

An Introduction to the Code of Ethics for the Nutrition and Dietetics Profession

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A pre-approved, accredited self-study program approved for two (2) continuing professional education units (CPEUs).

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Special thanks are extended to the Academy of Nutrition and Dietetics (Academy) and the Commission on Dietetic Registration (CDR) for granting Wolf Rinke Associates, Inc. permission to use the new Academy/CDR *Code of Ethics for the Nutrition and Dietetics Profession*, effective June 1, 2018, for educational purposes.

Introduction

Welcome to *An Introduction to the Code of Ethics for the Nutrition and Dietetics Profession*, a pre-approved accredited CPE self-study program.

Nutrition and dietetics practitioners are faced with ethical situations and dilemmas virtually every day. Because settings for practice vary, the issues faced are very diverse. This mini-program is designed to introduce you to the Academy of Nutrition and Dietetics (Academy) and its credentialing agency the Commission on Dietetic Registration (CDR) Code of Ethics for the Nutrition and Dietetics Profession (Code of Ethics) which is based on a system of ethics built on four moral principles: 1. Non-Maleficence; 2. Autonomy; 3. Beneficence, and 4. Justice, so that you can apply these principles to your own situations.

The term *nutrition dietetics practitioner* is used in this CPE program to refer to RDs/RDNs and DTRs/NDTRs.

This CPE program is a level 2 Continuing Professional Education (CPE) program approved for two (2) continuing professional education units (CPEUs). That means that the reader has general knowledge of literature and professional practice in the area covered. The focus of the program is to enhance knowledge and application.

To get the most benefit from this program, we suggest you adhere to the following steps:

Step 1: Review the objectives for the CPE program.

Step 2: Study each chapter. As you read, think of patients from your own practice who fit the situation described.

Step 3: Assess what you have learned by answering the self-assessment questions and compare your answers to the answer key at the end of this program. Once you scored at least 80% correct go to our website <http://www.easycpecredits.com> to submit your Continuing Professional Education Reporting Form. You must do this before your course expires (one year from the date of your purchase). Click on the link "Submit CPE Reporting Form" and type in "99" in the "Course Registration Number" field. You will find that number in the email confirmation you received when you purchased your course. Fill out the rest of the information on this form and click the submit button at the bottom of the form...it's that simple. You will get an immediate confirmation that we received your form and your certificate will be emailed to you within 2-5 days to the email you provided on the reporting form.

To ensure that our emails are delivered to your inbox (instead of your junk/spam folders), please add cpesupport@wolfrinke.com to your Address Book or Safe List of allowed email senders. Also, be sure to allow attachments from this email address.

Act Ethically!

Wolf J. Rinke, PhD, RDN, CSP

An Introduction to the Code of Ethics for the Nutrition and Dietetics Profession

Goal and Objectives

GOAL:

To provide you with a better understanding of the Code of Ethics so that you can apply these principles to your own situations.

OBJECTIVES:

As a result of completing this pre-approved accredited CPE self-study program, you will be better able to:

- identify ethical issues and standards in nutrition and dietetics,
- compare and contrast ethical issues,
- recall the four moral principles and standards in the Code of Ethics,
- apply the Code of Ethics to achieve ethical conduct and practices.

Code of Ethics for the Nutrition and Dietetics Profession



The **Academy of Nutrition and Dietetics** (Academy) and its credentialing agency, the **Commission on Dietetic Registration** (CDR), believe it is in the best interest of the profession and the public it serves to have a **Code of Ethics** in place that **provides guidance to nutrition and dietetics practitioners in their professional practice and conduct**. Nutrition and dietetics practitioners have voluntarily adopted this Code of Ethics to reflect the values and ethical principles guiding the profession and to set forth commitments and obligations of the nutrition and dietetics practitioner to the public, clients, the profession, colleagues, and all others to which they provide service. The updated Code of Ethics was approved by the Academy Board of Directors and the Commission on Dietetic Registration, effective June 1, 2018.

THE CODE OF ETHICS APPLIES TO THE FOLLOWING PRACTITIONERS:

- All members of the Academy who are credentialed by CDR
- All members of the Academy who are not credentialed by CDR
- All CDR credentialed practitioners whether or not they are members of the Academy

The Code is overseen by a three-person Ethics Committee, with representation from the Board of Directors, Commission on Dietetic Registration and House of Delegates. The term of office is three years.

Code of Ethics

A preamble, 4 principles and 32 standards comprise the code

NON-MALEFICENCE

AUTONOMY

BENEFICENCE

JUSTICE

PREAMBLE

When providing services the nutrition and dietetics practitioner adheres to the core values of customer focus, integrity, innovation, social responsibility, and diversity. Science-based decisions, derived from the best available research and evidence, are the underpinnings of ethical conduct and practice.

This Code applies to nutrition and dietetics practitioners who act in a wide variety of capacities, provides general principles and specific ethical standards for situations frequently encountered in daily practice. The primary goal is the protection of the individuals, groups, organizations, communities, or populations with whom the practitioner works and interacts.

The nutrition and dietetics practitioner supports and promotes high standards of professional practice, accepting the obligation to protect clients, the public and the profession; upholds the Academy of Nutrition and Dietetics (Academy) and its credentialing agency the Commission on Dietetic Registration (CDR) Code of Ethics for the Nutrition and Dietetics Profession; and shall report perceived violations of the Code through established processes.

The Academy/CDR Code of Ethics for the Nutrition and Dietetics Profession establishes the principles and ethical standards that underlie the nutrition and dietetics practitioner's roles and conduct. All individuals to whom the Code applies are referred to as "nutrition and dietetics practitioners". By accepting membership in the Academy and/or accepting and maintaining CDR credentials, all nutrition and dietetics practitioners agree to abide by the Code.

PRINCIPLES AND STANDARDS

1. Competence and professional development in practice (Non-Maleficence)

Nutrition and dietetics practitioners shall:

- a. Practice using an evidence-based approach within areas of competence, continuously develop and enhance expertise, and recognize limitations.
- b. Demonstrate in depth scientific knowledge of food, human nutrition and behavior.
- c. Assess the validity and applicability of scientific evidence without personal bias.
- d. Interpret, apply, participate in and/or generate research to enhance practice, innovation, and discovery.
- e. Make evidence-based practice decisions, taking into account the unique values and circumstances of the patient/client and community, in combination with the practitioner's expertise and judgment.
- f. Recognize and exercise professional judgment within the limits of individual qualifications and collaborate with others, seek counsel, and make referrals as appropriate.
- g. Act in a caring and respectful manner, mindful of individual differences, cultural, and ethnic diversity.
- h. Practice within the limits of their scope and collaborate with the inter-professional team.

2. Integrity in personal and organizational behaviors and practices (Autonomy)

Nutrition and dietetics practitioners shall:

- a. Disclose any conflicts of interest, including any financial interests in products or services that are recommended. Refrain from accepting gifts or services which potentially influence or which may give the appearance of influencing professional judgment.
- b. Comply with all applicable laws and regulations, including obtaining/maintaining a state license or certification if engaged in practice governed by nutrition and dietetics statutes.
- c. Maintain and appropriately use credentials.
- d. Respect intellectual property rights, including citation and recognition of the ideas and work of others, regardless of the medium (e.g. written, oral, electronic).
- e. Provide accurate and truthful information in all communications.
- f. Report inappropriate behavior or treatment of a patient/client by another nutrition and dietetics practitioner or other professionals.
- g. Document, code and bill to most accurately reflect the character and extent of delivered services.

- h. Respect patient/client's autonomy. Safeguard patient/client confidentiality according to current regulations and laws.
- i. Implement appropriate measures to protect personal health information using appropriate techniques (e.g., encryption).

3. Professionalism (Beneficence)

Nutrition and dietetics practitioners shall:

- a. Participate in and contribute to decisions that affect the well-being of patients/clients.
- b. Respect the values, rights, knowledge, and skills of colleagues and other professionals.
- c. Demonstrate respect, constructive dialogue, civility and professionalism in all communications, including social media.
- d. Refrain from communicating false, fraudulent, deceptive, misleading, disparaging or unfair statements or claims.
- e. Uphold professional boundaries and refrain from romantic relationships with any patients/clients, surrogates, supervisees, or students.
- f. Refrain from verbal/physical/emotional/sexual harassment.
- g. Provide objective evaluations of performance for employees, coworkers, and students and candidates for employment, professional association memberships, awards, or scholarships, making all reasonable efforts to avoid bias in the professional evaluation of others.
- h. Communicate at an appropriate level to promote health literacy.
- i. Contribute to the advancement and competence of others, including colleagues, students, and the public.

4. Social responsibility for local, regional, national, global nutrition and well-being (Justice)

Nutrition and dietetics practitioners shall:

- a. Collaborate with others to reduce health disparities and protect human rights.
- b. Promote fairness and objectivity with fair and equitable treatment.
- c. Contribute time and expertise to activities that promote respect, integrity, and competence of the profession.
- d. Promote the unique role of nutrition and dietetics practitioners.
- e. Engage in service that benefits the community and to enhance the public's trust in the profession.
- f. Seek leadership opportunities in professional, community, and service organizations to enhance health and nutritional status while protecting the public.

Glossary of Terms

Autonomy: ensures a patient, client, or professional has the capacity and self-determination to engage in individual decision-making specific to personal health or practice.¹

Beneficence: encompasses taking positive steps to benefit others, which includes balancing benefit and risk.¹

Competence: a principle of professional practice, identifying the ability of the provider to administer safe and reliable services on a consistent basis.²

Conflict(s) of Interest(s): defined as a personal or financial interest or a duty to another party which may prevent a person from acting in the best interests of the intended beneficiary, including simultaneous membership on boards with potentially conflicting interests related to the profession, members or the public.²

Customer: any client, patient, resident, participant, student, consumer, individual/person, group, population, or organization to which the nutrition and dietetics practitioner provides service.³

Diversity: "The Academy values and respects the diverse viewpoints and individual differences of all people. The Academy's mission and vision are most effectively realized through the promotion of a diverse membership that reflects cultural, ethnic, gender, racial, religious, sexual orientation, socioeconomic, geographical, political, educational, experiential and philosophical characteristics of the public it services. The Academy actively identifies and offers opportunities to individuals with varied skills, talents, abilities, ideas, disabilities, backgrounds and practice expertise."⁴

Evidence-based Practice: Evidence-based practice is an approach to health care wherein health practitioners use the best evidence possible, i.e., the most appropriate information available, to make decisions for individuals, groups and populations. Evidence-based practice values, enhances and builds on clinical expertise, knowledge of disease mechanisms, and pathophysiology. It involves complex and conscientious decision-making based not only on the available evidence but also on client characteristics, situations, and preferences. It recognizes that health care is individualized and ever changing and involves uncertainties and probabilities. Evidence-based practice incorporates successful strategies that improve client outcomes and are derived from various sources of evidence including research, national guidelines, policies, consensus statements, systematic analysis of clinical experience, quality improvement data, specialized knowledge and skills of experts.²

Justice (Social Justice): supports fair, equitable, and appropriate treatment for individuals¹ and fair allocation of resources.

Non-Maleficence: is the intent to not inflict harm.¹

Approach to Ethical Decision-Making*

STEP 1

STATE AN ETHICAL DILEMMA

Identify components of potential ethical dilemma

- Is it an ethical issue, OR a
- Communication problem, OR a
- Practitioner-patient issue, OR a
- Practitioner-supervisor/employer issue, OR a
- Legal matter
- What are the facts of the situation?
- Objectively identify the issue
- Who are key participants
- Identify your perceptions/values
- What further information is needed

STEP 2

CONNECT ETHICAL THEORY TO THE DILEMMA IN PRACTICE

Employ four key principles of ethical theory*

- Autonomy
- Non-Maleficence
- Beneficence
- Justice

STEP 3

APPLY THE ACADEMY/CDR CODE TO THE ISSUE AND YOUR ETHICAL DECISION-MAKING

There are four principles of the current Academy/CDR Code of Ethics:

- Competence and professional development in practice
- Integrity in personal and organizational behaviors and practices
- Professionalism
- Social responsibility for local, regional, national, global nutrition and well-being

STEP 4

SELECT THE BEST ALTERNATIVE AND JUSTIFY YOUR DECISION

Identify possible alternatives to resolve the dilemma, considering:

- Cultural influences affecting your decision-making process
- How alternative solutions track with your values and your institution's values
- Your confidence in and ability to defend the ultimate decision?
- Whether the decision aligns with the Academy/CDR Code of Ethics and/or the SOPs/SOPPs
- How the decision might affect others and whether they will support it
- Make a final decision

STEP 5

DEVELOP STRATEGIES TO SUCCESSFULLY IMPLEMENT THE CHOSEN DECISION

Strategies to successfully implement the chosen resolution

- Seek additional knowledge to clarify or contextualize the situation as needed
- Implement chosen resolution

STEP 6

EVALUATE THE OUTCOMES AND HOW TO PREVENT A SIMILAR OCCURRENCE

- Monitor outcomes, ensuring intended outcome(s) are achieved
- What are the strategies to prevent a similar issue in the future?

References

1. Fornari A. Approaches to ethical decision-making. *J Acad Nutr Diet.* 2015;115(1):119-121.
2. Academy of Nutrition and Dietetics Definition of Terms List. June, 2017 (Approved by Definition of Terms Workgroup Quality Management Committee May 16, 2017). Accessed October 11, 2017.
3. Academy of Nutrition and Dietetics: Revised 2017 Standards of Practice in Nutrition Care and Standards of Professional Performance for Registered Dietitian Nutritionists. *J Acad Nutr Diet.* 2018; 118: 132-140.
4. Academy of Nutrition and Dietetics "Diversity Philosophy Statement" (adopted by the House of Delegates and Board of Directors in 1995).

INDIVIDUAL -VS- ORGANIZATIONAL ETHICS

What if my ethics complaint concerns an organization or group, not an individual?

The Code of Ethics for the Nutrition and Dietetics Profession pertains to individual practitioners, not organizations. The Academy is an individual professional membership organization. Thus, the Academy cannot accept ethics complaints that pertain to organizations. If you have an organizational ethics issue:

- Reach out to the governing body or Board of Directors, if your concern involves a for-profit or non-profit organization,
- Consider contacting the American Hospital Association (AHA), if your concern relates to a hospital or healthcare system,
- The America's Health Insurance Plans (AHIP) may be able to assist, if your complaint involves a health insurer,
- Consider contacting the professional organization that represents that profession or their state department of professional regulation, if your concern relates to a non-CDR credentialed nutrition and dietetics practitioner that is not an Academy member.

How Do I Know if it is Really an Ethics Issue?

In the Ethics Committee's experience, many of the matters brought to them are not ethics matters. Instead, the matters presented are business disputes, employment disputes, or legal matters. What is...



AN ETHICAL ISSUE?

The violation of established rules or standards governing the conduct of a person or the members of a profession. An ethical issue is specific to one of the four principles and 32 standards of the Code.



A LEGAL ISSUE?

Many state and federal laws apply to our profession. If a state or federal law has been violated, the issue could result in action by the Ethics Committee. However, not every violation of the law is a breach of the Academy/CDR Code of Ethics for the Nutrition and Dietetics Profession.



A BUSINESS ISSUE?

An issue may be a business issue, but not an ethical issue, if it arises from a business dispute or breach of a contractual obligation, or a failure to provide products or services of an expected quality. Examples include billing or contract disputes, scheduling problems or other dissatisfaction with services provided. You should not attempt to use the Code to resolve business disputes between practitioners, other health care providers or consumers.



AN EMPLOYMENT ISSUE?

Employment issues can be addressed by an employer's policy or policies or can be resolved in the workplace via the appropriate structure to provide oversight (i.e., Human Resources) or through federal and state laws that protect employees. An employment issue may not be an ethical issue, such as a disagreement with a supervisor or other employee about how to conduct business. Additional examples of an employment issue include: disagreement about time or hours worked; misleading statements to supervisors, co-workers, customers, or vendors; and misusing an employer's assets.

The focus of the code is:



EDUCATION



REMEDICATION



SELF-REGULATION

The purpose of the code is not policing practitioners.

Self-Assessment Instrument

Note: It is assumed that you have read the *Code of Ethics for the Nutrition and Dietetics Profession* and are now ready to find out how much you learned.

INSTRUCTIONS: Read each statement, and then select the **one best answer** to the question or the one answer that best completes the sentence. Please keep in mind that all questions apply to the time of this publication, and “best” answers may have changed by the time you are taking this test.

1. The Code of Ethics applies to:
 - a. All nutrition and dietetics practitioners who have clinical responsibilities.
 - b. Only CDR credentialed practitioners.
 - c. All CDR credentialed practitioners and/or members of the Academy.
 - d. Only nutrition and dietetics practitioners who are members of the Academy.

2. The preamble of the Code of Ethics stipulates that “when providing services the nutrition and dietetics practitioner adheres to the core values of customer focus, integrity, innovation, social responsibility, and:
 - a. Professional judgment.
 - b. Diversity.
 - c. High standards.
 - d. Impartiality.

3. The Code of Ethics is comprised of four moral principles including non-maleficence, autonomy, beneficence, and:
 - a. Competence.
 - b. Honor.
 - c. Justice.
 - d. Equity.

4. You have purchasing responsibilities at your hospital. Today you have been invited to lunch at your favorite white tablecloth restaurant by a very good friend who works for a major food distributor. He tells you that he would like to acquaint you with several new exciting products. He closes his invitation with: “And be sure to bring your appetite because lunch is on me.” To comply with the Code of Ethics you should:
 - a. Tell your friend that you can’t go to lunch with him.
 - b. Accept the lunch but tell your friend that it will not impact your purchase decisions.
 - c. Agree to go to lunch with your friend provided it is understood that you will pay for your own lunch.
 - d. Enjoy the lunch; it’s not every day that someone offers to take you to lunch at your favorite restaurant.

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Case #1 Please use the following information to answer questions 5-7.

You are having lunch with an RD colleague (Susan) in the employee cafeteria. Susan tends to be very critical and seems to have an especially bad day today because she incessantly “trash talks” about a new patient, who according to Susan is constantly complaining about the food because it is not the way her mom cooks in India. She repeatedly refers to the patient’s nationality using a pejorative term, which makes you very uncomfortable.

5. It appears that Susan has violated Principle _____ of the code of ethics.
 - a. 1: Competence and professional development in practice
 - b. 2: Integrity in personal and organizational behaviors and practices
 - c. 3: Professionalism
 - d. 4: Social responsibility for local, regional, global nutrition and well-being

6. You could best handle this situation by:
 - a. Gently telling Susan that she may be in violation of the Academy’s Code of Ethics.
 - b. Saying nothing because she is a good friend and you don’t want to upset her.
 - c. Reporting her to the ethics committee.
 - d. Ignoring it since no violation has occurred.

7. As you make your rounds on another day, you overhear Susan using inappropriate and disrespectful language with the same patient. At this point you decide to sit down with her and point out how her behavior has violated the Code of Ethics, and stress to her that unless she agrees to cease and desist the _____ principle requires you to report her to the ethics committee.
 - a. Non-Maleficence
 - b. Autonomy
 - c. Beneficence
 - d. Justice

Case #2 Please use the following information to answer questions 8 and 10.

Kim, a good friend of yours who is an RD, has a habit of constantly “bashing” other RDs on social media. Reading her “tweets” and other electronic messages make it appear that she is the only one that knows what she is doing and that most other RDs are quacks.

8. It appears that Kim has violated _____ principle of the Code of Ethics.
 - a. The Non-Maleficence
 - b. The Autonomy
 - c. The Beneficence
 - d. No

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9. In talking with your RD supervisor, she tells you that it is clear that Kim's behavior is a(n) _____ issue.
 - a. Legal
 - b. Business
 - c. Employment
 - d. Ethical

10. In talking further with your supervisor about Kim's behavior you have a discussion with her about what the key principle of beneficence is all about. She replies it:
 - a. Ensures a patient, client or professional has the capacity and self-determination to engage in individual decision-making specific to personal health and practice.
 - b. Supports fair, equitable, and appropriate treatment for individuals and fair allocation of resources.
 - c. Encompasses taking positive steps to benefit others, which includes balancing benefit and risk.
 - d. Is the intent to not inflict harm.

Congratulations! You've almost made it!

You have one last thing to do. Score yourself by comparing your answers with those in the answer key. If you score at least 80% correct (8 answers), you have completed this program and are ready to transfer your answers to the CONTINUING PROFESSIONAL EDUCATION REPORTING FORM.

If you scored less than 80%, re-read the manual and take the test again until you score at least 80% correct.

Once you scored at least 80% correct go to our website <http://www.easycpecredits.com> to submit your Continuing Professional Education Reporting Form. You must do this before your course expires (one year from the date of your purchase). Click on the link "Submit CPE Reporting Form" and type in "99" in the "Course Registration Number" field. You will find that number in the email confirmation you received when you purchased your course. Fill out the rest of the information on this form and click the submit button at the bottom of the form...it's that simple. You will get an immediate confirmation that we received your form and your certificate will be emailed to you within 2-5 days to the email you provided on the reporting form.

To ensure that our emails are delivered to your inbox (instead of your junk/spam folders), please add cpesupport@wolfrinke.com to your Address Book or Safe List of allowed email senders. Also, be sure to allow attachments from this email address.

Answer Key

1. **c**
2. **b**
3. **c**
4. **c**
5. **a**
6. **a**
7. **b**
8. **c**
9. **d**
10. **c**

Explanations to Self-Assessment Questions

The Code of Ethics is a five-page handout that became effective June 1, 2018, and is available at <https://www.eatrightpro.org/-/media/eatrightpro-files/career/code-of-ethics/codeofethicshandout.pdf?la=en&hash=1DEF8BAE3548732AC47E3827D9E6326DA5AED496>. Although the handout has not been numbered, the page references below assume a sequential numerical page order.

1. c. All CDR credentialed practitioners and/or members of the Academy.

The Code of Ethics applies to the following practitioners:

- All members of the Academy who are credentialed by CDR
- All members of the Academy who are not credentialed by CDR
- All CDR credentialed practitioners whether or not they are members of the Academy.

Page 1 (the cover page)

2. b. Diversity.

Page 2, the Preamble.

3. c. Justice.

Page 2.

4. c. Agree to go to lunch with your friend provided it is understood that you will pay for your own lunch.

Standard 2. a. of the Code of Ethics states in part: "Nutrition and dietetics practitioners shall refrain from accepting gifts or services which potentially influence or which may give the appearance of influencing professional judgment." Page 2.

5. a. 1: Competence and professional development in practice.

Principle 1 (Non-Maleficence), Standard 1. g. states: "Nutrition and dietetics practitioners shall act in a caring and respectful manner, mindful of individual differences, cultural, and ethnic diversity." Page 2.

6. a. Gently telling Susan that she may be in violation of the Academy's Code of Ethics.

See the explanation in 5# above, page 2, and the Approach to Ethical Decision-Making. Page 4.

7. b. Autonomy.

Principle 2 (Autonomy) Standard 2. f. states: "Nutrition and dietetics practitioners shall report inappropriate behavior or treatment of a patient/client by another nutrition and dietetics practitioner or other professionals." Page 2.

8. c. The Beneficence.

Principle 3 (Beneficence) Standard 3. c states: "Nutrition and dietetics practitioners shall demonstrate respect, constructive dialogue, civility and professionalism in all communications, including social media. She may also be violating Standard 3. d which states: "Nutrition and dietetics practitioners shall refrain from communicating false, fraudulent, deceptive, misleading, disparaging or unfair statements or claims. Page 3.

9. d. Ethical.

An ethical issue deals with the violation of established rules or standards governing the conduct of a person or the members of a profession. It is specific to one of the four principles and 32 standards of the Code of Ethics. Page 5.

10. c. Encompasses taking positive steps to benefit others, which includes balancing benefit and risk.

Choice a. is the definition of Autonomy, choice b. Justice, and choice d. Non-Maleficence. Page 3.

About the Author

Wolf J. Rinke, PhD, RDN, CSP is the president and founder of Wolf Rinke Associates, Inc., a company that has provided high-quality CPE programs to nutrition and dietetics practitioners since 1990.

He earned a BS at Drexel University, an MS at Iowa State University, a PhD in Continuing and Vocational Education (Adult Ed) at the University of Wisconsin and interned at Walter Reed Army Medical Center. He participated in a test item writer workshop sponsored by the Commission on Dietetic Registration (CDR).

Wolf is a past Adjunct Associate Professor, Graduate School of Management & Technology, University of Maryland, and a former Adjunct Faculty Member, School of Continuing Studies, The Johns Hopkins University.

He is the past president of the DC Dietetic Association and has been honored by the Academy with the Award for Excellence in the Practice of Management; the Outstanding Dietitian of the Year Award; the Outstanding Service Award; and has delivered the Lenna Frances Cooper Lecture.

At the Academy, he has served in numerous leadership roles including Chair, Scholarship Committee, DBC; Chair, Communication Committee, CDR; Chair, Area Coordinating Committee, COE; Chair, COE, and member of the Resource for Education Programs Committee; Honors Committee; CDR, Licensure Panel and Ethical Practices Task Force; CDR; House of Delegates and Board of Directors.

He is the author of more than 500 articles, numerous CPE self-study programs, and several popular books including *Make It a Winning Life: Success Strategies for Life, Love and Business*; *Winning Management: 6 Fail-Safe Strategies for Building High-Performance Organizations*; and *Don't Oil the Squeaky Wheel and 19 Other Contrarian Ways to Improve Your Leadership Effectiveness*.