

## Ethical principles and their meaning for institutional and individual competencies

Principle	What it means	... for institutional structures	... for individuals' competencies <sup>1</sup>
Caring	<ul style="list-style-type: none"> <li>• Appreciate interdependence.</li> <li>• Ensure a balance that enables current and future generations to live healthy lives.</li> <li>• Prevent health risks from arising.</li> <li>• Fulfill responsibilities with empathy and compassion.</li> <li>• Protecting the rights of individuals.</li> </ul>	Establish and maintain policies and procedures for <ul style="list-style-type: none"> <li>• Ensuring that staff recognize the rights of individuals</li> <li>• Listening to all perspectives in community so constituencies feel heard</li> <li>• Listening to public health staff so they feel heard</li> <li>• Caring for the physical and mental health of public health staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Recognizes the ethical value the public health community gives to prevention.</li> <li>• Considers the full spectrum of the determinants of health.</li> <li>• Recognizes the tension between community health and rights and health of individuals.</li> <li>• Identifies the various conceptions of human rights, including those of the community.</li> <li>• Articulates the health, fiscal, administrative, legal, social, and political implications of each policy for vulnerable populations.</li> <li>• Recognizes the ethical priority the Public Health community gives to the health</li> </ul>
Responsive	<ul style="list-style-type: none"> <li>• Attend to PH threats in a timely manner.</li> <li>• Listen intently to understand the concerns raised.</li> <li>• Respond to concerns with respect and adaptation if need be.</li> <li>• Ensure effectivity of actions and measures</li> </ul>	Establish and maintain policies and procedures for <ul style="list-style-type: none"> <li>• Identifying health threats early and responding rapidly</li> <li>• Prioritizing the essential resources needed on hand for urgent responses</li> <li>• Emergency response plans</li> <li>• Keeping institutions resilient during prolonged responses.</li> </ul>	<ul style="list-style-type: none"> <li>• Identifies the role of cultural, social, and behavioral factors in determining the delivery of public health services.</li> <li>• Building/Builds an attitude to understand the dynamic forces contributing to cultural diversity.</li> <li>• Utilizes appropriate methods for interacting sensitively, effectively, and professionally with persons from diverse cultural, socioeconomic, educational, racial, ethnic, and professional backgrounds, and persons of all ages and lifestyle preferences.</li> <li>• Considers the values of diverse stakeholders when conducting needs assessments and evaluations.</li> <li>• Discerns the risk and benefits of not acting quickly or not acting at all.</li> <li>• Identifies the range of options for responding to ethically unacceptable practices observed outside of one's realm of responsibility.</li> <li>• Prepares and implements emergency response plans.</li> <li>• Identifies, interprets, and implements public health laws, regulations, and policies related to specific programs.</li> </ul>

<sup>1</sup> Each competency is listed only once but some are relevant for multiple principles.

Trustworthy	<ul style="list-style-type: none"> <li>Honest about what they know and humble about what they don't know.</li> <li>Follow through on commitments.</li> <li>Work with those to whom a commitment was made for a mutually agreeable adjustment.</li> </ul>	<p>Establish and maintain an institutional culture in which</p> <ul style="list-style-type: none"> <li>it is safe to be honest and humble</li> <li>leadership leads by example</li> <li>commitments are honored</li> </ul>	<ul style="list-style-type: none"> <li>Identifies the limitations of research and the importance of observation and interrelationships.</li> <li>Recognizes that legal rules can fall short of the ethically required action.</li> </ul>
Flexible	<ul style="list-style-type: none"> <li>Accommodate differences between groups when doing so doesn't compromise the safety of others.</li> <li>De-implementation: End or adapt programs when learn they are ineffective or inadequate.</li> </ul>	<p>Establish and maintain an institutional culture in which</p> <ul style="list-style-type: none"> <li>Staff look actively for feasible ways to adapt to shifting circumstances</li> <li>Admitting error and stopping a program are not seen as shameful</li> </ul> <p>Have people on staff who</p> <ul style="list-style-type: none"> <li>are familiar with the cultures of ethnic groups in the community and speak their language</li> </ul>	<ul style="list-style-type: none"> <li>Uses media, advanced technologies, and community networks to communicate information in a culturally diverse way.</li> <li>Identifies the role of cultural, social, political, and behavioral factors in determining the delivery of public health services.</li> <li>Recognizes the diversity of views driven by the various cultures/subpopulations.</li> <li>Identifies issues of access and barriers to public health services.</li> <li>Understands the dynamic forces contributing to cultural diversity.</li> <li>Uses appropriate methods for responding and interacting sensitively, effectively, and professionally with persons from diverse cultural, socioeconomic, educational, racial, ethnic, and professional backgrounds, and person of all ages and genders.</li> </ul>

Collaborative	<ul style="list-style-type: none"> <li>• Communicate and coordinate with other sectors, agencies, organizations, and countries to address public health concerns.</li> <li>• Collaborate with the public / community through patient and public meetings.</li> <li>• Enable individuals, both public health professionals and the public, to work in solidarity with each other toward policies and practices that bring health and thriving.</li> </ul>	<p>Establish and maintain policies and procedures for</p> <ul style="list-style-type: none"> <li>• Communicating regularly with institutional partners and the public.</li> <li>• Encouraging and enabling individuals and organizations to work together</li> <li>• Resolving public health related conflicts in the community</li> </ul>	<ul style="list-style-type: none"> <li>• Defines the legal authority of public health agencies.</li> <li>• Collaborates with community partners to promote the health of the population.</li> <li>• Identifies interests and conflicts of interest between potential partners.</li> <li>• Articulates how public trust is built or undermined by partner collaboration.</li> <li>• Establishes transparency about collaborations to maintain public accountability.</li> <li>• Facilitates collaboration with internal and external groups to ensure participation of key stakeholders.</li> <li>• Creates a culture of ethical standards within organizations and communities.</li> </ul>
Fair	<ul style="list-style-type: none"> <li>• Seek an equitable distribution of benefits and burdens.</li> <li>• Respond proportionately. Do not ask the public to do more than is necessary</li> <li>• Do not enact policies without conferring with those who will be affected by them.</li> </ul>	<p>Establish and maintain policies and procedures for</p> <ul style="list-style-type: none"> <li>• Assessing distribution of risks and benefits</li> <li>• Determining public perceptions of risks and benefits</li> <li>• Ensuring staff know about historical discriminations and abuses in public health</li> </ul>	<ul style="list-style-type: none"> <li>• Solicits input from individuals and organizations.</li> <li>• Describes issues of access and barriers to public health services.</li> <li>• Specifies the meaning of consent at the individual and group level.</li> <li>• Identifies the range of options for obtaining consent at the individual and group level.</li> <li>• Recalls historical neglects and abuses of informed consent.</li> </ul>

<p>Informed</p>	<ul style="list-style-type: none"> <li>• Base policies and programs on input from stakeholders and reliable data.</li> <li>• Seek to understand the health-related context of particular places, including historical forces that shape the present.</li> <li>• Seek to understand the implications of policies on future generations.</li> </ul>	<p>Have on staff</p> <ul style="list-style-type: none"> <li>• Individuals who are trained in ethical and scientifically sound research methods</li> <li>• Individuals with an intimate knowledge of the community and its history (or a connection with someone in the community who can meet this need)</li> </ul> <p>Have resources for</p> <ul style="list-style-type: none"> <li>• Conducting research to inform policies and programs</li> <li>• Enabling staff members to learn and build knowledge about ethics, research methods, and the community they serve'</li> </ul>	<ul style="list-style-type: none"> <li>• Identifies the range of options for interventions that correspond to the full spectrum of determinants of health.</li> <li>• Identifies and retrieves current relevant scientific evidence.</li> <li>• Solicits input from individuals and organizations.</li> <li>• Determines research priorities with an understanding of areas of the community that have been underserved.</li> <li>• Collects, summarizes, and interprets information relevant to an issue.</li> <li>• Defines, assesses, and understands the health status of populations, determinants of health and illness, factors contributing to health promotion and disease prevention, and factors influencing the use of health services.</li> <li>• Identifies and applies basic research methods used in public health.</li> <li>• Discerns and applies different methods of maintaining confidentiality.</li> <li>• Describes the potential harms and benefits of giving information about individuals and communities while maintaining confidentiality.</li> <li>• Identifies specific circumstances when maintaining trust may justify the withholding or delaying the communication of information.</li> </ul>
-----------------	---	--	---

Accountable	<ul style="list-style-type: none"> <li>• Be transparent about processes and actions</li> <li>• Provide a means for the public to express their perspectives</li> <li>• Learn from their mistakes.</li> </ul>	<p>Have on staff</p> <ul style="list-style-type: none"> <li>• An individual who is trained in program evaluation</li> </ul> <p>Policies and procedures for</p> <ul style="list-style-type: none"> <li>• Informing and reminding staff of key values and a shared vision</li> <li>• Evaluating staff on their interactions with the community</li> <li>• Ensuring staff are familiar with ethical standards and procedures</li> </ul> <p>Establish and maintain an institutional culture in which</p> <ul style="list-style-type: none"> <li>• Admitting mistakes is not shameful or penalized.</li> </ul>	<ul style="list-style-type: none"> <li>• Identifies best practices for one's areas of responsibility and action.</li> <li>• Determines the range of appropriate actions for addressing unethical behavior.</li> <li>• Helps create and maintain key values and shared vision and uses these principles to guide action.</li> <li>• Contributes to the development, implementation and monitoring of organizational and individual performance standards in a timely manner.</li> <li>• Promotes individual and organizational learning.</li> <li>• Creates a culture of ethical standards within organizations and communities.</li> </ul>
Communicative	<ul style="list-style-type: none"> <li>• Share information that enables the public to effectively participate in the protection of interdependent health and to work in solidarity with each other.</li> </ul>	<p>Establish and maintain policies and procedures for</p> <ul style="list-style-type: none"> <li>• Empowering/Enabling individuals and communities to understand (in)actions and plans.</li> <li>• Contributing to the health literacy of the public.</li> <li>• Enabling community groups to work together to protect and improve community health</li> <li>• Communicating with the community through a variety of channels</li> <li>• Imparting communication skills to the staff</li> </ul>	<ul style="list-style-type: none"> <li>• Recognizes the ways that advocacy and empowerment can be done and health literacy of all furthered realized</li> <li>• Advocates for public health programs and resources.</li> <li>• Partners with communities to attach meaning to collected quantitative and qualitative data.</li> <li>• Represents the needs and perspectives of all relevant stakeholders with particular attention to the disenfranchised.</li> <li>• States policy options and writes clear and concise policy statements.</li> <li>• Leads and participates in groups to address specific issues.</li> <li>• Describes the role of government in the delivery of community health services.</li> <li>• Effectively discusses government role in community service delivery to community members</li> <li>• Uses the (social) media, advanced technologies, and community networks to communicate information.</li> <li>• Effectively presents accurate demographic, statistical, programmatic, and scientific information for professionals and lay audiences.</li> <li>• Develops and presents a budget.</li> </ul>

Effective	<ul style="list-style-type: none"> <li>• Train employees or personally learn skills that enable one to carry out their responsibilities safely, effectively, and compassionately.</li> <li>• Evaluate policies and practices and share lessons learned with other institutions and professionals.</li> <li>• Anticipate the effect of policies on future generations.</li> </ul>	<p>Have on staff</p> <ul style="list-style-type: none"> <li>• Individuals trained in a variety of standard public health disciplines.</li> <li>• Individuals that specialize in identifying transferability and effectiveness of interventions.</li> <li>• An individual familiar with the community and its assets</li> <li>• An individual who is trained in program evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Identifies community assets and available resources.</li> <li>• Develops mechanisms to monitor and evaluate programs for their effectiveness and quality.</li> <li>• Applies the basic public health sciences including behavioral and social sciences, biostatistics, epidemiology, environmental public health and prevention of chronic and infectious diseases and injuries.</li> <li>• Identifies best practices for achieving a particular health objective.</li> <li>• Describes the full spectrum of the determinants of health.</li> </ul>
-----------	--	--	--