

Values in policy and management

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What I would like to do

This session is not a didactic exercise but rather seeks to raise consciousness and provoke our thinking about the teaching of values in our subjects

Royal Adelaide Hospital values

- RAH values reflect its commitment to ‘Quality, Service, Value and Innovation’.
- In pursuing its priority to provide cost-effective, quality services to customers, the RAH:
- values its staff and aims to develop their full potential
- values its partners in the industry and welcomes the opportunity to work with others (universities, public and private hospitals and other health care organisations) in delivering services to customers
- values new and innovative approaches to the way it does its work
- strives for value for money
- operates in a professional and business-like manner
- values mutual fairness and ethical behaviour in all its dealings

Annual Report 2003-4

The very word “hospital”
originated in the value
of hospitality



Selected Australian public service values

- free from discrimination and recognises and utilises the diversity of the Australian community it serves;
- highest ethical standards;
- openly accountable for its actions, within the framework of Ministerial responsibility to the Government, the Parliament and the Australian public;
- responsive to the Government in providing frank, honest, comprehensive, accurate and timely advice and in implementing the Government's policies and programs;
- delivers services fairly, effectively, impartially and courteously to the Australian public and is sensitive to the diversity of the Australian public;
- establishes workplace relations that value communication, consultation, co-operation and input from employees on matters that affect their workplace;
- provides a fair, flexible, safe and rewarding workplace;
- focuses on achieving results and managing performance;
- promotes equity in employment;
- is a career-based service to enhance the effectiveness and cohesion of Australia's democratic system of government;

<http://www.aat.gov.au/AboutTheAAT/APSValues.htm>

La Trobe University Faculty of Health Sciences values

- Putting students first
- Working together co-operatively
- Making a contribution to health, healthcare and society
- Excellence in teaching, research and scholarship
- Intellectual freedom and academic integrity
- A safe working and learning environment.

<http://www.latrobe.edu.au/health/aboutus.html>

Values

Value: “That which is worthy of esteem for its own sake; that which has intrinsic worth” (Oxford Shorter Dictionary)

From the Latin “valere: to be strong, to be worth”

The nature of values

- can values be rationally established or are they simply proclaimed ?
- tensions between universal and culturally specific values

The origin of values



Are they:

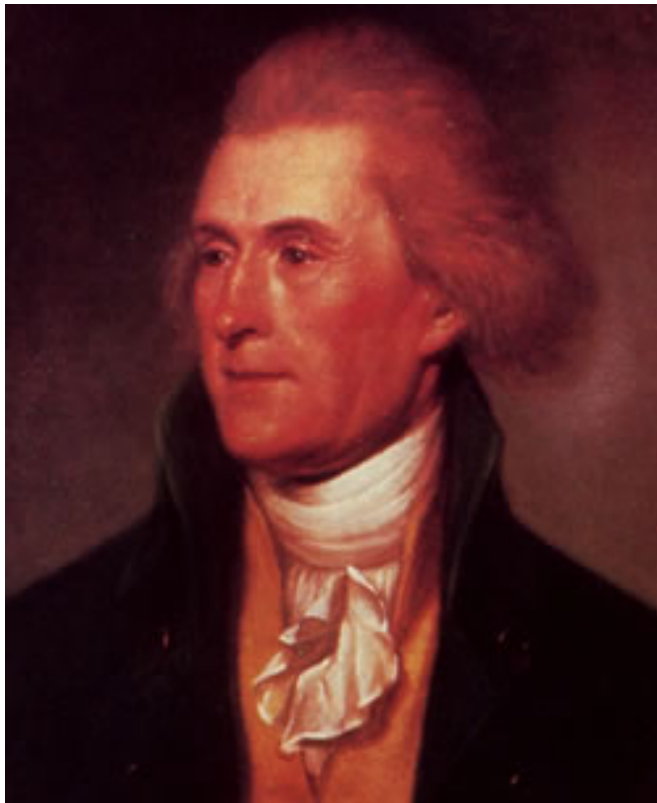
- Religious (Judeo-Christian)
- Cultural (eg Greek and Roman)
- Materialistic (problem for Marxists) ?
- Biological ?
- Natural (self-evident)

“We hold these truths to be self-evident, that all men are created equal...”

The nature of values

- eternal versus changing values
- shared versus contested
- contradictory
- personal versus collective

Jefferson, Sally Hemings, slavery and liberty



“We hold these truths to be self-evident, that all men are created equal, that they are endowed by their Creator with certain unalienable Rights. That among these are Life, Liberty and the pursuit of Happiness”

The Declaration of
Independence 1776

Jefferson, Notes on the State of Virginia 1801

“The whole commerce between master and slave is a perpetual exercise of the most boisterous passions , the most unremitting despotism on the one part, and degrading submissions on the other”

A clash of values in India ?

In 1829 the British moved to ban *sati* (the ritual burning of Indian widows with their deceased husband) a highly respected tradition among Hindus. The British succeeded in wiping out the so-called thugs, a band of thieves and murderers who worshipped the goddess Kali. Persian was replaced by English as the administrative language [...] all inmates in British prisons were to be given the same food – in blatant defiance of caste rules... a law was passed allowing Indian widows to remarry. No wonder then that Indian intellectuals began to ask themselves where all this was leading”



Rainer Jersosch, *The Rani of Jhansi: Rebel Against Will*
(trans. James Turner) Delhi. AAKAR, 2007: 20-22

Values and policy making

values are an element of every piece of policy whether or not they are stated

Values and policy analysis

The very way in which we perceive policy may be (and usually is) affected by our own values

Remember the rational
comprehensive model!

The values, goals and objectives of the
decision-maker must be determined and
ranked in order of priority

Values and administration

- Values shape how policy is implemented
- Much implementation is discretionary

Values relevant to health policy and management: Individualism

the rights of the individual: especially
freedom of choice, freedom of speech,
privacy (**sometimes these values are
in conflict with other values**)

Looking at health in individual, rather than
collective, terms (e.g. lifestyle choices)

Equity

- * fairness in treatment
- * minimum standards for those who cannot afford to pay
- * protection of the interests of those who cannot fend for themselves

Ethics

Health care should be ethical

What do we mean by ethical?

Moral, good, not harmful and how do we decide these attributes?

Democratic values

- participation
- representation
- accountability
- access to information (transparency)

Liberty and the role of the state

- conflict between those who see the state as the principal contemporary reforming institution and protector of the disadvantaged and those who question the extent of this role
 - welfare state versus “nanny” state
- “In a free society, there should be limits to what governments do to protect people from themselves”** Tony Abbot former health minister (The Age 7.2.02)

Economic evaluation and values

- economic productivity underpins society
- small government serves individual liberty
- competitive neutrality
- people are motivated by self-interest
- need for measurable outcomes
- the market indicates values

The invisible hand



CORPORATE LEADERS GATHER IN A FIELD OUTSIDE DARIEN, CONNECTICUT, WHERE ONE OF THEM CLAIMS TO HAVE SEEN THE INVISIBLE HAND OF THE MARKETPLACE

Post-Christian society ?



Religion

In the 2006 census the top three responses for religious affiliation were Catholic (25.8%), Anglican (18.7%), and No Religion (18.7%).

Secularism

- belief that religion is part of the private domain of individuals
- reluctance (hostility ?) to religious perspective (especially Christianity) in public policy
- marked preference for religious beliefs to be couched in secular language
- Yet many health institutions are Christian

Multiculturalism

- all cultures are of equal value
- public policy and management should not discriminate against people because of their cultural and religious beliefs
- tensions ?



Pluralism in health care

- criticism of (and even hostility towards) the "medical model" and calls for "holism"
- growing legitimacy of "alternative" or "complementary" therapies
- is there a “revolt against reason” and an acceptance of irrationality in attitudes to alternative therapies ? Enlightenment has become the “endarkenment”



"I thought I'd give Western medicine one more chance."

Human dominion

- Judeo-Christian ethic of the value of human life and the primacy of human life
- Nuremberg Code actually requires prior experimentation on animals



Peter Singer (ed) In Defense of
Animals, Harper and Row, New York,
1986, p. 8

“The influence of the Judeo-Christian insistence on the God-like nature of human beings is nowhere more apparent than in the standard Western doctrine of the sanctity of human life; a doctrine that puts the life of the most hopelessly and irreparably brain-damaged human being - of the kind whose level of awareness is not underestimated by the term “human vegetable” - above the life of a chimpanzee. The sole reason for this strange priority is, of course, the fact that the chimpanzee is not a member of our species and the human vegetable is biologically human”

Postmodernism and values

“There is no truth, only truths. There is no grand reason; only reasons. There is no privileged civilization (or culture, belief, norm and style); only a multiplicity of cultures, beliefs, norms and styles. There is no grand narrative of human progress; only countless stories of where people and their cultures are now. There is no simple reality or any grand objectivity of universal, detached knowledge; only a ceaseless representation of everything in terms of everything else”

Os Guinness quoted in A.McGrath, *The Twilight of Atheism: The Rise and Fall of Disbelief in the Modern World*, London: Rider, 2004, pp.225-226

Should values be part of the curriculum,
which should be included and how should
we teach them ?