

Process for Decision-Making

1. Define the issue(s)
Defining the issue or problem begins the very important process of reaching consensus regarding what the issue actually is.
2. Acknowledge feelings
 - What are the 'gut' reactions?
 - What biases, loyalties and intuitions are present?
3. Clarify the facts as much as possible
 - Establish the facts of the issue (who, what, where, when, why, how)
 - Establish what we do not know
 - Describe the relevant factors (social, economic, political, legal)
4. Identify stakeholders and the various perspectives
 - Clarify perspectives:
 - How do you see this issue(s)
 - Name the perspectives of the various participants
5. Analyze the values
 - What values are at stake?
 - Determine value conflicts:
 - What values are being affirmed?
 - What values are being negated?
6. Identify alternative courses of action in light of our mission, vision and values
 - What are the options?
 - What are the pros and cons of each option, including doing nothing?
7. Make a decision
 - What option best advances the vision, mission, values and strategic directions of Covenant Health?
 - Are there any contingency plans in case the decision does not have the intended outcomes or deals with possible conflicts? What we ought to do Ethics at Covenant Health
8. Implement the decision
 - Who will implement the decision?
 - How and when will the decision be communicated to all stakeholders?
 - What process and criteria for measuring will be used to evaluate the decision and outcome?
9. Revisit and examine the decision-making process
 - What happened?
 - What went well?



- What did we learn? What learning can we take forward into the next situation