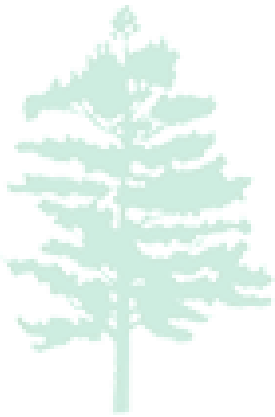


**AHCS Decision-Making Framework**

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Decision-Making Framework

Atikokan Health and Community Services



ATIKOKAN
GENERAL HOSPITAL

Written by:
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Reviewed on:
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Renewed on:

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Approved on:
Revision Date:

Atikokan Health and Community Services is committed to enacting changes and implementing decisions based on the organizational values and approved ethical framework.

Decision-Making Principles

Leading Self (based on LEADS Framework)

This is a central principle in decision-making – ensuring that individuals have a healthy sense of self, understanding personal biases and prejudices, managing self, and knowing areas that need to improve. These qualities foster understanding on when to seek help, when to defer to others, and when to forge ahead.

People-Centered Care

The best interest of the people that we serve is paramount to decisions that are being made. Safety and quality improvement considerations, respecting people's dignities and rights, and creating space to ensure that we consider perspectives of our people prior to making or contributing to decisions.

Organizational Values

It is critical to evaluate decisions using the organization's values of Compassion, Accountability and integrity, Respect and dignity, Education and evolution. These values provide common grounds for expectations on people's conducts.

Responsible

Decisions must also consider availability of resources, short-term and long-term impacts.

Accountable

There should be clear accountability in decision-making and sense of ownership of outcome – positive or needing improvement. Team-based learning is an expected outcome not finger-pointing and blaming.

Fair and equitable

Decisions consider all available information and are made based on fairness and equitability.

Consistent

There needs to be clear rationale when making decisions, with basic principles that can be applied in similar situations, reducing unnecessary variability, and fostering trust with people when they know what to expect from decision-makers.

Ethical Framework

AHCS has an approved framework where conflicts in values arise. There is a procedure on how to address ethical conflicts and what considerations need to be interpreted through ethical lens.

Evidence-based

AHCS is to utilize relevant resources when making decisions. This includes legislation, government standards / guidelines, professional standards, legal references, ethical references, academic references, and regional / provincial / international sources as appropriate.

Inclusive and Consultative

Decisions made based on inclusive consultation are more robust and sustainable. AHCS is committed to inclusivity and empowering diverse perspectives when making decisions.

Sustainability

It is important to consider short-term and long-term impacts of decisions. Most importantly, is ensuring that decisions are made with sustainability in mind. This means ensuring that appropriate processes are in place, including continuous monitoring and evaluation.

Environmental Stewardship

Impact of decisions on the environment is an emerging organizational accountability that speaks of social responsibility. AHCS is committed to environmental stewardship as a strategic priority.

Risk Management and Continuous Improvement

Every decision has risks and opportunities. In an ever-changing, high-risk environment, every decision is weighed based on risks and opportunities for continuous quality improvement.

Innovation

Thinking outside the box requires courage and creativity, understanding historical perspectives, listening to diverse perspectives and learning the “art of the impossible”.

What to Consider when Making Decisions

Who	<ul style="list-style-type: none"> ... is the main source of information? ... can corroborate? ... can provide an unbiased perspective? ... benefits from this? ... is this harming? ... else are affected and to what extent? ... should make decisions on this? 	<ul style="list-style-type: none"> ... would be the best person / group / department to consult? ... deserves the recognition for this? ... needs to be accountable? ... should know about this? ... has the expertise needed to lead / communicate on this?
What	<ul style="list-style-type: none"> ... are the strengths, weaknesses? ... are the opportunities, threats? ... are other perspectives on this? ... are the options? ... are safety considerations? ... are the optics of the situation and subsequent decision? ... can we learn from this? ... is at the heart of the issue? ... are my biases that may impact the decision I am making? ... are the short-term and long-term impacts of this decision? ... are the environmental implications? 	<ul style="list-style-type: none"> ... is the best / worst case scenario? ... is most / least important? ... needs to be done now / deferred later? ... are the barriers to making decisions / taking actions? ... does the evidence say? ... are the ethical implications? ... are not being said but can be observed through actions / reactions? ... else have we not considered? ... are we compromising? ... are the risks and benefits? ... is the end goal and how do we get there? ... resources do we need?
Where	<ul style="list-style-type: none"> ... can I find similar concepts / situations ... can I get other resources? ... can I find evidence that will support this decision? 	<ul style="list-style-type: none"> ... can I get more information? ... do I go for help / support? ... will this idea / situation take us? ... can we improve based on this situation / learning?
When	<ul style="list-style-type: none"> ... is this acceptable / unacceptable? ... would this cause a problem? ... is the best time to act? ... is the best time to communicate? ... do we discontinue? 	<ul style="list-style-type: none"> ... will we know if we succeeded? ... should we change / pivot from current directions? ... should we wait / pause / follow-up? ... should we ask for help?
Why	<ul style="list-style-type: none"> ... is this a problem / concern / challenge? ... is it relevant to me / others? ... is this the best / worst case scenario? ... are people affected/ influenced / impacted by this? 	<ul style="list-style-type: none"> ... should people know about this? ... has it been this way for so long? ... have we allowed this to happen? ... is there a need to address this today?
How	<ul style="list-style-type: none"> ... will this benefit the patients, staff, organization, community, and other stakeholders? ... do we determine personal preference versus fairness, equity, and what is right for the organization? ... often should we communicate on this? 	<ul style="list-style-type: none"> ... much information to share? ... sustainable is this plan? ... cost effective is the plan? ... do we make sure that we are consistent in our action / response? ... do we weigh the risks versus the benefits?