflicting, presenting challenges to ethical decision-making within the healthcare setting. Differing priorities among stakeholders stand out as a significant challenge, where financial sustainability, patient outcomes, and organizational reputation may hold varying degrees of importance. This diversity in emphasis can result in conflicting perspectives on what constitutes ethical behaviour, making it challenging to establish a universally agreed-upon ethical framework within the organization.

Power dynamics further complicate the ethical terrain, as unequal stakeholder relationships can significantly influence decision-making processes. This dynamic may lead to certain groups having their interests marginalized or overshadowed, raising concerns about the fairness and equity of the decision-making paradigm within healthcare organizations. Controversies add another layer of complexity, with financial incentives often standing at the forefront. The delicate balance between the financial interests of healthcare organizations and the ethical imperative to prioritize patient welfare can generate contentious debates. Moreover, conflicts may arise in physician autonomy versus organizational control, where physicians may seek independence in clinical decision-making. At the same time, organizations aim to standardize care for efficiency and cost-effectiveness. Navigating these controversies requires a nuanced understanding of the divergent interests at play, emphasizing the importance of fostering transparent communication and ethical frameworks that prioritize the overarching goal of delivering high-quality, patient-centred care.

Balancing Patient Rights and Organizational Goals

Balancing patient rights with organizational goals is a nuanced challenge in healthcare management, requiring careful consideration of ethical principles to harmonize the dual imperatives of providing quality care while ensuring organizational viability. In this complex arena, decisions related to resource allocation, staffing levels, and service prioritization pose significant challenges. Striking a balance between organizational goals, such as financial sustainability and operational efficiency, and the imperative to provide optimal patient care and satisfaction is a delicate task. Resource allocation decisions have the potential to impact patient experiences and outcomes, necessitating ethical frameworks that prioritize patient well-being while ensuring the organization's viability.

Confidentiality versus information sharing represents another intricate facet of this ethical challenge. Balancing the imperative of maintaining patient confidentiality with the need for effective information sharing among healthcare professionals for coordinated care is a continual dilemma. Ethical decision-making involves implementing systems and policies that respect patient privacy while facilitating the seamless exchange of pertinent information among healthcare team members. Controversies often arise when juxtaposing the profit

motive against the commitment to patient-centred care. Pursuing financial goals may sometimes conflict with the ethical imperative of prioritizing patient well-being and delivering care centred on patients' needs and preferences. The ethical challenge lies in navigating these competing interests to ensure that financial considerations do not compromise healthcare delivery's quality and patient-centred nature (Guggenberger, Schweizer, & Urbach, 2020; Ogbuke, Yusuf, Dharma, & Mercangoz, 2022).

Quality metrics and performance indicators add another layer of complexity to this ethical landscape. While meeting these benchmarks is crucial for organizational success, there is a risk that an undue focus on metrics may divert attention from addressing individual patient needs. Striking the right balance between achieving quality metrics and maintaining a patient-centred approach is vital to prevent inadvertent compromises in patient care. Ultimately, resolving the ethical challenges inherent in balancing patient rights and organizational goals requires a comprehensive approach that integrates ethical principles, transparent communication, and a commitment to continuous improvement in patient care and organizational efficiency. The goal is to foster a healthcare environment where organizational success aligns harmoniously with delivering high-quality, patient-centered care.

Navigating Cultural and Value Differences in a Diverse Healthcare Environment

In the diverse healthcare landscape, where patients and healthcare professionals bring a tapestry of values, beliefs, and cultural norms, navigating these differences is crucial for fostering ethical decision-making. Challenges arise through communication barriers, where language disparities and cultural differences can lead to misunderstandings, potentially impacting patient-provider communication and shared decision-making processes. Bridging these gaps requires effective communication strategies that account for diverse linguistic and cultural backgrounds, ensuring that patients can express their needs and preferences and that healthcare professionals can comprehend and respond appropriately.

Differing views on autonomy present another challenge rooted in cultural variations. The understanding and expectations regarding patient autonomy and decision-making authority can diverge significantly across cultures, challenging the universal application of Western ethical principles. Respecting and incorporating diverse perspectives on autonomy into the ethical framework of healthcare delivery is essential, acknowledging that cultural nuances play a pivotal role in shaping ethical considerations. Controversies emerge in pursuing cultural competence – the ability to navigate cultural differences while adhering to universal ethical principles. Striking a balance between respecting cultural diversity and upholding ethical standards requires continuous efforts to enhance cultural competence among healthcare professionals. This involves recognizing and valuing cultural differences and actively seeking to understand and incorporate diverse cultural perspectives into healthcare delivery (Garcia Valencia et al., 2023; Melendres, 2022).

Religious and ethical conflicts represent another layer of complexity in diverse healthcare environments. Navigating conflicts arising from healthcare practices rooted in religious beliefs versus universally accepted ethical principles demands delicate negotiation and cultural sensitivity. It necessitates a nuanced understanding of the intersection between religious values and ethical standards, with healthcare professionals striving to find common ground that respects both the cultural and ethical dimensions of decision-making (Riedel, Kreh, Kulcar, Lieber, & Juen, 2022; Rushton et al., 2022).

Mitigating Ethical Dilemmas in Healthcare Management

Addressing and mitigating ethical dilemmas in healthcare management requires a multifaceted approach that involves education, policy development, collaborative decision-making, and institutional oversight. The following strategies contribute to fostering an ethical healthcare environment.

Education and training programs for healthcare professionals are fundamental in equipping them with the knowledge and skills to navigate complex ethical dilemmas inherent in healthcare. To enhance practical skills, a comprehensive education strategy should encompass ethical principles, decision-making frameworks, and case-based learning. Continuous professional development is equally essential, ensuring that healthcare professionals stay informed about evolving ethical standards, technological advancements, and the dynamic landscape of healthcare. Promoting ethical awareness within the healthcare workforce involves fostering a culture that encourages critical thinking, empathy, and reflection on ethical dimensions in everyday practice. By prioritizing education, healthcare organizations empower professionals to approach ethical challenges with competence and compassion.

Implementing ethical guidelines and policies is crucial for maintaining ethical standards within healthcare organizations. Clear and communicated ethical guidelines aligning with established principles, covering areas such as patient rights, confidentiality, informed consent, and organizational values, provide a framework for ethical decision-making. Making these policies easily accessible ensures that healthcare professionals can readily refer to them when faced with ethical challenges. Regular reviews and updates of ethical guidelines are essential to ensure their continued relevance, aligning with evolving ethical standards, legal requirements, and the organization's values. This proactive approach demonstrates a commitment to upholding ethical principles in healthcare practice.

Collaborative approaches to decision-making are vital for addressing ethical dilemmas comprehensively. Encouraging interdisciplinary collaboration among healthcare professionals from various disciplines brings diverse perspectives, contributing to well-rounded decision-making. Involving patients and their families in the decision-making process promotes patient-centred care, ensuring that ethical considerations align with the values and preferences of those directly affected. Implementing shared decision-making models empowers patients to actively participate in their care actively, facilitating more ethical and patient-centric decision-making processes.

Ethics committees play a crucial role in fostering ethical practices within healthcare organizations. Establishing ethics committees comprising diverse stakeholders, such as healthcare professionals, ethicists, legal experts, and community representatives, provides a forum for addressing complex ethical dilemmas. These committees offer consultation services, guide healthcare professionals through ethical challenges, facilitate discussions, and contribute to ethical decision-making processes. Ethics committees also contribute to policy review and development, ensuring that guidelines within healthcare organizations are comprehensive and aligned with best practices. Additionally, these committees can organize educational initiatives to enhance healthcare professionals' ethical awareness and competence within the organization, reinforcing the importance of ethical considerations in daily practice. Integrating strategies, including ethical education, straightforward policy implementation, collaboration with ethics committees, and shared decision-making, forms a synergistic

approach to addressing ethical dilemmas in healthcare management. Ethical education enhances the competence of healthcare professionals, providing them with the knowledge and skills needed to navigate complex ethical challenges. Clear policies offer a structured framework for ethical decision-making. At the same time, collaboration with ethics committees ensures access to collective expertise when faced with intricate ethical issues. Challenges in implementing these strategies include the need for adequate resources, both in terms of time and financial support, to sustain comprehensive education programs, policy updates, and ethics committees. Overcoming resistance and fostering a cultural change within the organization to prioritize ethical considerations require active leadership promotion of the importance of ethical decision-making. Additionally, balancing autonomy and oversight is crucial; while encouraging collaborative decision-making, healthcare organizations must strike a delicate balance to avoid overburdening individuals with excessive oversight, ensuring that professional autonomy is respected (Hartman, Inguaggiato, Widdershoven, Wensing-Kruger, & Molewijk, 2020; Köhler, Reis, & Saxena, 2021; Post & Blustein, 2021).

Future Trends and Implications in Healthcare Management Ethics

As healthcare continues to evolve, new trends and advancements bring forth emerging ethical issues, transformative technological impacts, and evolving guidelines and regulations. Understanding these trends is crucial for healthcare managers to navigate the ethical landscape. Here is a comprehensive exploration of future trends and their implications:

Emerging Ethical Issues in Healthcare Management

Emerging ethical issues in healthcare management encompass various fronts. The advancement of genomic medicine and precision healthcare raises concerns about genetic privacy, data ownership, and equitable access, necessitating healthcare managers to grapple with policy development and resource allocation. Integrating artificial intelligence (AI) and machine learning introduces ethical considerations regarding accountability, transparency, and bias in diagnostics and treatment planning, demanding that healthcare managers navigate these implications for patient safety. The expansion of telehealth and remote patient monitoring prompts ethical considerations related to virtual care quality, patient-provider relationships, and the digital divide, compelling healthcare managers to establish guidelines that balance the benefits of telehealth with ethical concerns. Ethical dilemmas may emerge in personalized medicine, impacting the fair distribution of advanced treatments and exacerbating healthcare disparities, urging healthcare managers to address these challenges through policy development and advocacy for equitable access.

The Impact of Technological Advancements on Ethics

Technological advancements significantly impact ethics in healthcare. The increasing reliance on health data for personalized care and research necessitates robust data privacy and security measures, requiring healthcare managers to implement ethical data management practices. Human-computer interaction in healthcare raises ethical considerations about patient autonomy, consent, and the patient-provider relationship, demanding guidance from healthcare managers on the ethical integration of technology into patient care. Automating healthcare processes introduces ethical concerns about job displacement, accountability, and dehumanization of care, requiring healthcare managers to address these challenges while ensuring compassionate patient care. The ethical use of AI in healthcare demands careful

consideration of bias, transparency, and unintended consequences, making it imperative for healthcare managers to champion ethical AI practices.

Anticipated Changes in Ethical Guidelines and Regulations

Anticipated changes in ethical guidelines and regulations further shape the healthcare landscape. The increasing prevalence of telemedicine will likely lead to specific ethical guidelines and regulations governing remote healthcare practices, requiring healthcare managers to stay abreast of evolving policies for ethical telehealth practices. The growing importance of genomic data may prompt comprehensive governance frameworks to address ethical concerns related to data ownership, consent, and responsible use, demanding attention from healthcare managers. As AI applications proliferate, regulatory bodies will likely establish ethical development and use guidelines, necessitating healthcare managers to navigate evolving regulatory landscapes. The interconnected nature of global health crises requires the development of international ethical guidelines to address issues such as vaccine distribution, pandemic response, and health equity, urging healthcare managers to align organizational practices with global health ethics.

Implications for Healthcare Managers

The implications for healthcare managers are multifaceted. Continuous education ensures they can lead ethically in a rapidly evolving healthcare landscape. Embracing ethical leadership becomes crucial for guiding organizations through evolving challenges and fostering a culture of ethical awareness, accountability, and adaptability. Given the interdisciplinary nature of emerging ethical challenges, collaboration with professionals from diverse fields, advocacy for ethical practices, and active contribution to shaping ethical guidelines and policies become essential. Developing technological literacy is imperative to navigate emerging technologies' ethical implications and understand the ethical dimensions of AI, genomics, and telehealth for informed decision-making.

CONCLUSION

In conclusion, the landscape of healthcare management ethics is dynamic and continually shaped by emerging trends, technological advancements, and evolving societal expectations. As healthcare managers navigate the complex terrain of ethical decision-making, they must remain vigilant in addressing challenges such as conflicting stakeholder interests, balancing patient rights with organizational goals, and navigating diverse cultural values. The future holds promises and challenges, with emerging ethical issues, transformative impacts of technology, and anticipated changes in guidelines and regulations. By embracing ethical leadership, fostering a culture of continuous education, and actively engaging with interdisciplinary collaboration, healthcare managers can contribute to developing a healthcare system that prioritizes patient well-being, ethical integrity, and equitable access to quality care. As stewards of ethical practice, healthcare managers play a crucial role in shaping the future of healthcare management and ensuring its alignment with the highest ethical standards.

References

- Abdul, S., Adeghe, E. P., Adegoke, B. O., Adegoke, A. A., & Udedeh, E. H. (2024). A review of the challenges and opportunities in implementing health informatics in rural healthcare settings. *International Medical Science Research Journal*, 4(5), 606–631. <https://doi.org/10.51594/imsrj.v4i5.1158>

- Abdul, S., Adeghe, E. P., Adegoke, B. O., Adegoke, A. A., & Udedeh, E. H. (2024b). Public-private partnerships in health sector innovation: Lessons from around the world. *Magna Scientia Advanced Biology and Pharmacy*, 12(1), 045–059. <https://doi.org/10.30574/msabp.2024.12.1.0032>
- Abdul, S., Adeghe, E. P., Adegoke, B. O., Adegoke, A. A., Udedeh, E. H., Abdul, S., Adeghe, E. P., Adegoke, B. O., Adegoke, A. A., & Udedeh, E. H. (2024). Promoting health and educational equity: Cross-disciplinary strategies for enhancing public health and educational outcomes. *World Journal of Biology Pharmacy and Health Sciences*, 18(2), 416–433. <https://doi.org/10.30574/wjbphs.2024.18.2.0298>
- Abdul, S., Adeghe, P., Adegoke, O., Adegoke, A., & Udedeh, H. (2024). AI-enhanced healthcare management during natural disasters: conceptual insights. *Engineering Science & Technology Journal*, 5(5), 1794–1816. <https://doi.org/10.51594/estj.v5i5.1155>
- Abdul, S., Adeghe, P., Adegoke, O., Adegoke, A., & Udedeh, H. (2024). Leveraging data analytics and IoT technologies for enhancing oral health programs in schools. *International Journal of Applied Research in Social Sciences*, 6(5), 1005–1036. <https://doi.org/10.51594/ijarss.v6i5.1149>
- Abdul, S., Adeghe, P., Adegoke, O., Adegoke, A., & Udedeh, H. (2024). Mental health management in healthcare organizations: Challenges and strategies - a review. *International Medical Science Research Journal*, 4(5), 585–605. <https://doi.org/10.51594/imsrj.v4i5.1157D>
- Al Halbusi, H., Williams, K. A., Mansoor, H. O., Hassan, M. S., & Hamid, F. A. H. (2020). Examining the impact of ethical leadership and organizational justice on employees' ethical behavior: Does person–organization fit play a role? *Ethics & Behavior*, 30(7), 514-532.
- Al Halbusi, H., Williams, K. A., Ramayah, T., Aldieri, L., & Vinci, C. P. (2021). Linking ethical leadership and ethical climate to employees' ethical behavior: the moderating role of person–organization fit. *Personnel Review*, 50(1), 159-185.
- Alawadhi, M., Almazrouie, J., Kamil, M., & Khalil, K. A. (2020). A systematic literature review of the factors influencing the adoption of autonomous driving. *International Journal of System Assurance Engineering and Management*, 11, 1065-1082.
- Ashok, M., Madan, R., Joha, A., & Sivarajah, U. (2022). Ethical framework for Artificial Intelligence and Digital technologies. *International Journal of Information Management*, 62, 102433.
- Bufacchi, V. (2020). Justice as Non-maleficence. *Theoria*, 67(162), 1-27.
- Burrell, D. N. (2023). Dynamic evaluation approaches to telehealth technologies and Artificial Intelligence (AI) Telemedicine applications in healthcare and biotechnology organizations. *Merits*, 3(4), 700-721.
- Chukwu, E., Adu-Baah, A., Niaz, M., Nwagwu, U., & Chukwu, M. U. (2023). Navigating ethical supply chains: the intersection of diplomatic management and theological ethics. *International Journal of Multidisciplinary Sciences and Arts*, 2(1), 127-139.
- Ciulla, J. B., & Ciulla, J. B. (2020). Ethics and effectiveness: The nature of good leadership. *The search for ethics in leadership, business, and beyond*, 3-32.
- Cobianchi, L., Verde, J. M., Loftus, T. J., Piccolo, D., Dal Mas, F., Mascagni, P., . . . Massaro,

- M. (2022). Artificial intelligence and surgery: ethical dilemmas and open issues. *Journal of the American College of Surgeons*, 235(2), 268-275.
- Dabla, P. K., Gruson, D., Gouget, B., Bernardini, S., & Homsak, E. (2021). Lessons learned from the COVID-19 pandemic: emphasizing the emerging role and perspectives from artificial intelligence, mobile health, and digital laboratory medicine. *Ejifcc*, 32(2), 224.
- Dehghani, A. (2020). Factors affecting professional ethics development in students: A qualitative study. *Nursing Ethics*, 27(2), 461-469.
- Doherty, R. F. (2020). *Ethical dimensions in the health professions-e-book*: Elsevier Health Sciences.
- Dursun, S., & Mankolli, H. (2021). The value of nature: virtue ethics perspective. *GNOSI: An Interdisciplinary Journal of Human Theory and Praxis*, 4(1 (May)), 1-15.
- Enahoro, A., Osunlaja, O., Maha, C. C., Kolawole, T. O., & Abdul, S. (2024). Reviewing healthcare quality improvement initiatives: Best practices in management and leadership. *International Journal of Management & Entrepreneurship Research*, 6(6), 1869–1884. <https://doi.org/10.51594/ijmer.v6i6.1171>
- Enright, K. (2021). Elusive quality: the challenges and ethical dilemmas faced by international non-governmental organisations in sourcing quality assured medical products. *BMJ Global Health*, 6(Suppl 3).
- Farré, M., & Baños, J. E. Bioethics in Biomedical Research. In *Bioethics* (pp. 53-71): CRC Press.
- Farrell, T. W., Ferrante, L. E., Brown, T., Francis, L., Widera, E., Rhodes, R., . . . Thothala, N. (2020). AGS position statement: resource allocation strategies and age-related considerations in the COVID-19 era and beyond. *Journal of the American Geriatrics Society*, 68(6), 1136-1142.
- Freire, C., & Bettencourt, C. (2020). Impact of ethical leadership on job satisfaction: the mediating effect of work–family conflict. *Leadership & Organization Development Journal*, 41(2), 319-330.
- Galiatsatos, P., Kachalia, A., Belcher, H. M., Hughes, M. T., Kahn, J., Rushton, C. H., . . . Golden, S. H. (2020). Health equity and distributive justice considerations in critical care resource allocation. *The Lancet Respiratory Medicine*, 8(8), 758-760.
- Garcia Valencia, O. A., Suppadungsuk, S., Thongprayoon, C., Miao, J., Tangpanithandee, S., Craici, I. M., & Cheungpasitporn, W. (2023). Ethical implications of chatbot utilization in nephrology. *Journal of Personalized Medicine*, 13(9), 1363.
- Gómez-González, E., & Gómez Gutiérrez, E. (2020). Artificial Intelligence in Medicine and Healthcare: applications, availability and societal impact.
- Gracyk, T. A. (2020). *A Structured Principlist Framework for Decision Making in Healthcare*: Bowling Green State University.
- Guggenberger, T., Schweizer, A., & Urbach, N. (2020). Improving interorganizational information sharing for vendor managed inventory: Toward a decentralized information hub using blockchain technology. *IEEE Transactions on Engineering Management*, 67(4), 1074-1085.
- Haahr, A., Norlyk, A., Martinsen, B., & Dreyer, P. (2020). Nurses experiences of ethical dilemmas: A review. *Nursing Ethics*, 27(1), 258-272.

- Hartman, L., Inguaggiato, G., Widdershoven, G., Wensing-Kruger, A., & Molewijk, B. (2020). Theory and practice of integrative clinical ethics support: A joint experience within gender affirmative care. *BMC Medical Ethics*, *21*(1), 1-13.
- Heir, A. S. (2023). Rational intuitions: How reason underlies deontological moral judgments. *Philosophical Psychology*, 1-25.
- Hübner, U. H., Egbert, N., & Schulte, G. (2022). Ethical Issues: Patients, Providers, and Systems. In *Nursing Informatics: A Health Informatics, Interprofessional and Global Perspective* (pp. 465-483): Springer.
- Jokinen, A., Stolt, M., & Suhonen, R. (2021). Ethical issues related to eHealth: an integrative review. *Nursing Ethics*, *28*(2), 253-271.
- Keenan, A. J., Tsourtos, G., & Tieman, J. (2021). The value of applying ethical principles in telehealth practices: systematic review. *Journal of Medical Internet Research*, *23*(3), e25698.
- Kerr, A., Barry, M., & Kelleher, J. D. (2020). Expectations of artificial intelligence and the performativity of ethics: Implications for communication governance. *Big Data & Society*, *7*(1), 2053951720915939.
- Killackey, T., Peter, E., Maciver, J., & Mohammed, S. (2020). Advance care planning with chronically ill patients: A relational autonomy approach. *Nursing Ethics*, *27*(2), 360-371.
- Köhler, J., Reis, A. A., & Saxena, A. (2021). A survey of national ethics and bioethics committees. *Bulletin of the World Health Organization*, *99*(2), 138.
- Lamb, M., Brant, J., & Brooks, E. (2021). How is virtue cultivated? *Journal of Character Education*, *17*(1).
- Legault, G.-A., Gagnon, H., Parent, M., Bellemare, C. A., Béland, J.-P., Kocsis-Bédard, S., . . . Patenaude, J. (2021). Integration of ethical considerations into HTA reports: an analysis of integration levels using a systematic review. *International Journal of Technology Assessment in Health Care*, *37*(1).
- Maduka, C. P., Okongwu, C. C., Enahoro, A., Osunlaja, O., & Ajogwu, A. E. (2023). Integration of public health policy and laboratory science In Nigeria: A review of responses to Covid-19. *International Medical Science Research Journal*, *3*(1), 24-46.
- Maha, C. C., Kolawole, O., & Abdul, S. (2024). Revolutionizing community health literacy: The power of digital health tools in rural areas of the US and Africa. *GSC Advanced Research and Reviews*, *19*(2), 286–296. <https://doi.org/10.30574/gscarr.2024.19.2.0189>
- Maha, C. C., Kolawole, O., & Abdul, S. (2024c). Transforming mental health care: Telemedicine as a game-changer for low-income communities in the US and Africa. *GSC Advanced Research and Reviews*, *19*(2), 275–285. <https://doi.org/10.30574/gscarr.2024.19.2.0188>
- Maha, C. C., Kolawole, T. O., & Abdul, S. (2024). Empowering healthy lifestyles: Preventing non-communicable diseases through cohort studies in the US and Africa. *International Journal of Applied Research in Social Sciences*, *6*(6), 1068–1083. <https://doi.org/10.51594/ijarss.v6i6.1172>
- Maha, C. C., Kolawole, T. O., & Abdul, S. (2024). Harnessing data analytics: A new frontier in predicting and preventing non-communicable diseases in the US and Africa.

- Computer Science & IT Research Journal*, 5(6), 1247–1264.
<https://doi.org/10.51594/csitrj.v5i6.1196>
- Maha, C. C., Kolawole, T. O., & Abdul, S. (2024). Innovative community-based strategies to combat adolescent substance use in urban areas of the US and Africa. *International Journal of Applied Research in Social Sciences*, 6(6), 1048–1067.
<https://doi.org/10.51594/ijarss.v6i6.1173>
- Maha, C. C., Kolawole, T. O., & Abdul, S. (2024). Nutritional breakthroughs: Dietary interventions to prevent liver and kidney diseases in the US and Africa. *International Medical Science Research Journal*, 4(6), 632–646.
<https://doi.org/10.51594/imsrj.v4i5.1189>
- Mannelli, C. (2020). Whose life to save? Scarce resources allocation in the COVID-19 outbreak. *Journal of Medical Ethics*.
- Markey, K., Ventura, C. A. A., Donnell, C. O., & Doody, O. (2021). Cultivating ethical leadership in the recovery of COVID-19. *Journal of Nursing Management*, 29(2), 351-355.
- Martani, A., Geneviève, L. D., Poppe, C., Casonato, C., & Wangmo, T. (2020). Digital pills: a scoping review of the empirical literature and analysis of the ethical aspects. *BMC Medical Ethics*, 21, 1-13.
- McGreevey, J. D., Hanson, C. W., & Koppel, R. (2020). Clinical, legal, and ethical aspects of artificial intelligence–assisted conversational agents in health care. *Jama*, 324(6), 552-553.
- Melendres, M. (2022). Cultural competence in social work practice: Exploring the challenges of newly employed social work professionals. *Journal of Ethnic & Cultural Diversity in Social Work*, 31(2), 108-120.
- Muaygil, R. A. (2020). Demystifying bioethics: The past, present, and future of a flourishing discipline. *Journal of Nature and Science of Medicine*, 3(4), 334-343.
- Munoko, I., Brown-Liburd, H. L., & Vasarhelyi, M. (2020). The ethical implications of using artificial intelligence in auditing. *Journal of Business Ethics*, 167, 209-234.
- Nguyen, A., Ngo, H. N., Hong, Y., Dang, B., & Nguyen, B.-P. T. (2023). Ethical principles for artificial intelligence in education. *Education and Information Technologies*, 28(4), 4221-4241.
- Nurmeksela, A., Zedreck Gonzalez, J. F., Kinnunen, J., & Kvist, T. (2021). Components of the Magnet® model provide structure for the future vision of nurse managers' work: A qualitative perspective of nurse managers. *Journal of Nursing Management*, 29(7), 2028-2036.
- Ogbuke, N. J., Yusuf, Y. Y., Dharma, K., & Mercangoz, B. A. (2022). Big data supply chain analytics: ethical, privacy and security challenges posed to business, industries and society. *Production Planning & Control*, 33(2-3), 123-137.
- Okpo, O. (2022). Physician-patient relationship: a rossian deontology approach to medical ethics. *The Abraka Journal of Religion and Philosophy (AJRP)*, 2(1&2), 241-273.
- Olaboye, J. A., Maha, C. C., Kolawole, T. O., & Abdul, S. (2024). Innovations in real-time infectious disease surveillance using AI and mobile data. *International Medical Science Research Journal*, 4(6), 647–667. <https://doi.org/10.51594/imsrj.v4i6.1190>
- Olaboye, J. A., Maha, C. C., Kolawole, T. O., & Abdul, S. (2024). Integrative analysis of AI-

- driven optimization in HIV treatment regimens. *Computer Science & IT Research Journal*, 5(6), 1314–1334. <https://doi.org/10.51594/csitrj.v5i6.1199>
- Osunlaja, O., Enahoro, A., Maha, C. C., Kolawole, O., & Abdul, S. (2024). Healthcare management education and training: Preparing the next generation of leaders - a review. *International Journal of Applied Research in Social Sciences*, 6(6), 1178–1192. <https://doi.org/10.51594/ijarss.v6i6.1209>
- Paunova, M. (2023). Principlism in Practice: Ethics in Survey Research. In *The SAGE Handbook of Survey Development and Application* (pp. 54-80): SAGE Publications.
- Peterson, A., Karlawish, J., & Largent, E. (2021). Supported decision making with people at the margins of autonomy. *The American Journal of Bioethics*, 21(11), 4-18.
- Post, L. F., & Blustein, J. (2021). *Handbook for health care ethics committees*: JHU Press.
- Pozgar, G. D. (2023). *Legal and ethical issues for health professionals*: Jones & Bartlett Learning.
- Pu, L. (2021). Fairness of the distribution of public medical and health resources. *Frontiers in Public Health*, 9, 768728.
- Riedel, P.-L., Kreh, A., Kulcar, V., Lieber, A., & Juen, B. (2022). A scoping review of moral stressors, moral distress and moral injury in healthcare workers during COVID-19. *International Journal of Environmental Research and Public Health*, 19(3), 1666.
- Rushton, C. H., Thomas, T. A., Antonsdottir, I. M., Nelson, K. E., Boyce, D., Vioral, A., . . . Hanson, G. C. (2022). Moral injury and moral resilience in health care workers during COVID-19 pandemic. *Journal of Palliative Medicine*, 25(5), 712-719.
- Saha, R., Shashi, Cerchione, R., Singh, R., & Dahiya, R. (2020). Effect of ethical leadership and corporate social responsibility on firm performance: A systematic review. *Corporate Social Responsibility and Environmental Management*, 27(2), 409-429.
- Saheb, T., Saheb, T., & Carpenter, D. O. (2021). Mapping research strands of ethics of artificial intelligence in healthcare: a bibliometric and content analysis. *Computers in Biology and Medicine*, 135, 104660.
- Savulescu, J., Persson, I., & Wilkinson, D. (2020). Utilitarianism and the pandemic. *Bioethics*, 34(6), 620-632.
- Schütz, M. (2022). Shared Principles? German Responses to American Bioethics Since the 1970s. *Journal of Contemporary History*, 57(4), 859-877.
- Senbekov, M., Saliev, T., Bukeyeva, Z., Almabayeva, A., Zhanaliyeva, M., Aitenova, N., . . . Fakhradiyev, I. (2020). The recent progress and applications of digital technologies in healthcare: a review. *International Journal of Telemedicine and Applications*, 2020.
- Slaná, M., & Slaný, J. (2021). Comparison of ethical principles applied in social work and health care. *Pensée Plurielle*, 54(2), 188-206.
- Sullivan, D. M., Anderson, D. C., & Cole, J. W. (2021). Basic Ethical Theory. In *Ethics in Pharmacy Practice: A Practical Guide* (pp. 9-25): Springer.
- Thomas, T. A., & Reed, P. A. (2020). Ethics: a historical perspective. *Ethical Issues in Pediatric Hematology/Oncology*, 3-18.
- Velavan, A. (2023). Ethical considerations of clinical research in emergency care settings: a review.
- Viscarret, J.-J., Ballester, A., Úriz, M.-J., & Idareta, F. (2023). What ethical dilemmas do social workers face in the healthcare area in Spain? *Social Work in Public Health*,

- 38(2), 135-146.
- Wang, R., Harper, F. M., & Zhu, H. (2020). *Factors influencing perceived fairness in algorithmic decision-making: Algorithm outcomes, development procedures, and individual differences*. Paper presented at the Proceedings of the 2020 CHI Conference on Human Factors in Computing Systems.
- White, M. G. (2020). Why human subjects research protection is important. *Ochsner Journal*, 20(1), 16-33.
- Yang, F., Shu, H., & Zhang, X. (2021). Understanding “internet plus healthcare” in china: policy text analysis. *Journal of Medical Internet Research*, 23(7), e23779.
- Zölzer, F. (2021). Principles of research ethics for environmental health—historical development and current trends. In *Research Ethics for Environmental Health* (pp. 209-227): Routledge.