Hamilton Health Sciences

CHEDOKE · CHILDREN'S · GENERAL · HENDERSON · JURAVINSKI · McMASTER

Hamilton Health Sciences

Our Mission

To provide excellent health care for the people and communities we serve and to advance health care through education and research.

Our Vision

Leaders in exemplary care, innovation, and academic excellence.

Our Values

Respect: We will treat every person with dignity and courtesy.
Caring: We will act with concern for the well being of every person.
Innovation: We will be creative and open to new idea and opportunities.
Accountability: We will create value and accept responsibility for our activities.

This booklet introduces you to the Hamilton Health Sciences (HHS) Values-Based Code of Conduct. The Values-Based Code of Conduct allows everyone at HHS to work within an environment of respect, collaboration, and sensitivity to others.

Together we can make Hamilton Health Sciences a healthy and enjoyable workplace for all.

The HHS Values-Based Code of Conduct is based on the Perioperative Services' Code of Conduct. We acknowledge the Perioperative Services Program and the outstanding work they did in creating the Perioperative Code of Conduct that was implemented in February 2005.

The HHS Values-Based Code of Conduct was created by a team consisting of HHS management, union representatives, medical staff, and multi-disciplinary front-line staff.

Hamilton Health Sciences

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Hamilton Health Sciences

Message from Murray T. Martin, President and CEO

At Hamilton Health Sciences, we all share a commitment to providing the best possible care to our patients and their families. We take our values of respect, caring, innovation and accountability very seriously and this directly impacts the experiences of our patients and their loved ones when they turn to us for care.

What we sometimes lose sight of is the fact that we need to treat each other with the same courtesy and respect. Each one of our employees is a valuable member of our team who deserves to come to work in an environment that is caring, collegial and above all, respectful.

In order to help ensure that every member of our staff understands how we can create a positive working experience for everyone at Hamilton Health Sciences, we have developed a Values-Based Code of Conduct. This Values-Based Code of Conduct is for all employees, medical staff and volunteers. Our commitment to following this Code unites us in our common goal of creating a workplace that recognizes the importance of teamwork and the unique and valuable contribution of each team member.

Let's think of each other and extend the same care and compassion to our colleagues as we do to our patients when we come to work.

What is a Values-Based Code of Conduct?

A values-based code of conduct clearly and concisely describes an organization's behavioural expectations of its members. It outlines what types of behaviours are expected in the workplace.

Why Have a Values-Based Code of Conduct?

A values-based code of conduct helps unite all of us by providing a set of expectations that we can all follow by using the same behavioural standards. A values-based code of conduct helps us create a healthy and enjoyable work environment for everyone.

The HHS Values-Based Code of Conduct

The HHS Values-Based Code of Conduct builds on all of the HHS values, particularly RESPECT. Respect is something that we all deserve. As members of HHS, we come to work each day to provide quality patient care and service. While doing so we achieve great satisfaction of a job well done. Our work environment is complex and can be stressful; therefore it is critical that we all work together to promote an environment that encourages mutual respect. The basic principle is to treat people the way you would like to be treated. It is the responsibility of each member of HHS to listen to each other and work collaboratively. Each of us needs to take ownership and accountability for our behaviour in the work environment.

To Whom Does the HHS Values-Based Code of Conduct Apply

It applies to all members of Hamilton Health Sciences, which includes employees, medical/professional staff, board members, contract staff, volunteers, learners, and students. It applies equally to everyone, at all levels, in the organization. In order to create a positive work environment, all members of HHS hold one another accountable for upholding the HHS Values-Based Code of Conduct. Thus, regardless of our position within the organization, we are all empowered to respectfully address behaviours we experience or observe that do not align with the HHS Values-Based Code of Conduct.

The HHS Values-Based Code of Conduct

"RESPECT"

	DESCRIPTION
R Responsibility	• Accountable for own actions and outcomes.
E Etiquette	• Demonstrate awareness and acceptance of diversity by being polite and considerate.
S Support	• Foster an environment that recognizes the various needs of individuals.
P Professionalism	• Adhere to HHS values and policies, and professional and regulatory standards and practices.
E Education	• Continuously develop and demonstrate behaviour that fosters a positive working and teaching environment.
C Communication	• Use clear and concise language, and appropriate methods for giving direction and providing constructive feedback; remember your body language.
T Teamwork	• Treat all individuals as valuable members of the team.

HHS Member Accountabilities:

It is the responsibility of each member of HHS to:

a. Acknowledge, read, and uphold the HHS Values-Based Code of Conduct.

b. Ensure that his/her behaviour is consistent with the HHS Values-Based Code of Conduct.

c. Speak to colleagues when their behaviour is inconsistent with the HHS Values-Based Code of Conduct. Address issues identified directly with the person involved, in a confidential, positive and professional manner.

d. Not discuss workplace conduct, concerns and conflicts with or in front of patients, their families and friends, and customer groups.

e. Report continued inappropriate behaviours to your manager.

HHS Manager* Accountabilities:

It is the responsibility of each manager* to:

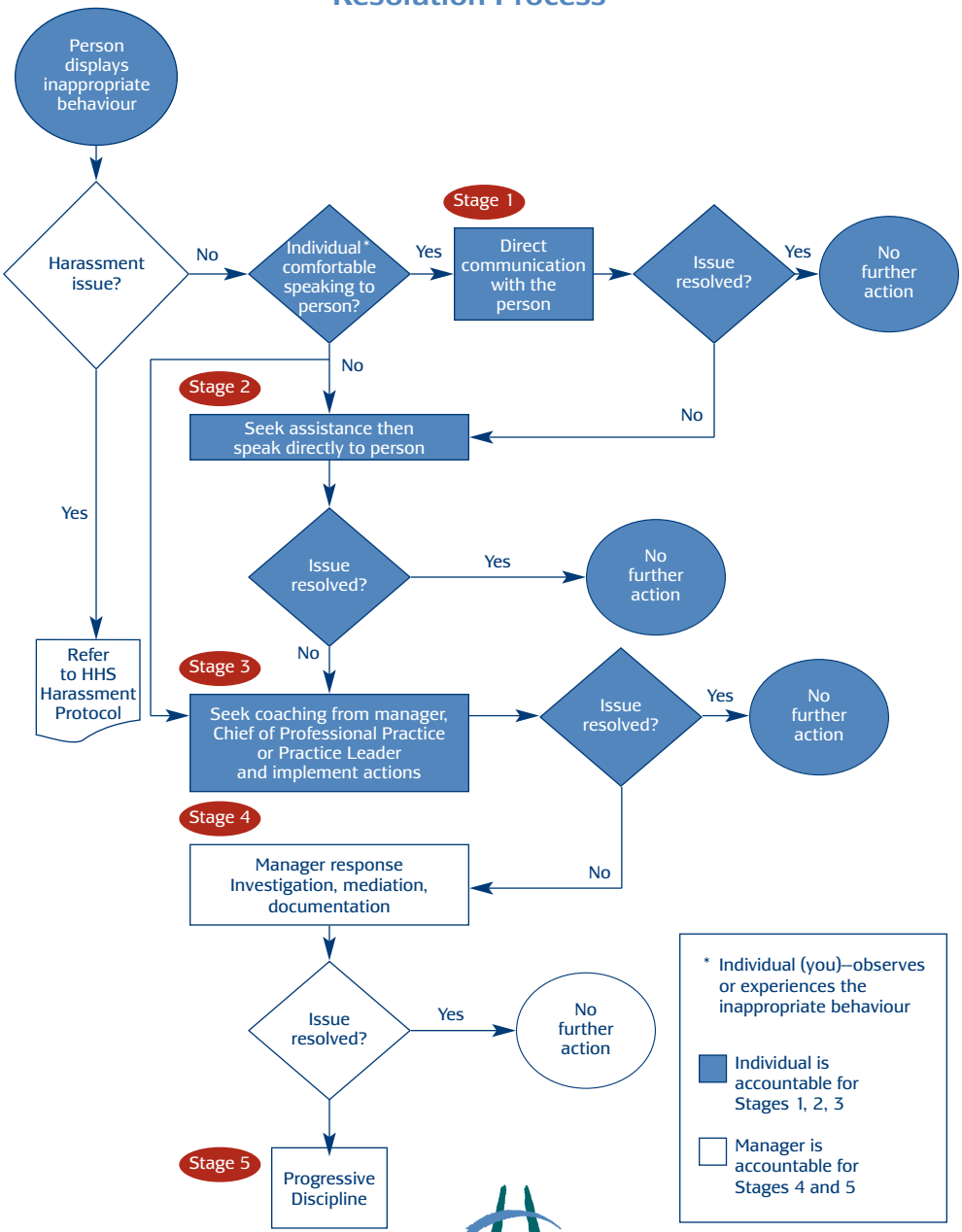
a. Ensure that each individual under his/her direction upholds the HHS Values-Based Code of Conduct.

b. Investigate reports of violations of the HHS Values-Based Code of Conduct, document and initiate appropriate action within one week. Appropriate action may include referral to counseling (e.g. Hurst Place-Employee Assistance Program, Employee Health), coaching and mediation.

c. Contact Human Resources Associate when inappropriate behaviour persists and progressive disciplinary action is required.

* Manager includes the CEO, vice presidents, assistant vice presidents, directors, managers, Chiefs of Professional Practice-Nursing, supervisors, and medical chiefs.

HHS Values-Based Code of Conduct Resolution Process



Hamilton Health Sciences

Explanation of Stages of the Resolution Process

The purpose of the resolution process is to empower all individuals who observe or experience inappropriate behaviour to address such behaviours in a direct and respectful manner.

There are five stages involved in the resolution process of the HHS Values-Based Code of Conduct. An individual may choose to begin the process at Stage 1, 2, or 3 depending on the circumstances of his/her situation. If the situation is more serious in nature, it may be necessary to move directly to Stage 4 or 5.

The individual who observes or experiences the inappropriate behaviour is accountable for Stages 1, 2, & 3. The manager is accountable for Stages 4 and 5.

Stage 1 Direct Communication

When you experience or observe inappropriate behaviour, you are encouraged to speak directly, respectfully and privately to that person.

Stage 2 Seek Assistance

If the issue cannot be resolved because you are uncomfortable speaking with the person directly or if the issue was not resolved when you did speak to the person, the assistance of a third party may be needed. Speaking privately to a peer or co-worker you trust may help you develop strategies for speaking to the person about the issue.

Stage 3 Seek Coaching from Manager, Chief of Professional Practice or Practice Leader

Your manager, Chief of Professional Practice or Practice Leader will provide coaching to assist in developing an approach to resolve the issue. If the person that has displayed the inappropriate behaviour is your own manager, you should seek assistance from the individual who supervises your manager.

In order to promote a healthy and enjoyable work environment, if the issue remains unresolved, it is important to proceed to the next stage.

Stage 4 Manager Response

The manager initiates appropriate action within one week of being notified of inappropriate behaviour. If you are a Health Care Professional, your Chief of Professional Practice or Practice Leader may be involved at this stage. If the person that you have an issue with is your own manager, then you should seek assistance from the individual who supervises your manager. The manager meets with both parties and any witnesses to gather the facts. The manager documents the investigation process that includes statements from both sides and any witnesses involved. The manager determines what needs to occur in order to resolve the issue and outlines the expectations of the individuals involved. The manager may decide to intervene using development strategies, negotiation and/or mediation or referral to Hurst Place (Employee Assistance Program). The manager is responsible for ongoing communication with all parties involved regarding the resolution process.

Stage 5 Progressive Discipline

Before taking any steps towards progressive discipline, it is the responsibility of the manager to consult with Human Resources and/or the Chief of Professional Practice or Practice Leader regarding staff or the Vice President Medical regarding physicians.

What is Inappropriate Behaviour?

Inappropriate behaviour is conducting oneself in a way that is undesirable, unsuitable, improper, or incorrect. Inappropriate behaviour can be a subjective interpretation based on how an individual expects to be treated. Inappropriate behaviour may be written, verbal or behavioural. Examples of inappropriate behaviour or conduct include:

- Comments that are insulting, hurtful, disrespectful or rude
- Threatening or abusive language directed at an individual
- Degrading or demeaning comments
- Profanity or similar offensive language
- Physical behaviour with another individual that is perceived as threatening, intimidating or unwelcome
- Body language that is irritating or offensive
- Discussing workplace conduct, concerns, and conflicts in front of others
- Passive-aggressive behaviour-- describes behaviour that is passive in expression but is aggressive or malicious in intent. The purpose of passive-aggressive behaviour is to express anger without having to be responsible for that anger, so anger can be denied. Passive-aggressive behaviour may include non-verbal behaviour or body language that is irritating or offensive.

Appendix – Aligning the code

HHS Competencies: There is an expectation of Hamilton Health Sciences' employees that they embody the essential values and competencies necessary to individually contribute to the mission, vision and goals of the organization. These competencies are:

HHS VALUES

COMPETENCY	DEFINITION
Respect	Treats every person with dignity and courtesy.
Caring	Acts with concern for the well-being of every person.
Innovation	Is creative and open to new ideas and opportunities.
Accountability	Creates value and takes responsibility for own actions.

CORE COMPETENCIES

COMPETENCY	DEFINITION
Change Mastery	Understands the dynamics and process of change and transition in relation to the organization, others and self.
Communication	Shares and receives information consistently, openly and honestly, and in a way that is clearly understood by others.
Customer Focus	Understands and demonstrates the importance of establishing excellent internal and external customer relations to deliver "patient and family-centred care".
Ethics and Integrity	Uses moral principles, professional code of ethics and organizational values in day-to-day activities.
Issue Management	Uses decision-making and problem-solving techniques to define results-oriented approaches.
Relationship Management	Builds rapport and supports healthy relationships with others.
Results-Oriented	Achieves role responsibilities and defined goals that contribute to the success of organization.
Self-Development	Seeks opportunities to gain and apply knowledge and skills that contribute to the achievement of personal and organizational objectives.
Systems Thinking	Understands how things relate and fit together for the achievement of health care excellence.
Team Player	Shares responsibility to work collaboratively and cooperatively with others toward common goals.
Safety Conscious	Uses safe work principles in day-to-day work to ensure a safe environment for patients, employees and visitors.

LEADERSHIP COMPETENCIES

COMPETENCY	DEFINITION
Develops Others	Fosters an environment that inspires and encourages individuals and teams to reach their potential.
Flexible Leadership Style	Uses appropriate leadership style for the situation and circumstances to capitalize on self and others to obtain desired outcome.
Strategic Thinking	Synthesizes all relevant information and leverages resources to create directions that align with HHS' long-term strategy and vision.
Team Development	Fosters an environment that builds shared responsibility, accountability, collaboration, interdependence and mutual influence.
Vision	Takes a long-term view and acts as a catalyst for organizational change.

MANAGEMENT COMPETENCIES

COMPETENCY	DEFINITION
People Management	Understands and uses accepted human resource practices to manage staff.
Planning	Develops an approach or course of action related to planning (strategic capital, facilities and operational).
Resource Management	Uses available resources (financial, human, technology, material and equipment) effectively and efficiently to achieve organizational goals and unit-specific objectives.

Appendix – Aligning the Code

Patient Safety:

Hamilton Health Sciences is a leader in patient safety. Our innovative and dedicated staff has implemented many strategies aimed at improving patient safety across our hospitals. The cornerstones of patient safety at Hamilton Health Sciences are: Culture of Patient Safety/Accountability, Measurement & Improvement Processes, Education & Professional Development, Information & Communication.

Patient and Family-Centred Care at Hamilton Health Sciences:

Doing What *Matters Most*

At Hamilton Health Sciences the care we provide reflects what matters most to our patients and families. Based on what patients and families have told us, we will:

Communicate

- Get to know you and treat you with dignity and respect
- Work together as a competent team
- Talk with each other and you about your care
- Give you feedback on your progress

Collaborate

- Ensure you understand your health concerns
- Involve you in decisions about your care
- Help you learn skills to take part in your care
- Work with you to plan the next steps in your care

Respond

- Respond promptly when you need help
- Include persons who are important to you in your care
- Provide a convenient, accessible, welcoming environment
- Seek and respond to your comments about our care

Appendix – Aligning the Code

Family Centred-Care at McMaster Children's Hospital:

Doing What *Matters Most*

At McMaster's Children's Hospital, the care we provide reflects what matters most to our patients and families. Based on what patients and families have told us, we will:

Communicate

- Get to know you and your family and treat you with dignity and respect
- Work together as a competent team
- Talk with each other and your family about your child's care
- Give you prompt feedback on your child's progress

Collaborate

- Ensure you understand the health concerns about your child
- Partner with you in decisions about your child's care
- Help you learn skills to take part in your child's care
- Plan the next steps in your child's care together

Respond

- Respond promptly when you or your family need help
- Include persons who are important to you in your child's care
- Provide a convenient, accessible, child-friendly, welcoming environment
- Seek and respond to your family's comments about our care

Policies and Procedures:

Hamilton Health Sciences' vision, mission, and values are supported by the policies and procedures of the organization. Policies and procedures can be found on the Hamilton Health Sciences' employee intranet site under the Policy Library folder.

Appendix – Helpful Tools

Resolving an issue when you experience or observe inappropriate behaviour can be a difficult and stressful experience. The following are some tips you can use to successfully communicate and resolve conflict at work.

Tips for Difficult Conversations

- Slow down and take a deep breath
- Get the facts—your story, their story
- Listen carefully
- Recognize emotions will be involved
- Repeat what has been said
- Develop options
- Prevention techniques (see below)
- How will you make sure this situation does not happen again?
- Apologize

Prevention Techniques

- Always deliver messages with respectful dialogue
- Ask for a 'timeout' if the situation is escalating
- Hear what is being said to you
- Empathize if you can
- Apologize when you can
- Take action – if you can't fix it get some help

Tools - Words and Phrases That Work!

- "I don't appreciate how you are saying that to me"
- "I am upset, please stop"
- "This isn't the place for us to be discussing this"
- "I'm uncomfortable with this conversation – I need some time to think about it"
- "It's hard for me to understand when you are yelling at me – can we try it again."
- "I think we may need to have someone help us work through this issue"
- "I'm sorry you're upset – let's try to figure out a plan"
- "I understand you are upset – what can I do to help?"
- "It sounds like you are angry. Should we talk about it in the conference room?"
- "I've asked you to stop using profanity two times. Please stop or I will hang up the phone"
- "We don't seem to be getting anywhere. Let's take a break and come back later to discuss it."

References at HHS

For more detailed information you can refer to the following:

- HHS Values-Based Code of Conduct Protocol in the Policy Library on the HHS Intranet site
- HR-Harassment Protocol in the Policy Library on the HHS Intranet site
- Violence in the Workplace Protocol in the Policy Library on the HHS Intranet site
- Hurst Place Employee Assistance Program

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