



Policy /Procedure Document	
Category/Source:	Human Resources
Origination Date:	11/28/2014
Policy Number:	
Last Review Date:	5/01/2018
Last Revised Date:	09/06/2018
Next Review Due:	5/01/2021
Policy Owner:	Exec. Director, Talent & Org. Dev.
Required Approvals:	Chief Human Resources Officer, Entity Presidents

TITLE:	Mutual Respect
SCOPE:	Beacon Health System
PURPOSE:	Beacon Health System's values of Respect, Integrity, Compassion, and Trust are the foundation on which the organization rests to provide the highest level of service to patients and the community. This high level of service is only achievable in an atmosphere which honors the basic tenets of dignity and respect for each individual. Therefore each associate, physician, and vendor is expected to conduct themselves in a manner which represents these values. This policy sets forth a code of acceptable and unacceptable behavior and steps for managing disruptive and/or unacceptable behavior.
POLICY/PROCEDURE:	

1. *Expected Behavior*

The expected behaviors displayed by those providing care and service at Beacon Health System are:

- Respect for the dignity of each individual
- Treat others in the same manner you would expect to be treated while valuing diversity
- Accept responsibility for own actions
- Be truthful
- Fair and consistent application of policies, procedures and services
- Concern for the well-being of others
- Cooperation with and helpfulness to patients, clients, visitors, physicians and associates
- Sensitivity and prompt responsiveness to the needs of others
- Courtesy, friendliness and polite manners
- Pride in self, profession and Beacon Health System
- Enthusiasm for the work we do and each other

These behaviors result in favorable perceptions including:

- Patients, clients and visitors are treated as welcome guests of Beacon Health System.
- Care and service is provided with sensitivity and responsiveness.
- Beacon Health System associates are courteous, concerned and professionally competent.
- Respect and cooperation exist between associates to ensure optimum patient care and service.
- The environment is clean, comfortable, secure and properly equipped.

Guidelines for Clinical Practice:

- Respond promptly and professionally when called upon by fellow Practitioners to provide appropriate consultation or clinical service
- Respond to patient and staff requests promptly and appropriately

- Respect patient confidentiality and privacy at all times; follow all regulations concerning release of information.
- Treat patient families with respect and consideration while following all applicable laws regarding such relationships (release of information, advance directives, etc.)
- Seek and obtain appropriate consultation
- Arrange for appropriate coverage when not available
- Do one's best to provide the best effective and efficient care
- Prepare and maintain medical records within established time frames
- When terminating or transferring care of a patient to another Practitioner, provide prompt, pertinent, and appropriate medical documentation to assure continuation of care

2. Unacceptable Behavior

Behaviors that lead to breakdowns in teams and therefore diminish patient care and service are considered disruptive and cannot be tolerated. These behaviors may include:

- Rude, inappropriate or offensive comments or language
- Shouting or raising voice at an individual in anger
- Not allowing a person to speak or express themselves
- Public humiliation
- Repeatedly accusing someone of errors which cannot be documented
- Spreading rumors or gossip
- Encouraging others to disregard a supervisor's instructions
- Manipulating the ability of someone to do their work such as intentionally overloading, withholding information, setting meaningless tasks or unreasonable deadlines, giving deliberately ambiguous instructions or other examples of lateral abuse
- Deliberately excluding an individual or isolating them from work-related activities such as meetings
- Statements, gestures, or other non-verbal behaviors toward others that may be intimidating, undermine confidence, or belittle individuals
- Harassing or intimidating behavior (harassment/intimidation based on age, sex, national origin, disability, religion, race, color, genetic information or sexual orientation or gender identity see Anti-harassment Policy)
- Pushing, shoving, physical assaults or threats of assault. (See Workplace Violence Policy)

Additional information regarding unacceptable behavior is attached to this policy.

Responsibilities

1. It is the responsibility of each associate and manager to:
Ensure his or her behavior and actions are at all times consistent with the standards as described in this policy.
Remind co-workers when their behavior or actions are inconsistent with these standards.
Call instances of compliance or non-compliance to the attention of the appropriate supervisor.
2. It is the responsibility of each manager to:
Ensure each associate in his/her area of responsibility abides by the expected behaviors.
Acknowledge compliance with the expected behaviors.
Investigate reports of violations of these standards and take appropriate corrective actions.
Evaluate associate's compliance with these standards through Beacon Health System's performance appraisal process.
If unacceptable behavior by an associate in another manager's area is observed, inform that manager so that the behavior can be corrected.

Reporting Unacceptable Behaviors

It is preferable that associates who have been subject to unacceptable behaviors let the other person know the behavior is offensive with the intention of changing the behavior in a mutually respectful manner. However, if the associate is uncomfortable with this he/she is encouraged to promptly report the matter to his/her supervisor. If the matter is not resolved to the associate's satisfaction they may submit the complaint to the next level of management. At any time the associate may consult with a Human Resources Business Partner to assist them with the issue. Under no circumstance will retaliation against or intimidation of an associate who brings a complaint be tolerated.

Appeal Process

Associates receiving disciplinary action as a result of enforcement of this policy may appeal such decision through the Associate Resolution process.

Document Revision History:			
Review Date:	Revised Date:	Reviewed/Revised By:	Summary of Changes:
6/13/2013	6/13/2013		Combination of policy from MHS/EGH affiliation
10/20/2014	10/20/2014	Jinny Longbrake & Cindie McPhie	Put into new Beacon Policy template
09/20/2017		Chad Hartzell	
09/06/2018	09/06/2018	Chad Hartzell	<i>Integrated Guidelines for Clinical Practice from Medical Staff Code of Professional Behavior.</i>

SIGNATURES OF APPROVAL:

Date Signed	Signature	Name	Title
_____	_____	Steve Eller	Chief Human Resource Officer
_____	_____		

Code of Mutual Respect



CODE OF MUTUAL RESPECT AND PROFESSIONALISM

1. We will always be responsible to hold ourselves and others accountable to the Code of Mutual Respect.
2. We will always treat others fairly and with respect, courtesy and dignity.
3. We are always encouraged and empowered to address opportunities for improvement related to processes and or people, in an appropriate manner.
4. Interactions will always be with a type and tone of language that is polite, professional and appropriate. We will not participate in gossip.
5. We will always respect everyone's privacy.
6. We will only talk up other Beacon associates; we will never speak of them or their area negatively.
7. Praise is always everyone's job.
8. We will always be approachable and give constructive feedback (positive or negative). We will be open to questions and ask for clarification if needed.
9. We will always first take issues to the person with whom we have an issue. If the issue is not resolved, we will take the issue to the appropriate manager. Issues will be addressed as quickly as possible with the appropriate parties.
10. We will always follow on-stage, off-stage expectations.

Workplace Aggression Basic TYPES

Abuse in the Workplace		Direct/Indirect	
Physical/Verbal	Active/Passive	Direct	Indirect
Physical	Active	Homicide and non-fatal assaults with weapons Rape / Sexual Assault Glared at in hostile manner Obscene / hostile gestures Interference with work activities	Theft Sabotage Defacing property Destruction of resources needed by target Hiding needed resources
	Passive	Excluded from work-related social gatherings Others 'storm' out of room when target enters Intentional work slowdowns Refusing to provide needed resources Prevented from expressing self	Late for meetings held by target Delaying work to make target look bad Failing to protect target's welfare Causing others to delay action on important matters Denied raise/promotion for no reason
Verbal	Active	Threats Yelling Sexual harassment Insults, sarcasm, rude / disrespectful comments Unfairly harsh criticism Negative comments about sexual orientation Unwanted terms of endearment Racist remarks	Blamed for others mistakes Talking behind target's back Spreading rumors Belittling opinions Attacking protégé Transmitting damaging info to higher levels Attempts to turn others against target Others take credit for target's work
	Passive	Intentionally failing to return phone calls Giving the target the silent treatment Damning with faint praise Refusing the target's request Shown little sympathy during difficult time	Failing to transmit information Failing to deny false rumors about target Failing to defend target Failing to warn target of impending danger Failing to provide target w/ important feedback

Emotionally Abusive Behaviors

Behavioral Source	Category
Verbal / Active / Direct	Name calling, use of derogatory terms; sarcastic remarks Subject to insulting jokes Belittled; intellectually talked down to Criticized harshly, attacked verbally in private or public; put down in front of others Sworn at Lied to; deceived Yelled at; shouted at Interrupted when speaking, working Pressured to change personal life, beliefs, opinions Flaunting status
Verbal / Active / Indirect	Treated unfairly Subject to false accusations, rumors Attempts to turn others against you
Verbal / Passive / Direct	You and your contributions ignored; silent treatment
Verbal / Passive / Indirect	Had memos, phone calls ignored Been given little or no feedback, guidance Deliberately excluded Failing to pass on information
Physical / Active / Direct	Glared at, rolling eyes, dirty looks, slamming doors / drawers
Physical / Active / Indirect	Theft or destruction of property Deliberately assigned with work overload Deliberately consuming resources needed by target Excluding new co-workers from lunches / breaks, assistance
Physical / Passive / Indirect	Expected to work with unreasonable deadlines; lack of resources Causing others to delay action on matters of importance to target “Clique” behaviors that protect bad behaviors from being dealt with