

TITLE: CONFLICT RESOLUTION IN THE WORKPLACE

PURPOSE: To define a process that identifies, reviews, and resolves conflicts between individuals in clinical and non-clinical settings and promotes collaboration, teamwork, mutual respect, and high standards of conduct in the workplace.

POLICY STATEMENT:

All Harris Health System (Harris Health) Workforces must treat others with courtesy, dignity, and respect and are encouraged to resolve conflict at the lowest level possible by using all available internal resources and conflict-management skills.

POLICY ELABORATIONS:

This policy provides the process for addressing all conflicts between and among Workforce Members, patients, and the general public.

I. DEFINITIONS:

A. INAPPROPRIATE CONDUCT: Behavior that is not acceptable in the workplace. Inappropriate conduct includes, but is not limited to threatening, violent, or disruptive behavior.

1. **DISRUPTIVE BEHAVIOR:** Activities that negatively affect interactions in Harris Health facilities. Examples of disruptive behaviors include, but are not limited, to the following:

- a. Conflicts, verbal abuse, or poor relationship with patients, co-workers, supervisors, or other persons;
- b. Reluctance or refusal to answer or respond to a person's questions;
- c. Reluctance or refusal to perform tasks (e.g. return a phone call, text, or page);
- d. Condescending or disrespectful language or voice or a profanity (profanities) when responding to questions;
- e. Outbursts of rage or anger;
- f. Offensive, inappropriate, or crude comments, jokes, or paraphernalia;

- g. Derogatory cartoons, pictures, posters, screensavers, text messages, or emails;
- h. Prolonged stares or leers;
- i. Unwelcome or inappropriate talk about any individual's personal life or intimate facts;
- j. Gossip about other persons;
- k. Use of personal cell phone while providing care to patients, while speaking with supervisor or that interferes with the workplace; or
- l. Use of cell phones or other devices to take pictures; and
- m. Use of cell phones to record conversations or video-record within the workplace without authorization.

2. **THREATENING OR INTIMIDATING BEHAVIOR:** An expressed or implied threat made while within a Harris Health facility or property that interferes with an individual's physical or emotional well-being or safety, which causes a reasonable fear that such harm or injury is about to occur. Examples of threatening behavior include the following:

- a. Words or gestures, which create a reasonable fear of harm or injury to another person(s);
- b. Prolonged or frequent shouting, which creates a reasonable fear of harm or injury to another person (s);
- c. Continual invasion of personal space of another person(s);
- d. Stalking of another person (s); or
- e. Unwelcome phone calls, e-mails, or texting to another person(s).

B. **WORKFORCE OR WORKFORCE MEMBERS:** Harris Health employees, medical staff, trainees, contractors, volunteers, and vendors.

C. **SUPERVISOR:** Any person in the chain of command who is authorized to take appropriate remedial action.

II. PROCEDURE:

See Appendix A

HARRIS HEALTH SYSTEM

POLICY AND REGULATIONS MANUAL

Policy No: 6.39
 Page Number: 3 of 6
 Effective Date: 01/10
 Board Motion No: 10.1-07
 Last Date Revised: 11/13/18
 Due for Review : 11/13/21

REFERENCES/BIBLIOGRAPHY:

Harris Health System Medical Staff Bylaws.

Harris Health System Policy and Procedures 3.19 Medical Staff Guidelines on Physician/Practitioner Health Issues.

Harris Health System Policy and Procedures 6.20 Employee Discipline

Harris Health System Policy and Procedures 6.8 Grievance Procedure

American Nurse Credentialing Center, Pathway to Excellence, Standard #10.

Harris Health Service First Standards of Behavior - Attachment A.

OFFICE OF PRIMARY RESPONSIBILITY:

Harris Health System Vice President of Human Resources.

REVIEW/REVISION HISTORY:

Effective Date	Version# (If Applicable)	Review or Revision Date (Indicate Reviewed or Revised)	Reviewed or Approved by: (If Board of Managers Approved, include Board Motion#)
		Reviewed 8/14/2007	Director of Nursing Programs & Workforce Development
		Revised 8/14/2007	District Nursing Policy and Procedure Council
		Revised 8/27/2007	Nurse Administrative Council
		Approved 10/18/2007	Nurse Executive Council
		Approved 1/7/2008	BT Medical Executives
		Approved 2/6/2008	LBJ Medical Executives
		Approved 2/22/2008	CHP Medical Executives
		Approved 3/11/2008	Medical Board
		Approved 09/01/2009	District Policy Review Committee
01/28/2010	1.0	Approved 01/28/2010	HCHD Board of Managers (Board No. 10.1-07)
	2.0	Approved 11/14/2018	Structure and Organizational Standards Committee

APPENDIX A PROCEDURES

- A. Any individual who observes or is subjected to inappropriate conduct must report the incident immediately to the person's supervisor.
- B. The individual receiving the report may seek assistance from the Human Resources (HR) Business Partner to facilitate resolution of the issue.
- C. The HR Business Partner may initiate an investigation.
- D. Healthcare Provider:
 - a. If the allegation involves a health care provider who is not employed by Harris Health, the Senior Vice President of Human Resources and the Chief Medical Officer must be notified of the allegation.
 - b. The Senior Vice President of Human Resources and the Chief Medical Officer may investigate the complaint in accordance with the medical staff bylaws and in collaboration with the provider's employer, if appropriate.
- E. Non-Healthcare Provider:
 - a. If the allegation involves a non-health care provider who is employed by Harris Health, the Senior Vice President of Human Resources and the Senior Executive Vice President/Chief Operating Officer must be notified of the allegation.
 - b. The Senior Vice President of Human Resources and the Chief Medical Officer may investigate the complaint in accordance with the medical staff bylaws and in collaboration with the provider's employer, if appropriate.
- F. At any time, Harris Health may recommend mediation, the Employee Assistance Program or internal or external training to facilitate a resolution of the conflict(s).
- G. Any remedial actions taken by to resolve the issue(s) shall be documented.
- H. Workforce Members may report inappropriate conduct to the Office of Corporate Compliance by calling the Compliance Hotline at 1-800-500-0333.

HARRIS HEALTH SYSTEM

POLICY AND REGULATIONS MANUAL

Policy No:	6.39
Page Number:	5 of 6
Effective Date:	01/10
Board Motion No:	10.1-07
Last Date Revised:	11/13/18
Due for Review :	11/13/21

- I. A Workforce Member who commits or condones any form of retaliation against an individual who in good faith reports inappropriate conduct may, within the discretion of his/her employer, be subject to disciplinary action, up to and including termination.

ATTACHMENT A SERVICE FIRST STANDARDS OF BEHAVIOR



SERVICE MISSION STATEMENT

*To create a culture where employees want to work, physicians want to practice, and patients want to come for care by always putting Service**FIRST!***

SERVICE VALUES

- ☒ Friendliness
- ☒ Integrity
- ☒ Responsibility
- ☒ Satisfaction
- ☒ Teamwork

SERVICE STANDARDS OF BEHAVIOR

Friendliness: Make eye contact and smile. Introduce yourself; offer assistance. Say the patient's name often.

Integrity: Ensure our customers' right to privacy and modesty. Do what you say you'll do. Exceed expectations.

Responsibility: Live HCHD's mission. Be accountable. Take pride in your appearance and keep our facilities clean.

Satisfaction: Say words like, "my pleasure," and "I'll be happy to." Give everyone prompt service; keep them informed.

Teamwork: Respect and encourage co-workers so our guests' needs are met. Encourage co-workers and recognize them for a job well done.