



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 wellbeing 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.



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Message from Rob MacIsaac, President and CEO

The people who choose to work at HHS are our most valuable resource. You share your incredible talents and expertise with the communities we serve and ensure that we deliver safe, high quality, compassionate care to every one of our patients.

The importance and respect we have for our people are reflected in HHS' Values-Based Code of Conduct. The Code of Conduct sets out the responsibility each of us has for creating a positive and professional work environment. This includes behaving respectfully, and accepting personal accountability for the way we interact with others. The Code of Conduct highlights the significance of teamwork to our success at HHS. It also recognizes the value we place on the contribution of each individual in pursuit of our vision - Best Care for All.

I encourage you to read through the information contained in this booklet to learn more about your responsibilities as a member of the HHS team.

Thank you,

Rob



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. Regardless of our position, 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 executives, leaders, employees, medical and professional staff, learners and volunteers.

The HHS Values-Based Code of Conduct “**RESPECT**”

DESCRIPTION

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

HHS Member Accountabilities:

It is the responsibility of each member of HHS to:

- a. Understand and uphold the HHS Values-Based Code of Conduct.
- b. Address behaviour that are consistent with the HHS Values-Based Code of Conduct by communicating directly with the person involved in a respectful and supportive manner.
- 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, private, 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. Speak up and seek assistance when inappropriate behaviours persist.

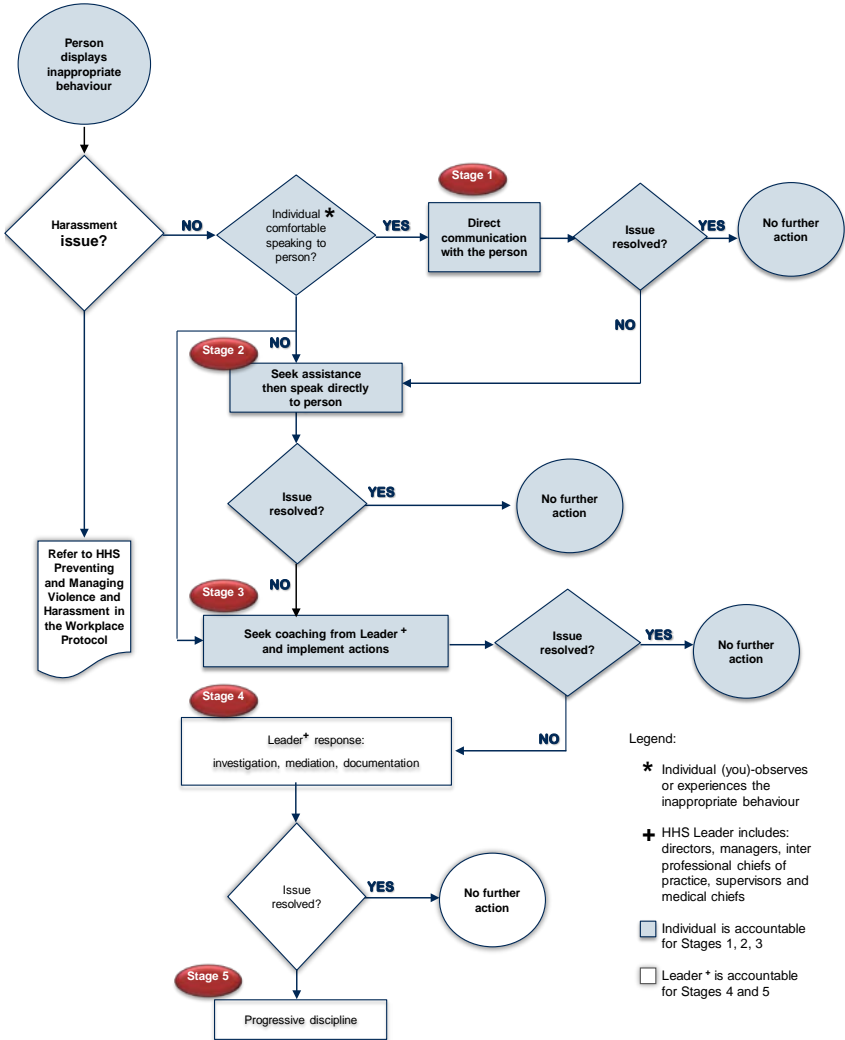
HHS Leader⁺ Accountabilities:

It is the responsibility of all Leaders^{*} to:

- a. Ensure that each individual under their direction upholds the HHS Values-Based Code of Conduct.
- b. To model and support individuals who are identifying or experiencing HHS Values-Based Code of Conduct.
- c. Investigate formal reports of violations of the HHS Values-Based Code of Conduct, document and initiate appropriate action within one week.
- d. Contact your Human Resources Business Partner when inappropriate behaviour persists and progressive disciplinary action is required.

⁺ HHS Leader includes: the CEO, vice-presidents, directors, managers, inter-professional chiefs of practice, supervisors and medical chiefs.

HHS Values-Based Code of Conduct Resolution Process



February 8, 2018

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 their 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 and 3. The Leader 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:

A Leader⁺, union representative, Human Resources Business Partner, Human Rights and Inclusion Specialist to provide coaching to assist in developing an approach to resolve the issue. If the person that has displayed the inappropriate behaviour is your own Leader you should seek assistance from the individual who supervises your leader.

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 Leader⁺ Response

The Leader⁺ initiates appropriate action within one week of being notified of inappropriate behaviour. If you are a Health Care Professional, your Inter-Professional Chief of Practice may be involved at this stage. If the person that you have an issue with is your own Leader, then you should seek assistance from the individual who supervises your Leader. Leader meets with both parties and any witnesses to gather the facts. The Leader documents the investigation process that includes statements from both sides and any witnesses involved. The Leader determines what needs to occur in order to resolve the issue and outlines the expectations of the individuals involved. The Leader may decide to intervene using development strategies, negotiation and/or mediation or referral to Employee Assistance Program. The Leader 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 Leader to consult with Human Resources Business Partner and/or the Inter-Professional Chief of Practice regarding staff or the Executive Vice-President Medical regarding physicians.

What is Civil Behaviour?

Civility is about more than just politeness, although politeness is essential. It is about disagreeing with respect, seeking mutual common ground as a starting point for dialogue about differences, listening beyond our own assumptions, mentoring and leading others to do the same. Civility is hard work, being mindful of the differences and staying present in the dialogue while mutually respecting each other.

And civility begins with us ...

What is Inappropriate Behaviour?

Inappropriate Behaviour – conducting one self 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 includes:

- Comments that are insulting, hurtful, disrespectful or rude
- Provokes
- Degrading or demeaning comments
- Profanity or similar offensive language
- Annoys, teasing
- Body language that is irritating or offensive
- Discussing workplace conduct, concerns and conflict in front of others
- Demeans or results in discomfort
- Passive/aggressive behaviour

What are Professional Behaviour Standards?

Professionalism has two separate but related aspects: appropriate personal behaviour and, ethical behavior. Both are essential to professional effectiveness. Appropriate personal behavior refers to such attributes as dependability, punctuality, appropriate interpersonal communication, appearance and decorum.

Ethical behavior includes honesty, integrity, fairness, respect of persons and property, adherence to principles and loyalty.

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

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..

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
- Determine and understand the facts – your story, their story
- Listen carefully
- Recognize emotions will be involved
- Be aware of self and how you might be contributing
- Ask questions for clarity
- Recognize mutual purpose and commit to mutual respect – “What are we both looking for?”
- How will you make sure this situation does not happen again?
- Apologize for

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
- Preventing and Managing Violence and Harrassment in the Workplace Protocol in the Policy Library on the HHS Intranet site
- Mohawk Shared Service (EAP) 888-521-8300