

A framework for making GREAT decisions at Unity Health Toronto

GATHER

1. Get background information

- What is the issue, question, or decision at hand?
- What is the background or context of our decision?
- What is the timeline for our decision and action?
- Have we engaged the relevant stakeholders?

2. Identify initial judgments

- Which values or principles may be relevant to this issue or decision (e.g., legal requirements, ethical principles, college policies)?
- Are there any systemic barriers or inequities we should be mindful of in our decision-making?
- What guidance does the Health Ethics Guide provide on this issue?
- What does our conscience or "gut" tell us to do?

REFINE

3. Distill judgments

- Are there unspoken feelings or biases that might be influencing our initial judgments (e.g., habits, prejudices)?
- Are there any "red flags" that should inform our decision-making?
- Which particular values or principles deserve priority in our decision-making?

4. Name the options

- What are our options?
- Which options are compatible with each other?
- Which options are incompatible with each other?

EVALUATE

5. Assess the options

- What are the primary risks and benefits of each option and who do they affect?
- Can any options be ruled out on risk/benefit grounds?
- Which options are most consistent with the priority values or principles named earlier?
- Keeping in mind the risks, benefits, values, and principles, and the interests of stakeholders, which is the overall best option (or set of options)?
- Which options best respond to any relevant systemic barriers or inequities?

6. Reflect on organizational values

- Is the chosen course of action consistent with our commitment to:
 - human dignity?
 - compassion?
 - excellence?
 - community?
 - inclusivity?

If this is an organizational decision, consider using the "Reflection Tool for Organizational Decision-making".

ACT WITH **T**RANSPARENCY

7. Articulate the choice

- What is our decision?
- What is our plan for following through on and carrying out our decision?
- What is our plan for communicating our decision and rationale to the relevant stakeholders?

8. Reflect and learn

- Through what venue or process may stakeholders offer us feedback on our decision or action?
- Is there a future opportunity for us to revisit or reflect on this decision, including what went well, what could have gone better, and how we might proceed differently in the future?