

# Implementing ethical and equitable vaccine mandates for healthcare workers

**Rachel Gur-Arie, PhD, MS**

Assistant Professor

Arizona State University, Phoenix, AZ, USA

**ASU** Center for Health Promotion  
and Disease Prevention  
Arizona State University

**1<sup>st</sup> SHS Vaccination Workshop**

Université Paris Cité, campus Saint-Germain des Prés  
Paris, France

January 24, 2025

# Agenda



Background: Vaccine Hesitancy,  
Uptake, and Mandates

Ethics: Vaccine Mandates

Ethics: Healthcare Workers (HCWs)

Ethics of Vaccine Mandates for HCWs

Equity Concerns

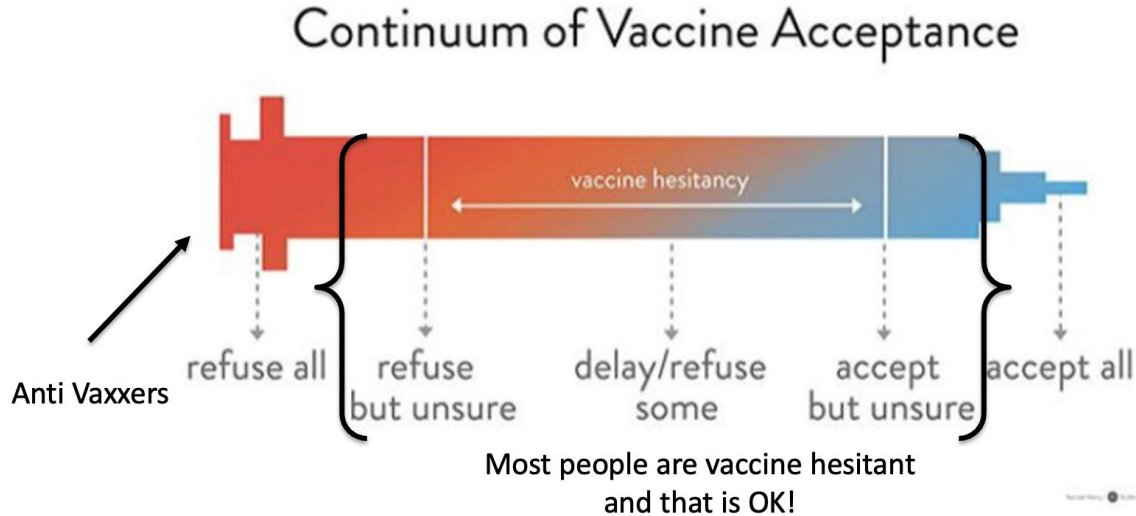
Towards Equitable Implementation of  
Vaccine Mandates for HCWs

**Vaccine Hesitancy -> Low vaccine uptake**

**Vaccine hesitancy -> Low vaccine uptake ->  
consider vaccine mandates as a policy option**

**Vaccine Hesitancy  $\neq$  Vaccine Mandates**

# “Spectrum” of Vaccine Hesitancy



# Ethics: Vaccine Mandates

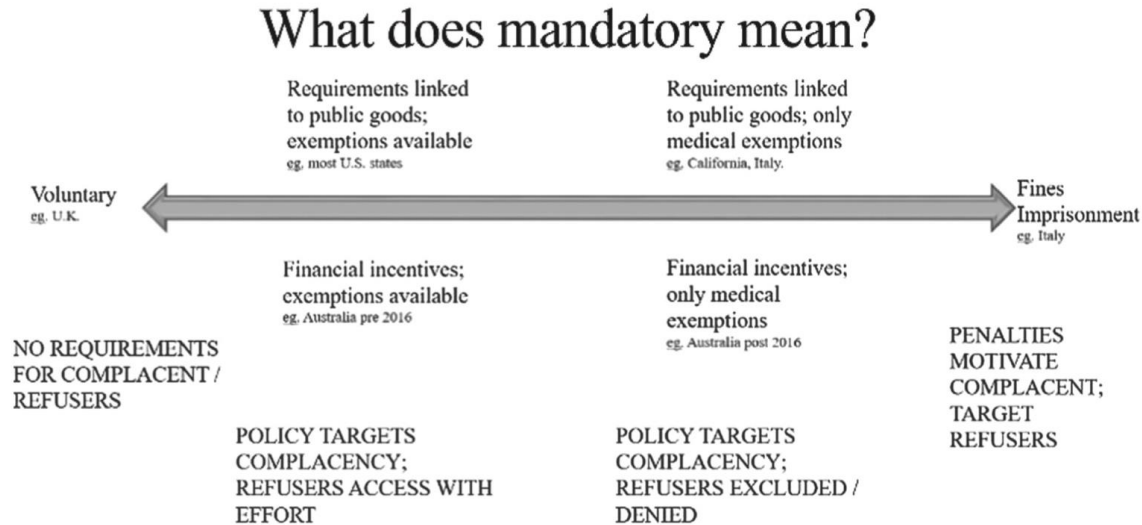


Fig. 1. The conceptual continuum of options available to policymakers for vaccine mandates.

It's a spectrum, too!

# Nuffield

# Intervention Ladder

Mandates are the **most intrusive** sort of public health intervention, and therefore require the **highest level** of justification

## Box 2: The intervention ladder (paragraphs 3.37–3.38, Box 3.2)

The ladder of possible government actions is as follows:

*Eliminate choice.* Regulate in such a way as to entirely eliminate choice, for example through compulsory isolation of patients with infectious diseases.

*Restrict choice.* Regulate in such a way as to restrict the options available to people with the aim of protecting them, for example removing unhealthy ingredients from foods, or unhealthy foods from shops or restaurants.

*Guide choice through disincentives.* Fiscal and other disincentives can be put in place to influence people not to pursue certain activities, for example through taxes on cigarettes, or by discouraging the use of cars in inner cities through charging schemes or limitations of parking spaces.

*Guide choices through incentives.* Regulations can be offered that guide choices by fiscal and other incentives, for example offering tax-breaks for the purchase of bicycles that are used as a means of travelling to work.

*Guide choices through changing the default policy.* For example, in a restaurant, instead of providing chips as a standard side dish (with healthier options available), menus could be changed to provide a more healthy option as standard (with chips as an option available).

*Enable choice.* Enable individuals to change their behaviours, for example by offering participation in a NHS 'stop smoking' programme, building cycle lanes, or providing free fruit in schools.

*Provide information.* Inform and educate the public, for example as part of campaigns to encourage people to walk more or eat five portions of fruit and vegetables per day.

*Do nothing or simply monitor the current situation.*

**Vaccine hesitancy does not *justify* vaccine mandates.**

**We need to make a case for mandates.**

**Hence, the role of (bio)ethics.**

# Vaccine mandates are a *response* to:

- 1) the risk of low vaccine uptake, which is unacceptable in the face of preventable disease outbreaks [e.g. polio, MMR]
- 2) existing low vaccine uptake, which is threatening future preventable disease outbreaks, whose risk is unacceptable to take [e.g. flu, COVID]
- 3) existing low vaccine uptake, which has already caused preventable disease outbreaks, whose risk is unacceptable to take [e.g. polio, MMR]



# Ethics: HCWs

professional competence

honesty with patients

managing conflicts of interest



improved quality of care

altruism

appropriate relationships with patients



Immunocompromised patients



Elderly



Children

physicians, nurses, physician assistants, pharmacists, lab technicians,  
administrative staff, trainees, nonclinical essential staff

# Ethics of Vaccine Mandates for HCWs

## Two Central Premises:

1. HCWs' unique occupational status that poses higher risks of contracting communicable diseases (**public health**)
2. HCW's professional duties to care for and protect their patients (**clinical**)

Vaccine mandates, like other intrusive public health interventions, require **moral justification** and **collective buy-in**

Received: 19 June 2022 | Revised: 20 November 2022 | Accepted: 10 January 2023  
DOI: 10.1111/bioe.13141

COVID-19

bioethics  WILEY

## The ethics of COVID-19 vaccine mandates for healthcare workers: Public health and clinical perspectives

Rachel Gur-Arie<sup>1</sup>  | Brian Hutler<sup>2</sup> | Justin Bernstein<sup>3</sup>

<sup>1</sup>Center for Health Promotion and Disease Prevention, Edson College of Nursing and Health Innovation, Arizona State University, Phoenix, Arizona, USA

<sup>2</sup>Department of Philosophy, College of Liberal Arts, Temple University, Philadelphia, Pennsylvania, USA

<sup>3</sup>Department of Philosophy, Vrije Universiteit (VU) Amsterdam, Amsterdam, The Netherlands

### Correspondence

Rachel Gur-Arie, Center for Health Promotion and Disease Prevention, Edson College of Nursing and Health Innovation, Arizona State University, Phoenix, AZ, USA.  
Email: rgurarie@asu.edu

### Funding information

Wellcome Trust; National Science Foundation, Grant/Award Number: 2122574

### Abstract

COVID-19 vaccine uptake among healthcare workers (HCWs) remains of significant public health concern due to the ongoing COVID-19 pandemic. As a result, many healthcare institutions are considering or have implemented COVID-19 vaccine mandates for HCWs. We assess defenses of COVID-19 vaccine mandates for HCWs from both public health and professional ethics perspectives. We consider public health values, professional obligations of HCWs, and the institutional failures in healthcare throughout the COVID-19 pandemic which have impacted the lived experiences of HCWs. We argue that, despite the compelling urgency of maximizing COVID-19 vaccine uptake among HCWs, the ethical case for COVID-19 vaccine mandates for HCWs in the United States is complex, and, under current circumstances, inconclusive. Nevertheless, we recognize that COVID-19 vaccine mandates for HCWs have already been and will continue to be implemented across many healthcare institutions. Given such context, we provide suggestions for implementing COVID-19 vaccine mandates for HCWs.

### KEYWORDS

COVID-19, healthcare workers, policy, vaccine mandates

# Equity Concerns

NARRATIVE REVIEW

Open Access

## COVID-19 Vaccine Uptake Through the Lived Experiences of Health Care Personnel: Policy and Legal Considerations

Rachel Gur-Arie,<sup>1,\*</sup> Zackary Berger,<sup>1-3</sup> and Dorit Rubinstein Reiss<sup>4</sup>

- Potential to disproportionately burden members of already-disadvantaged and underserved groups
- Women make up 70% of the global healthcare workforce (& have lower vaccine uptake)
- Racial disparities  
    [in US context: more than 1 in 5 Black women are HCWs]
- Different HCW occupations have more or less “at stake”

# Towards Equitable Implementation

## Of Ethical Vaccine Mandates for Healthcare Workers



### Consider

the extent to which vaccines protect the vaccinee (recipient of the vaccine) AND third parties (non-recipients)



### Recognize

that the stronger the protection the vaccine affords to third parties, the more powerful the case for vaccine mandates



### Understand

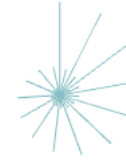
the risk that implementing mandates holds for unintended consequences, like trust



### Engage

with HCWs early, before low vaccine uptake spreads and a mandate is the 'only' reasonable solution

# Ongoing Research



**JOHN  
TEMPLETON**  
FOUNDATION  
*Inspiring Awe & Wonder*

Start Year ▾	ID	Title	Project Leader(s)	Grantee(s)	Grant Amount	Funding Area	Region
2024	63342	Utilizing Empirical Ethics to Conceptualize Religion-Based Vaccine Hesitancy in the United States	Rachel Gur-Arie, Kathryn Johnson	Arizona State University Foundation for a New American University	\$259,993	Religion, Science, and Society	USA

# Forthcoming *Nature* Correspondence

## Don't withdraw funds from US vaccination programmes

---

Ben Kasstan-Dabush University of  
Edinburgh, Edinburgh, UK.  
ben.kasstan-dabush@ed.ac.uk

---

Rachel Gur-Arie Arizona State  
University, Phoenix, Arizona, USA.

US president Donald Trump's nomination of Robert F. Kennedy Jr to run the US Department of Health and Human Services is impacting how US citizens engage with public health. Kennedy's claims about the dangers of vaccines are being legitimized through the Children's Health Defense — an anti-vaccination non-profit organization that he led until 2023 — pursuing litigation against vaccine policies.

If Kennedy follows through on his plan to 'defund' certain public-health initiatives in the United States, existing problems will worsen.

Limiting funding for vaccination will affect the operation of routine state vaccination programmes. Paediatric clinics and county health departments will feel the impact first, through declining vaccination coverage and localized disease outbreaks.

The COVID-19 pandemic exposed a crisis of trust in public-health science. Decreased public-health funding will only reduce trust in health institutions and amplify the crisis of confidence, leaving people without an evidence-based, centralized authority to turn to with questions about vaccines. The Trump administration must understand that declining vaccine confidence has a cost — outbreaks that are expensive to control.

# Acknowledgements

- Drs. Patrick Peretti-Watel, Pierre Verger, and Jeremy Ward for the invitation & support
- SHS Vaccination Network
- Zohra Gorine & Priscilla Blanchon for administrative support
- Arizona State University

**Merci!**

[rgurarie@asu.edu](mailto:rgurarie@asu.edu)