

**POLICIES & PROCEDURES  
GOOD SAMARITAN HEALTH CENTER  
MERRILL, WISCONSIN**

**Department:** Administration/Medical Staff  
**New Policy Effective Date** 6/1/95  
**Date Revised & Reviewed** 12/2006; 5/2007; 8/2009  
**Initiated By:**

**Name** Michael Hammer  
**Title** Hospital President  
**Date** 08/2009

**Policy #** *M22*  
**Approved By:**

<u>President</u>	<u>Date</u>
<i>[Signature]</i>	
<u>Medical Staff President</u>	<u>Date</u>
<i>[Signature]</i>	<i>11/19/09</i>
<u>Board of Directors</u>	<u>Date</u>

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**SUBJECT: PROFESSIONAL BEHAVIOR – MEDICAL STAFF**

**POLICY:** It is the policy of Good Samaritan Health Center that all individuals within its facility be treated courteously, respectfully and with dignity. Good Samaritan Health Center requires all individuals, employees, physicians, and allied health professionals to conduct themselves in a professional and cooperative manner consistent with Ministry's Core Values and the Ministry Promise to earn trust by working together to keep patients first in everything we do. Medical Staff and Allied Health Professional Staff are required to review and sign the Ministry Health Care Clinician Values Behavior Commitment as part of the Medical Staff/Allied Health Professional Application process at initial appointment and reappointment.

If an employee fails to conduct him or herself in the required manner, the matter shall be addressed in accordance with hospital employment policies. If a Medical Staff or Allied Health Professional Staff member fails to conduct him or herself appropriately the matter shall be addressed in accordance with the established policy as follows:

**PURPOSE:**

To minimize disruptions to patient care and the operations of the Hospital.

To establish clear limits regarding tolerance of disruptive conduct.

**GENERAL INFORMATION:**

1. Unusual, unorthodox or different behavior that does not adversely affect or interfere with others, except as set forth below, is usually not sufficient to justify disciplinary action.
2. Examples of unacceptable disruptive conduct can include the following:

- a. Attacks leveled at employees or appointees of the Medical Staff which are personal, irrelevant or go beyond the bounds of fair professional comment.
  - b. Impertinent or other inappropriate comments written (or “cute” illustrations drawn) in patient medical records, or other official documents, impugning the quality of care in the hospital, or attacking or disparaging particular medical staff members, allied health professionals or employees, or hospital policy.
  - c. Non-constructive criticism, addressed to its recipient in such a way as to intimidate, undermine confidence, belittle or to impute stupidity or incompetence.
  - d. Refusal to accept medical staff assignments, or to participate in committee or departmental affairs on anything but his or her own terms or to do so in a disruptive manner.
  - e. Imposing idiosyncratic requirements on the staff which have nothing to do with better patient care but serve only to burden the staff with “special” techniques and procedures.
  - f. Other examples of unacceptable behaviors, including but not limited to those outlined in the Clinician Values Behavior Commitment, a copy of which is attached to the policy and incorporated by reference.
3. Documentation of disruptive conduct is critical since it is ordinarily not one incident that justifies corrective action, but rather a pattern of conduct.

**PROFICIENCY:**

Medical and Allied Health Professional Staff members  
GSHC employees

**PROCEDURE:**

1. Persons involved with and/or witnessing the behavior shall document the following on a form designed for such use:
  - a. Note date and time of questionable behavior.
  - b. Include whether the behavior affected or involved a patient in any way (name the patient).
  - c. Include the circumstances which precipitated the situation.
  - d. Include a description of the questionable behavior limited to factual, objective language.
  - e. Note the consequences, if any, of the disruptive behavior as it relates to patient care or hospital operations.
  - f. Record any action taken to remedy the situation including date, time, place, action and name(s) of those intervening.

2.
    - a. The report shall be submitted to the President of the Medical Staff and GSHC Hospital President, who will investigate the validity of the concern. If the report is found to be valid and appropriate, the procedure outlined in item 3 or 4 below will be followed, depending upon whether the incident was isolated or part of a pattern. If the report is found not to be valid and appropriate, that will be noted in the files as noted in 2.b below.
    - b. Copies of related documents will be kept for five years. However, if no additional reports or behavioral incidents are reported, those documents can then be destroyed.
  3. If a single incident warrants a discussion with the medical staff member, the President of the Medical Staff shall initiate that and emphasize that such conduct is inappropriate.
  4. If it appears to the GSHC Hospital President and President of the Medical Staff that a pattern of disruptive behavior is developing, one or both, or their designee, shall discuss the matter informally with the medical staff member.
    - a. The initial approach should be collegial and designed to be helpful to him/her.
    - b. Emphasize that if behavior continues, more formal action will be taken to stop it.
    - c. Informal meetings shall be documented thoroughly with any rebuttal noted.
    - d. A follow-up note to the medical staff member shall state that the medical staff member is expected to behave professionally and cooperatively as a condition of medical staff membership.
  5. If such behavior continues, the President of the Medical Staff or one acting on the President's behalf shall meet with and advise the medical staff member that such conduct is intolerable and must stop. This meeting is not a discussion, but rather, constitutes the medical staff member's final warning before suspension or initiation of corrective action pursuant to the Medical Staff Bylaws. It shall be followed with a letter reiterating the warning. That letter becomes a part of the medical staff member's permanent file.

A single additional incident shall result in either precautionary suspension of no more than 14 days by the GSHC Hospital President or initiation of formal corrective action pursuant to the Medical Staff Bylaws or both. The Medical Staff Executive Committee and GSHC Hospital President shall be fully apprised of the previous warnings issued to the medical staff member so they are prepared to take whatever action is necessary to terminate the unacceptable conduct.





## Clinician Values Behavior Commitment

It is the expectation that all members of the Medical and Allied Health Staffs conduct themselves in a manner consistent with Ministry's Core Values, exemplify a high level of human behavior and preserve human dignity. Thus, the members of the Medical and Allied Health Staffs agree to interact with others in a respectful, supportive, honest, open, cooperative and compassionate manner.

Promise	
We earn trust by working together as One Ministry to keep patients first in everything we do.	

Clinician's Commitment – Desired Behaviors		Examples of Unacceptable Behaviors
<b>Service: Accountability, Coaching, Patient and Family First, Communication</b> <ul style="list-style-type: none"><li>Respond to patients questions promptly</li><li>Involve patients in care decisions</li><li>Demonstrate a passion for understanding and meeting the needs of our patients, families, and co-workers</li><li>Clearly and concisely relay pertinent and only factual information</li><li>Take an active responsibility in our patient satisfaction levels</li><li>Celebrate and recognize successes in others</li><li>Provide timely access for my services</li></ul>		<b>Service: Accountability, Coaching, Patient and Family First, Communication</b> <ul style="list-style-type: none"><li>Blaming others or making excuses for failures</li><li>Utilizing fear as a motivator, creating a punitive environment</li><li>Using excuses or shifting responsibility when an issue is raised by a patient or family member</li><li>Badmouthing a situation or another individual</li><li>Criticizing inappropriately a situation, colleague or employee</li><li>Complaining to a third party about someone else</li></ul>
<b>Justice: Preserving Dignity, System Thinking, Stewardship, Data Driven Management</b> <ul style="list-style-type: none"><li>Promote teamwork among groups, discourage "we" vs. "they" thinking</li><li>Hold myself and others accountable for results</li><li>Demonstrate a commitment to the success of Ministry Health Care</li><li>Identify improvement opportunities and remove waste</li><li>Provide constructive feedback to others when opportunities to improve performance exist</li><li>Use and share evidence-based medicine and best practices</li><li>Surface and resolve conflict in a manner consistent with our values to create better solutions</li></ul>		<b>Justice: Preserving Dignity, System Thinking, Stewardship, Data Driven Management</b> <ul style="list-style-type: none"><li>Being disrespectful of cultural and religious differences</li><li>Raising your voice when speaking with others</li><li>Closing your mind to the opinions of others by talking over them and/or not listening</li><li>Making comments that are disrespectful of others</li><li>Speaking poorly of other individuals or departments</li></ul>
<b>Presence: Integrity, Compassion, Team Player, Listening</b> <ul style="list-style-type: none"><li>Act ethically and with integrity</li><li>Deal with people and issues openly, directly and respectfully</li><li>Treat others with respect/courtesy</li><li>Keep patient and business information confidential</li><li>Treat patients, families and co-workers with respect and compassion</li></ul>		<b>Presence: Integrity, Compassion, Team Player, Listening</b> <ul style="list-style-type: none"><li>Swearing or making demeaning comments to or about others</li><li>Making verbal threats or exhibiting threatening posture during heated discussions</li><li>Blaming or criticizing co-workers</li><li>Taking credit for others' work</li><li>Using inappropriate humor or negative comments</li><li>Interrupting others when speaking</li><li>Taking advantage of situations for personal gain</li></ul>
<b>Vision: Self Awareness, Sets Direction, Critical Thinking</b> <ul style="list-style-type: none"><li>Set high performance expectations and a mindset of excellence</li><li>Demonstrate a "can do" attitude and a bias for action</li><li>Embrace change for improvement; be personally willing to undertake it in order to meet patient needs</li><li>Listen carefully, ask questions, and be open to input from others</li><li>Lead by example</li><li>Actively seek learning opportunities to improve my performance</li></ul>		<b>Vision: Self Awareness, Sets Direction, Critical Thinking</b> <ul style="list-style-type: none"><li>Being critical of new ideas – resistant to incorporating new ideas/initiatives</li><li>Hiding mistakes</li><li>Using excuses to justify non adherence and to deflect responsibility</li><li>Using body language or comments to declare certain topics or options as "off limits"</li></ul>

My signature signifies that I have read the above statement and agree to conduct myself in accordance with these standards.

Applicant's Signature

Date