

Upholding Work Ethics: A Key To Elevating Health Service Quality

¹*AL Muhaimed, Abdulrahman Ibrahim, ²AL Modaiberi, Mater Salem, ³AL Otaibi, Bader Majed, ⁴AL Otaibi, Dalal Mohammed, ⁵AL Shayea, Nouf Mohammed, ⁶AL Harbi, Alhumaidi Mohammed, ⁷AL Dosari, Noha Saeed

Abstract:

In the dynamic landscape of healthcare, the role of work ethics stands paramount in determining the quality of health services. Rooted in trust, the healthcare sector relies heavily on the ethical standards set and practiced by its professionals. This article dives into the intricacies of how work ethics, ranging from professional competence to patient-centered care, directly influence the reliability and efficiency of healthcare delivery. Emphasizing the importance of teamwork and communication, the piece further explores how ethics shape team dynamics, fostering a more coordinated patient care approach. It also delves into the challenges posed by ethical dilemmas, emphasizing the need for clear frameworks to navigate these complex scenarios. Finally, the article underscores the societal implications of healthcare ethics, suggesting that an ethical healthcare system promotes overall societal trust and cohesion. In conclusion, the correlation between robust work ethics and quality healthcare is undeniable, urging professionals to maintain a strong ethical foundation for the betterment of both individual patients and society at large.

Keywords: Ethics, Quality, Trust, Professional competence, Teamwork, Communication, Societal implications Reliability, Efficiency, Team dynamics, Frameworks, Cohesion.

1- Introduction:

In the vast and intricate tapestry of societal systems, few sectors carry as much weight and significance as healthcare. Beyond the walls of clinics and hospitals, beyond the sophisticated machines and complex procedures, healthcare serves as the sentinel of human vitality and well-being¹. Every individual, at some point in their life, entrusts themselves to this system, hoping for recovery, relief, or simply a better understanding of their health. Such profound interactions demand a foundation solidly built on trust. While advanced machinery, pharmaceutical breakthroughs, and expert knowledge are critical components, there's another equally vital, yet often underemphasized aspect – the essence of work ethics.

In an age where medical technology and methodologies undergo rapid transformations, the timeless principles of ethics stand resolute². These moral compasses, which guide the myriad decisions and actions within healthcare, are not mere checkboxes to be ticked off; they are the very soul of a compassionate and efficient healthcare system. From the clinical choices that doctors make to the manner in which patient data is handled, from the respectful interactions of nurses to the collaborative efforts of interdisciplinary teams, work ethics influence and elevate every step of the healthcare journey³.

But why does a sector armed with empirical data, scientific research, and evidence-based practices need such a strong emphasis on ethics? The answer lies in the very nature of healthcare. Medical science, despite its vast strides, operates in a realm of uncertainties⁴. Every patient is unique, and with them come unique challenges, concerns, and choices. In these gray areas, where data might not offer a clear direction, or where the best clinical choice might pose ethical challenges, it's the moral grounding of the professionals involved that steers the course.

Moreover, the relationship between a patient and a healthcare provider isn't just transactional. It's deeply personal, often vulnerable, and laden with emotions. This dynamic requires more than just clinical excellence; it calls for empathy, integrity, transparency, and respect. Upholding these values isn't just about doing what's morally right; it's also about

¹*Ministry of National Guard Health Affairs, E-mail:-muhaimeda@mngaha.med.sa

² Ministry of National Guard Health Affairs, E-mail:-modaiberim@mngaha.med.sa

³ Ministry of National Guard Health Affairs, E-mail:-diabyb@mngaha.med.sa

⁴ Ministry of National Guard Health Affairs, E-mail:-otaibida@mngaha.med.sa

⁵ Ministry of National Guard Health Affairs, E-mail:-alshayeano@mngaha.med.sa

⁶ Ministry of National Guard Health Affairs, E-mail:-alharbial6@mngaha.med.sa

⁷ Ministry of National Guard Health Affairs, E-mail:-dosarino@mngaha.med.sa

optimizing patient outcomes, improving satisfaction, and ensuring that the sanctity of the patient-provider relationship remains uncompromised.

As we delve deeper into the subsequent sections of this article, we aim to unfurl the layers of how work ethics intricately intertwine with the very fabric of healthcare. We'll explore real-world scenarios, the challenges faced, and how a robust ethical stance can make a world of difference, not just for individual patients but for the broader health ecosystem and society at large.

2- Trust and Reliability: The Heart of Healthcare

Trust and reliability are, undeniably, the bedrock upon which the entire edifice of healthcare is built⁵. They form the intricate, invisible threads that connect a patient with a healthcare provider, weaving together a tapestry of mutual respect, understanding, and collaborative decision-making.

Imagine stepping into the world of a patient. Often, they are at their most vulnerable, grappling with ailments or anxieties, seeking clarity amidst the chaos of symptoms and concerns. When they walk into a healthcare facility, they aren't merely looking for a service; they are placing their health, well-being, and sometimes their very lives in the hands of another individual⁶. This monumental act of trust isn't founded on the machinery in the hospital, the degrees hanging on the wall, or even just the expertise of the healthcare provider. It is built, brick by brick, on the assurance of reliability and the ethical commitments of the caregivers.

Over the years, various incidents, both positive and negative, have emphasized the importance of trust in healthcare. We've heard of patients showing unwavering faith in their doctors, even when faced with dire prognoses, simply because they believe in the integrity and intentions of their caregivers. Conversely, instances where this trust is breached, either through negligence or unethical behavior, not only harm the patient involved but ripple outwards, eroding faith in the entire system⁷.

Reliability, on the other hand, is the steadfast pillar that upholds this trust. Patients need to know that when they are promised care, it will be delivered⁸. When a diagnosis is made, it is based on sound judgment and thorough examination. When treatment options are discussed, they are being presented transparently, with the patient's best interests at heart. This consistency in care, the knowledge that one is in safe, dependable hands, fortifies the trust that patients place in healthcare institutions and professionals.

Yet, reliability isn't just about consistency; it's also about adaptability. The ever-evolving landscape of medicine, with its constant influx of new research, techniques, and technologies, necessitates that healthcare professionals remain updated, ensuring that the care they provide is not only consistent but also in line with the latest advancements⁹.

In essence, the intricate dance between trust and reliability shapes the very nature of the healthcare journey. A journey where patients, armed with faith, navigate the challenges of health and illness, and where healthcare professionals, anchored in ethics and competence, guide them towards healing and well-being. This symbiotic relationship, fueled by trust and upheld by reliability, is indeed the heart and soul of healthcare.

3- Professional Competence: Beyond the Basics

In the vast realm of healthcare, professional competence is more than a mere prerequisite; it's the lifeblood that ensures the effective delivery of care, the linchpin that balances expertise with empathy, knowledge with kindness. As the medical field continually evolves, brimming with new discoveries, innovative technologies, and groundbreaking methodologies, the definition of competence extends far beyond foundational knowledge and skills¹⁰. It stretches into the arena of continuous learning, adaptation, and the judicious application of knowledge.

The healthcare profession is unique in its dual mandate. On one hand, it demands a mastery of complex, ever-evolving scientific knowledge and technical skills. On the other, it requires the ability to apply this expertise in a myriad of real-world scenarios, each distinct and loaded with its own set of challenges. A truly competent healthcare professional navigates this delicate balance with grace, understanding the nuances of each patient's situation and responding with a tailored approach¹¹.

But delving deeper into the concept of professional competence, one finds that it is intertwined with the very ethos of medicine. It's not just about knowing the latest treatments or being adept at a particular surgical procedure. It's about recognizing one's own limitations, seeking collaboration when necessary, and committing to lifelong learning¹². It's about marrying the hard science of medicine with the soft skills of communication, empathy, and patient education.

Moreover, as healthcare systems worldwide become more intertwined, with interdisciplinary teams and a focus on holistic care, competence also means understanding the broader healthcare landscape. Professionals must be adept at collaborating

across specialties, recognizing the socio-cultural factors influencing health, and being attuned to the ethical considerations that invariably arise.

At the crossroads of innovation and tradition, healthcare professionals often find themselves facing dilemmas where tried and tested methods might clash with newer, innovative approaches¹³. Here, competence also translates to discernment, the ability to judiciously choose between multiple options, ensuring that the chosen path aligns with both scientific evidence and the patient's unique needs and preferences.

In essence, professional competence in today's healthcare arena is a multifaceted jewel. It gleams with the shine of scientific knowledge, reflects the depth of experience, and is carved with the intricate patterns of empathy, adaptability, and collaboration. Beyond just the basics, it represents a commitment to excellence, a dedication to the sanctity of the profession, and a promise to deliver care that is both state-of-the-art and deeply humane.

4- Teamwork and Communication: The Backbone of Efficient Healthcare

In the complex mosaic of healthcare, no element is as pivotal as the synergy of teamwork and communication. Often, the success or failure of patient outcomes hinges not just on the expertise of a singular entity but on the collective competence and coordination of an entire team¹⁴. As the saying goes, the whole is often greater than the sum of its parts, and in the realm of healthcare, this couldn't be truer.

Healthcare, unlike many other professions, often demands the seamless integration of various disciplines. A patient's journey might start with a primary care physician but could soon involve specialists, nurses, pharmacists, physiotherapists, and even social workers¹⁵. Each of these professionals brings to the table a unique set of skills and knowledge, and the magic truly happens when they come together, aligning their efforts towards a singular goal - the well-being of the patient. However, this intricate dance of interdisciplinary collaboration can only take place in an environment fostered by effective communication. Communication, in this context, goes beyond the mere exchange of information. It involves understanding, clarifying, and validating. It's about ensuring that every team member, regardless of their role, is on the same page, working with the same set of information, and striving towards the same objectives.

But the significance of communication doesn't stop at intra-team interactions. It extends to the equally crucial dialogue between healthcare providers and patients. Patients, in their vulnerable states, seek clarity, reassurance, and an understanding of their health trajectories¹⁶. Effective communication ensures that they are active participants in their care, making informed decisions and feeling empowered throughout their healthcare journey.

The beauty of teamwork and communication in healthcare is also evident in the way it allows for a pooling of expertise. Complex cases often require multifaceted interventions, and having a team where each member contributes their specialized knowledge ensures comprehensive care. Moreover, this collective approach also serves as a safety net, allowing for decisions to be evaluated and refined through multiple lenses, ensuring that potential oversights are minimized.

However, the harmony of teamwork and the clarity of communication are not automatic. They are cultivated through a culture of respect, continuous training, and an acknowledgment of the intrinsic value of every team member. They thrive in settings where hierarchies are flattened, where the voice of a nurse is as valued as that of a seasoned specialist, where the concerns of a patient are always at the forefront¹⁷.

In the grand symphony of healthcare, teamwork and communication are the rhythm and melody that guide the narrative. They are the pillars that support the weight of responsibility, the threads that weave together the tapestry of holistic care, making them truly the backbone of efficient and compassionate healthcare.

5- Patient-Centered Care: More than a Buzzword

In recent years, the term "patient-centered care" has found its way into the lexicon of nearly every healthcare stakeholder, from policymakers and administrators to clinicians and patient advocates. Yet, it's essential to underscore that patient-centered care is more than just a buzzword or a tick on a checklist. It's a transformative approach that fundamentally shifts the focus from disease-centered paradigms to ones that are intrinsically aligned with the patient's needs, values, and preferences¹⁸.

At its heart, patient-centered care recognizes the patient not just as a passive recipient of medical services but as an active, integral part of the decision-making process. It underscores the understanding that while healthcare professionals bring expertise in diagnosis and treatment, patients bring a deep knowledge of their own bodies, experiences, and life contexts¹⁹. Merging these two worlds is where the essence of patient-centered care lies.

In practical terms, this means that medical decisions aren't made in isolation. They are a result of collaborative deliberations, taking into account not just the clinical picture but also the patient's personal circumstances, beliefs, and desires. It's about looking beyond the immediate ailment and understanding the broader tapestry of the patient's life, from their socio-cultural background to their mental and emotional well-being²⁰.

Furthermore, patient-centered care also champions the idea of holistic healing. Instead of just focusing on alleviating symptoms or treating a specific disease, it emphasizes the restoration of overall well-being. This might involve integrating various forms of therapy, considering alternative treatments, or even addressing non-medical determinants of health like stress, socio-economic challenges, or lifestyle factors.

Yet, the beauty of patient-centered care isn't just in its outcomes, which, of course, are significant in terms of patient satisfaction and holistic healing. Its true magic lies in the relationships it fosters. When patients feel seen, heard, and valued, when they know that their caregivers genuinely understand and respect their wishes, a bond of trust is built²¹. This trust, in turn, enhances compliance, promotes open communication, and paves the way for more effective and personalized healthcare interventions.

However, embracing patient-centered care requires a cultural shift. It asks of healthcare professionals to sometimes unlearn traditional hierarchies, to embrace humility, and to always keep the patient's humanity at the core of their practice. It requires systems and policies that prioritize patient empowerment, education, and engagement.

In sum, patient-centered care, far from being just a trendy catchphrase, represents a profound evolution in healthcare philosophy. By placing the patient at the heart of care, it not only enriches the therapeutic journey but also reaffirms the age-old ethos of medicine: to heal, to comfort, and to respect the sanctity of every human life.

6- Addressing Ethical Dilemmas: Navigating the Gray Areas

In the vast, ever-evolving landscape of healthcare, where cutting-edge science intertwines with the intricate tapestry of human emotions, ethical dilemmas often arise, challenging professionals to navigate the gray areas with precision, empathy, and moral integrity²². These dilemmas, born at the confluence of medical knowledge, patient autonomy, and societal values, call for a deep introspection and balanced judgment, transcending beyond the black-and-white of clinical guidelines.

Ethical dilemmas can manifest in various forms. Sometimes, they arise when there's a clash between the best clinical decision and the patient's wishes. For instance, a patient might refuse a life-saving treatment due to personal or religious beliefs, leaving the healthcare professional in a quandary²³. At other times, dilemmas emerge from conflicts of interest, resource constraints, or when dealing with uncharted territories in medical science, such as emerging technologies or experimental treatments.

Navigating these gray areas demands a grounding in a set of core ethical principles: autonomy, beneficence, non-maleficence, and justice. Autonomy emphasizes the patient's right to make decisions about their own body and health. Beneficence revolves around the duty to act in the best interest of the patient, while non-maleficence underscores the principle of "do no harm²." Justice pertains to the fair distribution of healthcare resources and treatment.

Yet, while these principles provide a framework, the real challenge lies in their application amidst complex, real-world scenarios. It's in these moments that healthcare professionals must lean into active listening, seeking to truly understand the patient's perspective. Empathy, here, is not just a virtue but a vital tool, allowing professionals to bridge the gap between clinical logic and human emotions.

Furthermore, addressing ethical dilemmas often requires a collaborative approach. Engaging in interdisciplinary discussions, seeking input from ethics committees, and sometimes even involving the patient's family or community can offer diverse viewpoints, shedding light on the nuances of the dilemma at hand²⁴.

One of the foundational truths of healthcare is that it operates in the realm of uncertainties²⁵. Not every question has a clear answer, not every decision a defined path. Yet, it's in these very uncertainties that the essence of the profession shines through. By addressing ethical dilemmas with humility, by acknowledging the complexities, and by always striving to honor the patient's dignity and wishes, healthcare professionals reaffirm the noble ethos of their calling.

In the end, navigating the gray areas isn't just about resolving conflicts or making decisions. It's about humanizing healthcare, recognizing that at the intersection of science and morality, there lies the profound responsibility of holding and honoring the sanctity of life.

7- Encouraging Accountability: Owning Up to Our Imperfections

In the meticulous world of healthcare, where the stakes can be immeasurably high, the culture of accountability stands as a sentinel, ensuring not only the delivery of quality care but also fostering a space of trust, growth, and continuous improvement. Encouraging accountability is about recognizing and owning up to our imperfections, not as an admission of weakness, but as a commitment to excellence and a promise to the patients we serve²⁶.

Every healthcare professional, from novice nurses to seasoned surgeons, operates under the weight of immense responsibility. With human lives in the balance, there's an innate desire to get things right, every single time²⁷. Yet, humans, by nature, are fallible. Mistakes, though undesirable, can occur. What differentiates a culture of accountability from one of blame is the manner in which these mistakes are approached.

Encouraging accountability is about creating an environment where errors, rather than being concealed in fear of retribution, are brought to the forefront, examined, and used as catalysts for improvement²⁸. In such a culture, mistakes become lessons, propelling institutions and individuals towards refining processes, enhancing training, and ultimately, bettering patient outcomes.

Owning up to our imperfections also plays a pivotal role in building and maintaining trust. Patients, aware that the realm of medicine isn't infallible, value transparency. When healthcare professionals candidly communicate, acknowledge shortcomings, and outline corrective measures, they not only reinforce patient trust but also emphasize the sanctity of the patient-provider relationship²⁹.

However, for such a culture of accountability to take root, several foundational elements must be in place. Firstly, there's a need to shift from punitive reactions to supportive responses. Institutions should prioritize systems that focus on "learning" rather than "blaming," emphasizing the understanding that most errors are a product of systemic issues rather than individual negligence³⁰.

Additionally, fostering accountability also demands robust feedback mechanisms. Constructive feedback, delivered with empathy and aimed at growth, can be instrumental in helping professionals recognize areas of improvement and chart pathways forward.

Moreover, accountability goes hand-in-hand with self-reflection. Professionals should be encouraged to engage in introspective practices, constantly evaluating their actions, decisions, and areas where they can enhance their proficiency and care delivery³¹.

In essence, encouraging accountability in healthcare is about embracing vulnerability, understanding that perfection is a pursuit, not a destination. It's about honoring the profound duty we owe to our patients, ensuring that every action, every decision, is guided by a relentless commitment to their well-being. By owning up to our imperfections, by viewing them not as failures but as opportunities for growth, we elevate the very fabric of healthcare, one accountable step at a time.

8- Ethical Training: Preparing the Next Generation of Healthcare Workers

In a profession as multifaceted and impactful as healthcare, ethical training stands as an indispensable pillar, shaping the ethos and actions of those entrusted with the noble task of healing³². As medical science continues to advance at breakneck speeds, introducing innovative treatments and groundbreaking technologies, the moral compass guiding healthcare workers becomes ever more crucial. Ethical training, thus, serves as the foundation, preparing the next generation of healthcare workers to navigate the intricate maze of medical decision-making with clarity, compassion, and unwavering integrity³³.

At the heart of ethical training lies the endeavor to inculcate a deep sense of respect for patient autonomy, dignity, and rights. Future healthcare workers are taught to appreciate the sanctity of the patient-provider relationship, recognizing that each patient, irrespective of their background, ailment, or socio-economic status, deserves care that is both clinically excellent and morally sound.

But the landscape of healthcare ethics is vast, encompassing a myriad of issues, from end-of-life decisions and informed consent to resource allocation and research ethics. Preparing the next generation, therefore, requires a holistic approach, integrating theoretical knowledge with practical exposure³⁴. While classroom discussions can introduce budding professionals to core ethical principles, real-life case studies, role-playing, and clinical rotations can offer invaluable insights into the practical challenges and dilemmas they might encounter.

Another pivotal aspect of ethical training is fostering a culture of continuous introspection and dialogue. The world of healthcare ethics isn't static; it evolves in tandem with societal values, technological advancements, and legal frameworks³⁵. Future healthcare workers need to be equipped with the skills to critically analyze, debate, and adapt to

these changing paradigms. Open forums, interdisciplinary discussions, and exposure to ethics committees can provide them with a platform to hone these skills.

Importantly, ethical training should also emphasize the importance of self-care and self-awareness. Healthcare workers, in their quest to serve, often grapple with emotional and moral distress. By equipping them with tools to recognize, articulate, and address these feelings, ethical training ensures their well-being, which, in turn, translates to better patient care.

Lastly, mentoring plays a crucial role. Seasoned professionals, with their wealth of experience, can guide novices, sharing not just knowledge but also their personal journeys, ethical dilemmas they've faced, and the wisdom they've gleaned over the years.

In conclusion, as the healthcare landscape grows more complex, the moral imperatives guiding it remain steadfast. Ethical training, thus, becomes the beacon, illuminating the path for the next generation of healthcare workers. By grounding them in principles, nurturing their critical thinking, and fostering a spirit of compassion and respect, we ensure that the future of healthcare remains in hands that are not just skilled but also deeply empathetic and ethically sound.

9- The Ripple Effect: How Ethics in Healthcare Affects Society

The ripple effect of ethics in healthcare extends far beyond the walls of hospitals and clinics. It permeates through the very fabric of society, shaping public trust, fostering community resilience, and setting standards for how we value and care for every individual³⁶. Understanding this profound impact offers a holistic perspective on why ethical foundations in healthcare are not just about good clinical practice but are intrinsically tied to the broader well-being and progress of society.

- **Building Public Trust:** Trust is the bedrock of any thriving society. In healthcare, where people entrust professionals with their health, lives, and intimate details, ethics plays a critical role in building and maintaining this trust³⁷. When healthcare systems operate transparently, with integrity and fairness, public confidence grows. This heightened trust can lead to better compliance with medical advice, more participation in public health initiatives, and an overall more collaborative relationship between the public and healthcare providers.
- **Economic Implications:** Ethical healthcare practices have significant economic ramifications. By prioritizing patient welfare and making decisions based on need and efficacy rather than financial gain, healthcare systems can reduce wastage, prevent unnecessary interventions, and ensure resources are allocated judiciously. This, in turn, leads to more sustainable healthcare models and less financial strain on both individuals and the state¹².
- **Promotion of Human Rights:** Ethical healthcare recognizes and champions the inherent dignity and rights of every individual³². This means equitable access to care, respecting patient autonomy, and ensuring non-discrimination. When healthcare institutions uphold these principles, they set a precedent for other sectors, driving society towards greater inclusivity and justice.
- **Community Resilience and Cohesion:** Ethical healthcare practices, especially during crises, can foster community resilience. When people feel cared for and know that systems operate with their best interests at heart, it galvanizes community spirit, encourages mutual support, and creates a more united front in facing challenges, be they pandemics, natural disasters, or other public health threats³⁸.
- **Shaping Norms and Values:** Healthcare encounters often involve deeply personal and profound moments in people's lives—from birth to end-of-life decisions. The ethics guiding these encounters play a role in shaping societal norms and values³⁹. For instance, a healthcare system that respects patient autonomy and informed consent reinforces the societal importance of individual rights and informed choices.
- **Catalyst for Broader Ethical Conversations:** Healthcare, given its universality and immediacy, often serves as the starting point for broader ethical conversations in society¹¹. Debates around topics like euthanasia, organ donation, reproductive rights, or genetic engineering have profound implications on societal values, legislation, and future directions.

In essence, ethics in healthcare serves as a mirror, reflecting the values, priorities, and aspirations of society. It's not just about individual patient-provider interactions but a larger dialogue on what kind of society we envision and strive for. The ripples created by ethical decisions in healthcare touch every shore of our collective existence, underscoring the intertwined nature of health, ethics, and the broader societal tapestry.

Conclusion:

As we delve into the vast realm of healthcare, it becomes increasingly evident that its essence extends far beyond the technicalities of diagnosis and treatment. At its core, healthcare is a profoundly human endeavor, intrinsically linked to our collective values, aspirations, and societal fabric. The ethics guiding this sector, therefore, have implications that resonate deeply, shaping not just individual experiences but also the broader contours of society.

The intertwined relationship between healthcare ethics and societal well-being underscores the profound responsibility shouldered by healthcare professionals and institutions. Each decision, anchored in ethical principles, becomes a testament to our collective commitment to upholding human dignity, fairness, and respect. Furthermore, these decisions serve as beacons, illuminating the path for other sectors, inspiring a broader culture of integrity and empathy in society.

The ripple effects of ethics in healthcare, as explored, highlight the intricate web of connections between individual actions and collective outcomes. From fostering public trust to shaping societal norms, the ethical compass in healthcare touches every aspect of our communal life. It reinforces the belief that when we prioritize compassion, transparency, and justice in healthcare, we lay the groundwork for a society that is more inclusive, resilient, and harmonious.

In conclusion, as we stand at the crossroads of medical advancements and evolving societal values, the role of ethics in healthcare becomes paramount. It serves as a reminder that, at the end of the day, healthcare is about people, about stories, and about the shared human experience. By anchoring our actions in strong ethical foundations, we not only elevate the quality and impact of healthcare but also chart a course towards a society that truly values and cherishes each of its members. The journey of healthcare, thus, becomes a shared odyssey, guided by the timeless stars of ethics and humanity.

References:

- 1- Cross AJ, Thomas D, Liang J, Abramson MJ, George J, Zairina E. Educational interventions for health professionals managing chronic obstructive pulmonary disease in primary care. *Cochrane Database Syst Rev.* 2022 May 6;5(5):CD012652. doi: 10.1002/14651858.CD012652.pub2. PMID: 35514131; PMCID: PMC9073270.
- 2- Varkey B. Principles of Clinical Ethics and Their Application to Practice. *Med Princ Pract.* 2021;30(1):17-28. doi: 10.1159/000509119. Epub 2020 Jun 4. PMID: 32498071; PMCID: PMC7923912.
- 3- Nancarrow SA, Booth A, Ariss S, Smith T, Enderby P, Roots A. Ten principles of good interdisciplinary team work. *Hum Resour Health.* 2013 May 10;11:19. doi: 10.1186/1478-4491-11-19. PMID: 23663329; PMCID: PMC3662612.
- 4- Basu K, Sinha R, Ong A, Basu T. Artificial Intelligence: How is It Changing Medical Sciences and Its Future? *Indian J Dermatol.* 2020 Sep-Oct;65(5):365-370. doi: 10.4103/ijd.IJD_421_20. PMID: 33165420; PMCID: PMC7640807.
- 5- Pearson SD, Raeke LH. Patients' trust in physicians: many theories, few measures, and little data. *J Gen Intern Med.* 2000 Jul;15(7):509-13. doi: 10.1046/j.1525-1497.2000.11002.x. PMID: 10940139; PMCID: PMC1495476.
- 6- Hardavella G, Aamli-Gaagnat A, Frille A, Saad N, Niculescu A, Powell P. Top tips to deal with challenging situations: doctor-patient interactions. *Breathe (Sheff).* 2017 Jun;13(2):129-135. doi: 10.1183/20734735.006616. PMID: 28620434; PMCID: PMC5467659.
- 7- Muirhead P. When parents and physicians disagree: What is the ethical pathway? *Paediatr Child Health.* 2004 Feb;9(2):85-6. doi: 10.1093/pch/9.2.85. PMID: 19654985; PMCID: PMC2720466.
- 8- Institute of Medicine (US) Committee on the Future of Primary Care; Donaldson MS, Yordy KD, Lohr KN, et al., editors. *Primary Care: America's Health in a New Era.* Washington (DC): National Academies Press (US); 1996. 5, The Delivery of Primary Care. Available from: <https://www.ncbi.nlm.nih.gov/books/NBK232651/>
- 9- Thimbleby H. Technology and the future of healthcare. *J Public Health Res.* 2013 Dec 1;2(3):e28. doi: 10.4081/jphr.2013.e28. PMID: 25170499; PMCID: PMC4147743.
- 10- Ten Cate O. Competency-Based Postgraduate Medical Education: Past, Present and Future. *GMS J Med Educ.* 2017 Nov 15;34(5):Doc69. doi: 10.3205/zma001146. PMID: 29226237; PMCID: PMC5704607.
- 11- Saha S, Beach MC, Cooper LA. Patient centeredness, cultural competence and healthcare quality. *J Natl Med Assoc.* 2008 Nov;100(11):1275-85. doi: 10.1016/s0027-9684(15)31505-4. PMID: 19024223; PMCID: PMC2824588.
- 12- Kruk ME, Gage AD, Arsenault C, Jordan K, Leslie HH, Roder-DeWan S, Adeyi O, Barker P, Daelmans B, Doubova SV, English M, García-Elorrio E, Guanais F, Gureje O, Hirschhorn LR, Jiang L, Kelley E, Lemango ET, Liljestrand J, Malata A, Marchant T, Matsoso MP, Meara JG, Mohanan M, Ndiaye Y, Norheim OF, Reddy KS, Rowe AK, Salomon JA, Thapa G, Twum-Danso NAY, Pate M. High-quality health systems in the Sustainable Development Goals era: time for a revolution. *Lancet Glob Health.* 2018 Nov;6(11):e1196-e1252. doi: 10.1016/S2214-109X(18)30386-3.
- 13- Kumar S, Preetha G. Health promotion: an effective tool for global health. *Indian J Community Med.* 2012 Jan;37(1):5-12. doi: 10.4103/0970-0218.94009. PMID: 22529532; PMCID: PMC3326808.
- 14- Pomey MP, Ghadiri DP, Karazivan P, Fernandez N, Clavel N. Patients as partners: a qualitative study of patients' engagement in their health care. *PLoS One.* 2015 Apr 9;10(4):e0122499. doi: 10.1371/journal.pone.0122499. PMID: 25856569; PMCID: PMC4391791.
- 15- Rosen MA, DiazGranados D, Dietz AS, Benishek LE, Thompson D, Pronovost PJ, Weaver SJ. Teamwork in healthcare: Key discoveries enabling safer, high-quality care. *Am Psychol.* 2018 May-Jun;73(4):433-450. doi: 10.1037/amp0000298. PMID: 29792459; PMCID: PMC6361117.
- 16- Roodbeen R, Vreke A, Boland G, Rademakers J, van den Muijsenbergh M, Noordman J, van Dulmen S. Communication and shared decision-making with patients with limited health literacy; helpful strategies, barriers and suggestions for improvement reported by hospital-based palliative care providers. *PLoS One.* 2020 Jun 19;15(6):e0234926. doi: 10.1371/journal.pone.0234926. PMID: 32559237; PMCID: PMC7304585.

- 17-Fernandopulle N. To what extent does hierarchical leadership affect health care outcomes? *Med J Islam Repub Iran.* 2021 Sep 14;35:117. doi: 10.47176/mjiri.35.117. PMID: 34956963; PMCID: PMC8683790.
- 18-National Academies of Sciences, Engineering, and Medicine; Health and Medicine Division; Board on Health Care Services; Committee on Implementing High-Quality Primary Care; Robinson SK, Meisner M, Phillips RL Jr., et al., editors. *Implementing High-Quality Primary Care: Rebuilding the Foundation of Health Care.* Washington (DC): National Academies Press (US); 2021 May 4. 4, Person-Centered, Family-Centered, and Community-Oriented Primary Care. Available from: <https://www.ncbi.nlm.nih.gov/books/NBK571814/>
- 19-Moudatsou M, Stavropoulou A, Philalithis A, Koukouli S. The Role of Empathy in Health and Social Care Professionals. *Healthcare (Basel).* 2020 Jan 30;8(1):26. doi: 10.3390/healthcare8010026. PMID: 32019104; PMCID: PMC7151200.
- 20-Fitch MI, Bartlett R. Patient Perspectives about Spirituality and Spiritual Care. *Asia Pac J Oncol Nurs.* 2019 Apr-Jun;6(2):111-121. doi: 10.4103/apjon.apjon_62_18. PMID: 30931354; PMCID: PMC6371668.
- 21-Moudatsou M, Stavropoulou A, Philalithis A, Koukouli S. The Role of Empathy in Health and Social Care Professionals. *Healthcare (Basel).* 2020 Jan 30;8(1):26. doi: 10.3390/healthcare8010026. PMID: 32019104; PMCID: PMC7151200.
- 22-Richard Zaner. *Physicians and Patients in Relation: Clinical Interpretation and Dialogues of Trust.* Philosophy of Medicine, 2004. https://www.academia.edu/27820655/Physicians_and_Patients_in_Relation_Clinical_Interpretation_and_Dialogues_of_Trust
- 23-Pirotte BD, Benson S. Refusal of Care. [Updated 2023 Jul 24]. In: StatPearls [Internet]. Treasure Island (FL): StatPearls Publishing; 2023 Jan-. Available from: <https://www.ncbi.nlm.nih.gov/books/NBK560886/>
- 24-Almoallem AM, Almudayfir MA, Al-Jahdail YH, Ahmed AE, Al-Shaikh A, Baharoon S, AlHarbi A, Al-Jahdali H. Top Ethical Issues Concerning Healthcare Providers Working in Saudi Arabia. *J Epidemiol Glob Health.* 2020 Jun;10(2):143-152. doi: 10.2991/jegh.k.191211.001. PMID: 32538030; PMCID: PMC7310778.
- 25-Han PK, Klein WM, Arora NK. Varieties of uncertainty in health care: a conceptual taxonomy. *Med Decis Making.* 2011 Nov-Dec;31(6):828-38. doi: 10.1177/0272989x11393976. PMID: 22067431; PMCID: PMC3146626.
- 26-O'Hagan, Joshua & Persaud, David. (2009). *Creating a Culture of Accountability in Health Care.* The health care manager. 28. 124-33. 10.1097/HCM.0b013e3181a2eb2b.
- 27-Mitchell LA. Integrity and virtue: The forming of good character. *Linacre Q.* 2015 May;82(2):149-69. doi: 10.1179/2050854915Y.0000000001. PMID: 25999613; PMCID: PMC4434789.
- 28-Torralba, Karina & Jose, Donna & Byrne, John. (2020). Psychological safety, the hidden curriculum, and ambiguity in medicine. *Clinical Rheumatology.* 39. 1-5. 10.1007/s10067-019-04889-4.
- 29-Asan O, Yu Z, Crotty BH. How clinician-patient communication affects trust in health information sources: Temporal trends from a national cross-sectional survey. *PLoS One.* 2021 Feb 25;16(2):e0247583. doi: 10.1371/journal.pone.0247583. PMID: 33630952; PMCID: PMC7906335.
- 30-Donaldson MS. An Overview of To Err is Human: Re-emphasizing the Message of Patient Safety. In: Hughes RG, editor. *Patient Safety and Quality: An Evidence-Based Handbook for Nurses.* Rockville (MD): Agency for Healthcare Research and Quality (US); 2008 Apr. Chapter 3. Available from: <https://www.ncbi.nlm.nih.gov/books/NBK2673/>
- 31-Dawson J, Laccos-Barrett K, Hammond C, Rumbold A. Reflexive Practice as an Approach to Improve Healthcare Delivery for Indigenous Peoples: A Systematic Critical Synthesis and Exploration of the Cultural Safety Education Literature. *Int J Environ Res Public Health.* 2022 May 30;19(11):6691. doi: 10.3390/ijerph19116691. PMID: 35682275; PMCID: PMC9180854.
- 32-Haddad LM, Geiger RA. Nursing Ethical Considerations. [Updated 2023 Aug 14]. In: StatPearls [Internet]. Treasure Island (FL): StatPearls Publishing; 2023 Jan-. Available from: <https://www.ncbi.nlm.nih.gov/books/NBK526054/>
- 33-Alshawish E, Benbenishty J. Global Nurse Involvement in ethical decision-making during pandemics: a concept analysis. *J Res Nurs.* 2023 Mar;28(2):92-101. doi: 10.1177/17449871231159612. Epub 2023 Apr 27. PMID: 37152192; PMCID: PMC10140761.
- 34-Kolb, Alice & Kolb, David. (2011). *Experiential Learning Theory: A Dynamic, Holistic Approach to Management Learning, Education and Development.* In Armstrong, S. J. & Fukami, C. (Eds.) *Handbook of management learning, education and development.* 10.4135/9780857021038.n3.
- 35-Kendal E. Ethical, Legal and Social Implications of Emerging Technology (ELSIET) Symposium. *J Bioeth Inq.* 2022 Sep;19(3):363-370. doi: 10.1007/s11673-022-10197-5. Epub 2022 Jun 24. PMID: 35749026; PMCID: PMC9243845.
- 36-Patel, Fay & Li, Mingsheng & Sooknanan, Prahalad. (2011). *Intercultural Communication: Building a Global Community.* 10.4135/9781446270318.
- 37-Birkhäuser J, Gaab J, Kossowsky J, Hasler S, Krummenacher P, Werner C, Gerger H. Trust in the health care professional and health outcome: A meta-analysis. *PLoS One.* 2017 Feb 7;12(2):e0170988. doi: 10.1371/journal.pone.0170988. PMID: 28170443; PMCID: PMC5295692.
- 38-National Academies of Sciences, Engineering, and Medicine; National Academy of Medicine; Committee on the Future of Nursing 2020–2030; Flaubert JL, Le Menestrel S, Williams DR, et al., editors. *The Future of Nursing 2020–*

2030: Charting a Path to Achieve Health Equity. Washington (DC): National Academies Press (US); 2021 May 11. 8, Nurses in Disaster Preparedness and Public Health Emergency Response. Available from:
<https://www.ncbi.nlm.nih.gov/books/NBK573904/>

39-FeldmanHall O, Son JY, Heffner J. Norms and the Flexibility of Moral Action. *Personal Neurosci.* 2018 Sep 7;1:e15. doi: 10.1017/pen.2018.13. PMID: 32435734; PMCID: PMC7219684.