

Standards of Conduct including Disruptive Behavior Among Employees

PURPOSE

To communicate expected standards of conduct to employees of the UCLA Faculty Practice Group (1) to set forth the UCLA Faculty Practice Group's expectations for employees conduct on the job and while representing the UCLA Health System Faculty Practice Group, (2) the need to create and maintain an environment free from intimidating, disruptive, threatening, bullying and violent behavior and (3) to facilitate the effective management of conflict between employees and leader's when the conflict has the potential to threaten the health and safety of the patients and or/staff.

The degree to which leaders work together and manage conflict enhances or detracts from the organization's performance. Conflict commonly occurs and many times can be a productive means for change. However, there are instances where conflict is not managed effectively and can pose a negative threat to the functionality of the system.

POLICY

Intimidating and disruptive behaviors can foster medical errors, contribute to poor patient satisfaction and employee turnover, present an overall poor quality of care, low or lost productivity, and an unwelcome working environment.

Safety and quality of work is dependent on teamwork, communication and a collaborative work environment. Overt and passive disruptive behaviors can undermine team effectiveness and can compromise the safety of all. All intimidating and disruptive behaviors are unprofessional and unacceptable. To assure quality and promote a culture of safety, UCLA Health System and the FPG has a zero tolerance for disruptive behavior.

Typically, individuals are expected to resolve and/or manage conflict directly in a professional manner or using the chain of command. This policy applies to any circumstance in which routine channels of communication have failed to manage conflict effectively, and conflict has the potential to negatively impact and introduce risk to the safety of Faculty Practice Group staff, its patients and customers.

PROCEDURE

The UCLA Faculty Practice Group leadership will respond appropriately to every reported incidence of disruptive, threatening or violent behavior.

DEFINITIONS

Examples of inappropriate behavior by employees include but are not limited to:

1. Behavior that distracts, interferes with, or prevents normal work functions or activities. These behaviors may have a direct affect on morale or staff turnover and may include but not limited to verbal outbursts or yelling, using profanity or vulgarity, verbally abusing others, bullying, intimidating, making inappropriate demands for time and attention; making unreasonable demands for action (i.e., demanding an immediate appointment or a response to a complaint on the spot) refusing a reasonable request for identification; using condescending language or voice intonation; and displaying impatience with questions.
2. Passive activities such as refusing to perform assigned tasks or quietly exhibiting uncooperative attitudes during routine activities, and reluctance or refusal to answer questions, return phone calls, or pages repeatedly.
3. Behavior that includes physical threats or actions short of actual contact/injury (e.g., moving closer aggressively), oral or written threat to a person or property, whether in person, over the telephone, by email or through other means of communication.
4. Behavior that includes physical assault, with or without weapons, behavior that a reasonable person would interpret as being violent, (e.g., throwing things, pounding on the desk or floor, or destroying property), and specific threats to inflict physical harm.
5. Behavior that creates incidents that are stressful or traumatic that interfere with an individual's or group of individuals' ability to effectively function in his/her work environment.
6. Stalking or willful, malicious and repeated following or harassing of another employee, patient, or visitor whether on or off UCLA Health System premises.

GUIDELINES

1) Standards of Conduct

- a) Employees are required to conduct themselves in a professional, responsible manner.
- b) Employees are expected to extend courtesy and cooperation to patients, customers, visitors, supervisors, and co-workers.
- c) Employees are required to dress and groom themselves appropriately for work in order to maintain a professional image at all times. Employees are required to wear University issued picture ID Badge at all times. (Outlined in FPG Dress Code Policy # 7304)
- d) Employees are required to perform their work in an efficient and professional manner within the times, levels of efficiency, and conditions established by the management team.

- e) Employees are required to adhere to UCLA Faculty Practice Group policies and procedures.

2) General Provision

- a) Employees in their initial review period who have not yet completed the probationary period are required to observe the same standard of conduct of regular employees.
- b) Employees who fail to comply with the standards of conduct may be subject to disciplinary action.
- c) The evaluation of conduct and the initiation of disciplinary action is the responsibility of the Department Managers and Supervisors.
- d) Violations of these standards of conduct occur in varying degrees shall result in various forms of discipline up to and including termination.
- e) Violations of these standards of conduct are considered cumulative.
- f) Some forms of misconduct are so serious that progressive discipline is not required, e.g. insubordination or dishonesty or some criminal acts.

3) Violations of Standard of Conduct

The following is a partial list of actions that will be considered violations of standards of conduct.

- a) Unsatisfactory work performance such as failure to perform work in an efficient, professional and satisfactory manner; failure to meet established quantity or quality production standards; carelessness; idleness, unsafe or unsatisfactory work habits.
- b) Absence without authorization such as absence without supervisory approval or advance approval when it would have been possible to obtain approval; failure to give notice of absence at the earliest possible time; leaving duty without authorization.
- c) Insubordination such as refusal to perform assigned work or follow instructions; refusal to comply with Faculty Practice Group policies, rules and regulations.
- d) Failure to cooperate with others in matters relating to work performance such as giving false report to an employer representative; failure to submit current, legal registry, license, or certificate as required.
- e) Unsatisfactory attendance such as a pattern of absenteeism or an excessive number of unscheduled days of absence; excessive use of time off (whether or not sick leave benefit is available); repeated failure to be at work on time.
- f) Breach of confidentiality such as the release of confidential or proprietary information concerning the Faculty Practice Group, its employees, its patients, its products and / or services to unauthorized persons; engaging in an activity that create a conflict of interest.
- g) Dishonesty such as failure to tell the truth in matters pertaining to Faculty Practice Group operations, or the employees absence from work; falsification of records, reports, or other statistics including employment applications, time cards, personnel and/or employment records; theft or misappropriation of Faculty

Practice Group money, supplies, material, or equipment, or the use of same for personal reasons or gain; unauthorized removal or use of any Faculty Practice Group property or that of a patient or customer, or another employee; engaging in illegal acts on work time or employer premises; violation of any federal, state or local laws which adversely affect the Faculty Practice Group if conviction in any court of law causes the employee to be an unsuitable employee.

- h) Insobriety such as having possession of, or reporting to work under the influence of intoxicating alcohol, drugs or any other mood-altering agents or otherwise being incapable of working.
- i) Engaging in a criminal act such as admission to or conviction of a felony; possession of unauthorized firearms or other weapons on any Faculty Practice Group or UCLA property; sabotage; engaging in criminal conspiracy against the Faculty Practice Group or UCLA or any of its employees, officers or directors, or against any legally constituted authority or governing body.
- j) Other violations such as disorderly conduct on Faculty Practice Group or UCLA property including fighting or attempting bodily injury, or the use of profane language towards others; illegally interfering with the work of others; failure to observe security, traffic, parking, or health and safety regulations; causing loss or destruction of material, supplies and equipment; threatening, intimidating, coercing or abusing others, making false public statements derogatory to the Faculty Practice Group, its management or its directors.

REPORTING

Complaints under this policy shall be reported up through the chain of command (supervisor, manager, assistant director, director, COO) and the Human Resources department or Health System Security Department or Office of the Building Security desk. If the employee is reporting a complaint about someone in the employee's chain of command, the employee may go directly to the human resources department. All reports or complaints under this policy will be investigated and will be handled confidentially. Once an investigation is complete, a recommendation on how to rectify or resolve the complaint will be submitted to the appropriate area for disposition. Some behaviors may also be prohibited under criminal law, and where appropriate will be reported to the UCLA Police Department or local police department.

RETALIATION

UCLA Health System Faculty Practice Group seeks to encourage staff to report any problem, concern, or complaint about disruptive and intimidating behavior. Retaliation against someone who reports or provides information about disruptive and intimidating behavior is strictly prohibited. Any act of reprisal violates this policy and will result in appropriate disciplinary action.

SUPERVISORY RESPONSIBILITY

1. Educate all team members – both physicians and non-physician staff on appropriate professional behavior and conduct as defined by this policy. Hold all team members accountable for modeling desirable behaviors, and enforce this policy consistently and equitably among all staff regardless of seniority, clinical discipline or title code, in a positive fashion through enforcement as well as corrective action.
2. If a patient and/or family member is involved in or witnesses intimidating or disruptive behavior, supervisors should listen and empathize with their concerns, thank them for sharing their concerns, and apologize for the behavior that they witnessed.
3. Document all attempts to address intimidating and disruptive behaviors and report up the chain of command.

RESOURCES AVAILABLE

1. Counseling for employees may be available through Staff and Faculty Counseling Center for both the victim and any others within the UCLA Health System community affected by a violent or traumatic incident.
2. Threat Management Teams: teams composed of mental health professionals and members of the UCLA community trained in working with issues related to violence and the appropriate handling of on-going emergencies are available to assist individuals or departments as appropriate. Team members may include representatives from Security, the Staff and Faculty Counseling Center, Legal, and Human Resources.

PROTECTIVE ORDERS

Members of the UCLA Faculty Practice Group who have obtained a protective order should notify their Human Resources manager who will supply a copy to the Security Department if applicable. Other parties may also be informed when deemed necessary for the safety of the employees and the Health System community.

CORRECTIVE ACTION

Employees who violate any part of this policy may be subject to corrective action up to and including dismissal.

REFERENCES

UCLA Health System Human Resources HS7313

POLICY OWNER

Andi Dow Ealey, Manager Human Resources

APPROVAL

Jody Gaspar, Chief Operating Officer

Effective Date: 09/11/14

REVISION HISTORY

Review Date:

Revise Date: