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Sponsor:	Mark Sprada: SVP, CHIEF HR OFFICER
Section:	HR-Employee Relations & Employee Engagement
Manuals:	Human Resources

HR-008-001 Conduct Standards

I. Purpose

PURPOSE: Broward Health promotes a work environment which facilitates collaboration, effective communication team work to facilitate a culture of quality, patient and employee safety and a work culture of dignity and respect.

II. Policy

Broward Health 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 of the organization and demonstrate courtesy, dignity, and create a respectful workplace.

Intimidating, disruptive and unprofessional conduct can foster disengagement, medical errors, contribute to poor patient and employee 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.

III. Guidelines

A. 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. All employees, physicians, contracted staff, vendors and affiliating students/faculty members also expected to support an inclusive workplace by adhering to the following conduct standards:

1. Work together in a professional and productive manner;
2. Remain open-minded and actively listen to others' point of view;
3. Attend to problems in a proactive manner that may not disrupt the work environment;
4. Engage in collaborative problem solving with others;

5. Display common courtesy toward each other and treat each other with dignity and respect at all times;
6. Verbalize disagreements with discretion in an appropriate setting;
7. Address issues with each other in a direct, prompt, yet sensitive manner;
8. Address dissatisfaction with policies through appropriate grievance channels;
9. Provide positive feedback, as well as constructive criticism in an appropriate setting and respectful manner;
10. Respond to questions and clarify information in a prompt and timely manner;
11. Recognize and acknowledge the individual expertise of all team members;
12. Respect cultural differences;
13. Address each other in a respectful manner, both in person and on the telephone; and
14. Utilize e-mail in a professional manner.
15. Be open-minded and listen when provided constructive feedback regarding others' perception of your conduct.
16. Refrain from discrimination, harassment, bullying or any behavior or language that is abusive, offensive or unwelcome.

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 employee, patient, and physician satisfaction. These behaviors include but are not limited to:

1. Verbal outbursts;
2. Physical or other threats;
3. Refusal to perform assigned tasks (Employees who refuse to perform an assigned task because of safety concerns, ethics concerns or perceived violations of law/policy are advised to clearly communicate their concerns to their leader. Leaders are encouraged not to consider employees' safety or ethics concerns or their perceived violations of law/policy as threats or challenges to their authority, but rather as another encouraged form of business communication. If the matter cannot be addressed at the department level, both parties should report the matter immediately to HR/Corporate Compliance and Ethics/Quality as appropriate);
4. Uncooperative attitudes;
5. Condescending language or voice intonation;
6. Impatience with questions;
7. Failure to return phone calls or pages;
8. Intimidation; and
9. Retaliation

B. Conflict Management

Broward Health reserves the right to take appropriate disciplinary or contractual actions for any behaviors and actions determined to be unlawful, violate others' rights, threaten the wellbeing of

others, or are serious violations of company policies and work rules. In the event behaviors are identified as unacceptable and impact organizational operations, workplace culture/environment and patient care as indicated in this policy, the following procedures shall apply:

1. Matters involving employees should be reported to the immediate supervisor who will work in collaboration with HR to investigate, document, and appropriately address the matter.
2. Management has the added responsibility for demonstrating, through their actions, the importance of this policy. In the event conflict appears to exist or exists at the leadership level including medical staff, the following procedures may be applicable:
 - a. 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.
 - b. If resolution is not possible between or among the involved individual(s), the requesting party or individuals contacts the Regional Chief Human Resource Officer (CHRO) or his/her designee and provides a synopsis of the matter.
 - c. The Regional CHRO or designee meet(s) with both groups involved to obtain information regarding the matter and initiate steps necessary to obtain relevant information for resolution.
 - d. A designated independent facilitator may be utilized in the intervention to promote resolution of the conflict.
 - e. In the event the conflict still persists after facilitated intervention, and has the potential to adversely impact facility operations, patient safety or care, or workplace culture/morale, the matter will be referred to the Regional Chief Executive Officer or his/her designee.
 - f. 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.
 - g. Employee-contractor/vendor and affiliating student/faculty member encounters are managed through the administrative member responsible for the specific contractor/vendor account or affiliation.

Broward Health will not tolerate any retaliation against employees who in good faith report a concern. This includes, but is not limited to, protection from retaliation in the form of an adverse employment action such as termination, compensation actions, poor work assignments, or threats of physical harm.

Interpretation and Administration

The Regional Chief Human Resources Officers in collaboration with the Regional CEO's, Corporate Compliance and Ethics Department, and Department of Quality and Vice President Human Resources are responsible for interpretation and administration of this policy. Consistency of System wide application and final interpretation is the responsibility of the Senior Vice President/Chief Human Resources Officer.

Attachments

No Attachments

Approval Signatures

Step Description	Approver	Date
	Mark Sprada: SVP, CHIEF HR OFFICER [LW]	06/2022
	Letitia Woods: VP, HUMAN RESOURCES OPERATIONS	06/2022
	Faith-Simone Hunte: DIR, EMP. REL. & IMMIGRATION	06/2022