POLICY:

Broward Health Leadership is committed to providing a work environment that supports the philosophy of teamwork, collaboration, and professional growth. Broward Health employees, medical staff, contracted staff and vendors shall engage in conduct that support the mission and vision and demonstrate courtesy, dignity, and respect.

Intimidating, disruptive and unprofessional conduct can foster medical errors, contribute to poor patient satisfaction, and adverse outcomes which increase the cost of care. Safety and quality of patient care is interdependent on teamwork, communication, and a collaborative and cohesive work environment in order to assure quality and to promote a culture of safety. Broward Health’s philosophy is to address all behavioral problems that threaten the performance of the health care team and to clearly articulate the system’s expectations.

I. Conduct Standards/Expectations

In order to support a positive and productive work environment, all employees, medical staff, contracted staff, vendors and affiliating students/faculty members are expected to conduct themselves in a professional and productive manner wherein each individual is treated with courtesy and respect at all times. Expectations for staff engagement include, but are not limited to:

- Work together in a professional and productive manner;
- Remain open-minded and actively listen to others’ point of view;
- Attend to problems in a proactive manner that may not disrupt the work environment;
- Engage in collaborative problem solving with others;
- Display common courtesy toward each other;
- Verbalize disagreements with discretion in an appropriate setting;
- Address issues with each other in a direct, prompt, yet sensitive manner;
- Address dissatisfaction with policies through appropriate grievance channels;
• Provide positive feedback, as well as constructive criticism in an appropriate setting;
• Respond to questions and clarify information in a prompt and timely manner;
• Recognize and acknowledge the individual expertise of all team members;
• Respect cultural differences;
• Address each other in a respectful manner, both in person and on the telephone; and
• Utilize e-mail in a professional manner.

All employees, physicians, contracted staff, vendors and affiliating students/faculty members shall refrain from engaging in conduct that is disruptive, unprofessional, undermining of Broward Health’s commitment to patient, physician and employee satisfaction. These behaviors include but are not limited to:

• Verbal outbursts;
• Physical threats;
• Refusal to perform assigned tasks;
• Uncooperative attitudes;
• Condescending language or voice intonation;
• Impatience with questions; and
• Failure to return phone calls or pages.

II. Conflict Management

In the event behaviors are identified as unacceptable and may impact organizational operations and patient care as indicated in this policy, the following procedures shall apply:

a. Matters involving employees should be reported to the immediate supervisor who will work in collaboration with HR to investigate, document, and address the matter.

b. In the event conflict appears to exist or exists at the leadership level including medical staff, the following procedures may be applicable:
   • The requesting group or individual(s) informs the other individual(s) or group with whom the conflict exists of the necessity of initiating a conflict resolution intervention.
   • The requesting party or individuals contacts the Regional Human Resource Director or his/her designee and provides a synopsis of the matter.
   • The Regional Human Resource Director or designee meet(s) with both groups involved to obtain information regarding the matter and initiate steps necessary to obtain relevant information for resolution.
   • A designated facilitator may be utilized in the intervention to promote resolution of the conflict
   • In the event the conflict still persists after facilitated intervention, and has the potential to adversely impact facility operations, patient safety or care, the matter is referred to the Chief Executive Officer or designee.
c. Matters involving Medical Staff will be managed through the Medical Staff Office in collaboration with the Medical Department Chairs and/or the Chief of Staff in accordance with the policies and applicable Medical Staff Bylaws, rules, regulations, and other applicable Broward Health policies.

d. Employee-contractor/vendor and affiliating student/faculty member encounters are managed through the administrative member responsible for the specific contractor/vendor account or affiliation.

IV. Interpretation & Administration

The Regional Directors of Human Resources in collaboration with the Regional CEO’s, Department of Compliance, and Department of Quality are responsible for interpretation and administration of this policy. Consistency of Systemwide application and final interpretation is the responsibility of the SVP/Chief Human Resources Officer.