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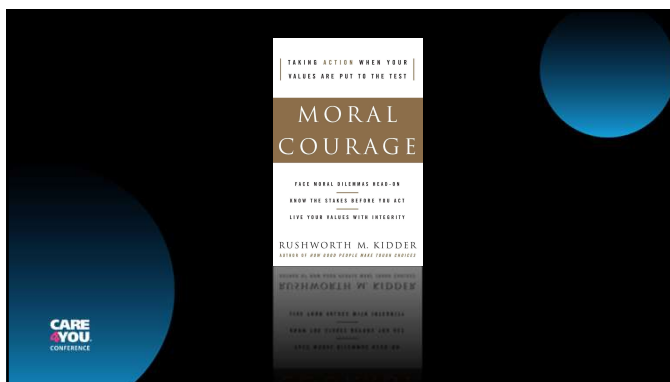
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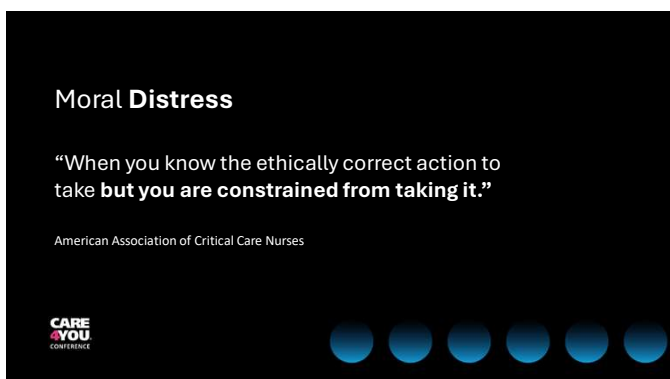
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Examples of Moral Distress

- Eligibility criterion
- Long wait times
- Lack of resources
- Gaps in services
- Disagreement with agency, provincial, or national level policies and procedures






7

Moral Residue

This **lingering emotional burden** is a key feature of moral distress.

Webster, G., & Baylis, F. E. (2000)



8

“For me, it’s **all about the yuck factor**—that contraction that happens in the body somewhere, the sinking feeling in our gut, or the overall sense of deflation. We can usually feel it in our bodies.”

Thazi, D. (2021, June). Boundaries & deep dive, part two. Psychological PPE. TEND Academy





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Moral courage is **not** about:

- Doing something illegal.
- Failing to adhere to guidelines.
- Ignoring policies & procedures.
- Breaching professional standards.
- Walking away from our roles.




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High-cost
actions

Quiet, persistent
effort to do
what's right

Doing
nothing



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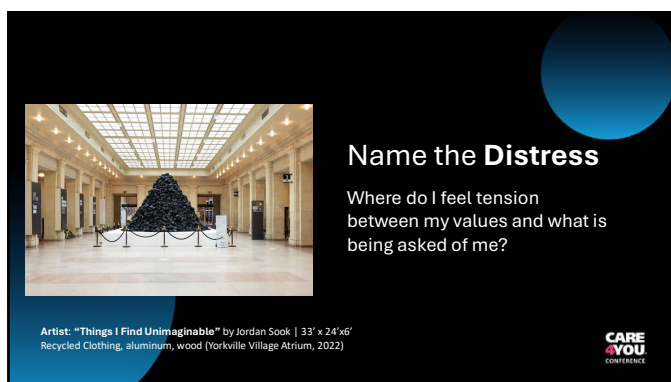


Cultivating
Moral Courage

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**Strengthen Solidarity
Within the System**

Who can I turn to when I see or
feel something that does not
sit right with me?

(Rushton 2018, Austin et al., 2008)

Artist: "Chime/Renew" by Martha Steele



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As leaders, sometimes the most powerful
thing we can do is to just **acknowledge**
that an event is morally distressing.

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Moral courage is about doing the next right
thing within the reality you're in.
Even if you can't act loudly, you can act
wisely - **and that still matters.**

(Guillemin, et al., 2016; Epstein & Hammer, 2009)

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Between What's Right and What's Possible

Moral Distress, Moral Courage, and
Integrity in Practice

Wednesday, September 10, 2025
12:00 PM – 2:00 PM ET
www.tendacademy.ca




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Education and leadership are key to reconciliation:

***“We must never give up the responsibility of
doing what we can, when we can.”***

*The teaching that I have learned is, at the end of
my life, I will be turned around on my spirit
journey ... can't*



Shared by a respected Anishinaabe leader and former senator (source: Ivey Business School, 2020)

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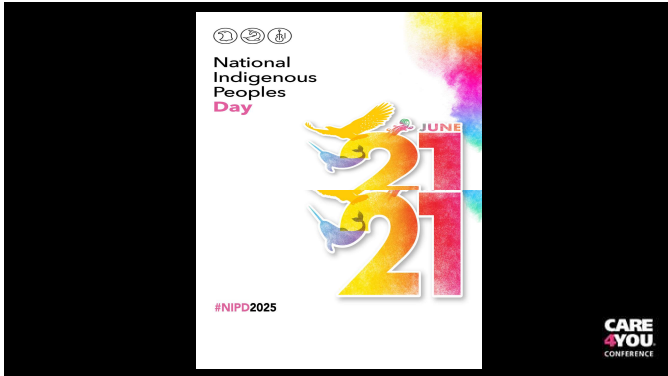
***“They will turn me around and they will
make me look back on the trail that I
created in this world.”***

*They will ask me to account for everything I
did, but also everything that I didn't do that I
could have done.”*

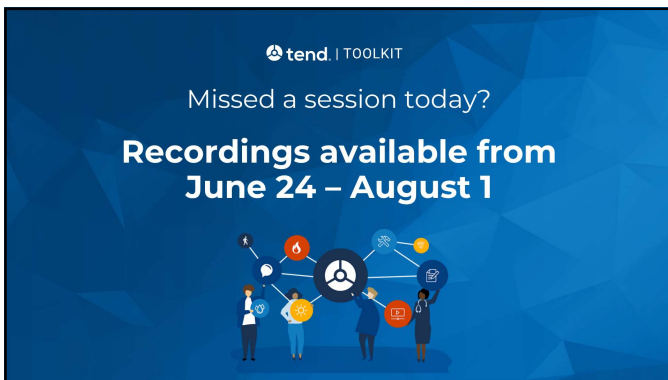


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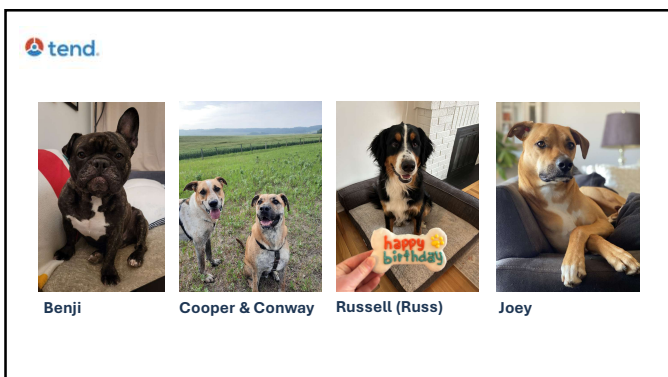
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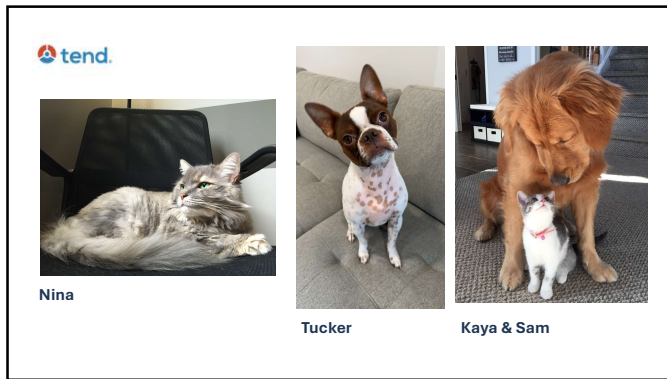
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