

TRAINING UPDATE

Lab Location: GEC, SGAH & WAH
Department: All staff

Date Distributed: 2/28/2014
Due Date: 3/31/2014
Implementation: 4/1/2014

DESCRIPTION OF PROCEDURE REVISION

Name of procedure:
Employee Conduct GEC.L19 / SGAH.L21 / WAH.L21 v2
Description of change(s):
<p>Section 4: add PD&R definitions</p> <p>Section 5: add AHC Standards of Behavior, add AIDET. Update to corrective action guidelines</p> <p>Section 6: update document titles, add intranet site</p> <p>This revised SOP will be implemented on April 1, 2014</p>

Document your compliance with this training update by taking the quiz in the MTS system.

Approved draft for training all sites (version 2)

Non-Technical SOP

Title	Employee Conduct	
Prepared by	Leslie Barrett	Date: 2/23/2009
Owner	Lori Loffredo	Date: 2/23/2009

Laboratory Approval		
Print Name and Title	Signature	Date
<i>Refer to the electronic signature page for approval and approval dates.</i>		
Local Issue Date:		Local Effective Date:

Review:		
Print Name	Signature	Date

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1. PURPOSE

Employment is “at will” and subject to termination by either employer or employee at any time, for any reason. There are no contractual relationships between these two parties and letters, benefit statements, performance appraisals or employee handbooks cannot be interpreted as such. In order to monitor this “at will” relationship, the Laboratory has developed guidelines and discipline methods to track performance.

2. SCOPE

This procedure applies to all Laboratory employees.

3. RESPONSIBILITY

All Laboratory employees are expected to conduct themselves professionally, responsibly and according to the company’s values.

Managers and supervisors are expected to provide documentation and enforcement of this policy.

4. DEFINITIONS

ES – Employee Services Department
[PD&R – Performance Development and Review](#)

5. PROCEDURE

A. General Information and Standards

1. Employees are expected to conduct themselves professionally, responsibly and according to the company’s values.

2. The Standards of Behavior for Adventist Healthcare are used as a guide for performing day to day activities. These standards encompass the core values known by the acronym RISES.
-Respect -Integrity -Service -Excellence -Stewardship
Employees commit to modeling these standards and will encourage others to do the same. Awareness and agreement to these standards is documented by signing an acknowledgment form.
3. As a means to enhance patient experiences and promote a personal connection, Adventist Healthcare utilizes the AIDET system. Staff must follow this process with every encounter and every person, including other employees.
Acknowledge:
 - Connect with the person
 - Put down paperwork
 - Make the patient your focus
 - Use eye contact, a pat on the shoulder, and a smileIntroduce:
 - Let the patient know who you are
 - Give your name
 - Say your job title
 - What is your role or experienceDuration
 - Set expectations
 - Give an accurate time for service
 - Provide update on delays or changesExplanation
 - Give information to lessen patient anxiety
 - Step by step instructions of what will happen
 - Answer questionsThank you
 - Make sure the patient knows they are appreciated
 - Thank patient or family for choosing our hospital
 - Thank patient for being part of the healthcare experience
4. There may be occasions when an employee's conduct deviates from these standards or adversely affects the business of Quest Diagnostics. In those situations, corrective action will be taken, up to and including discharge.

B. Components of Corrective Action

1. Informal Corrective Action should be done regularly and be ongoing and proactive. During informal corrective action supervisors:
 - a. Set expectations and identify specific development areas
 - b. Provide coaching and feedback
 - c. Have one-on-one discussions
 - d. Retain notes of discussions, agreements and dates for more structured discussions

- e. May develop a Performance Improvement Plan (PIP)
2. Formal Corrective Action is a structured process comprised of up to four steps, which may include a Performance Improvement Plan:
 - a. Step One: Summary of Discussion
 - b. Step Two: Written Warning
 - c. Step Three: Final Written Warning
 - d. Step Four: Termination of Employment

C. General Guidelines Related to Corrective Action

1. The Corrective Action Guidelines are intended to help the employee identify what his or her deficiencies are and to develop a plan to improve to a satisfactory level. This process will generally be followed, but management may vary from any or all of these steps in its sole discretion as it deems appropriate based upon the circumstances of the situation.
2. Formal Corrective Action will be managed in two pillars though management may consider both pillars together based upon the circumstances of the situation:
 - a. Performance: encompasses productivity, quality of work, conduct, safety, compliance and all policies other than attendance.
 - b. Attendance: encompasses attendance and tardy policy violations. (See Attendance Policy for specific requirements.)
3. Patterns of an employee going on and off of Corrective Action will be addressed as a performance issue through the PD&R process and/or individual Corrective Action of the situation.
4. The supervisor must discuss the situation with the employee prior to making a decision about whether formal Corrective Action is warranted and at what level.
5. Depending on the severity of the behavior (i.e., violent, abusive, or harassing behavior, violation of the company's substance abuse policy, compliance, etc.), an employee may be placed on a Career Final Written Warning that remains active for the length of his/her employment with the Company. If similar behavior occurs again, termination of employment may result regardless of when the prior incident took place.
6. Generally, a Summary of Discussion, Written Warning or Final Written Warning will remain in effect for a minimum of six months. If an extension beyond six months is warranted, the employee will be notified.

D. Step Progression: Formal Corrective Action

1. The Laboratory uses a process called progressive counseling to change unacceptable work or personal behavior patterns to encourage employees to become more productive workers.
2. Step One: Summary of Discussion

- a. This is a memo that summarizes a discussion with an employee for a minor work rule or first time violation.
 - b. Supervisor discusses performance deficiency with employee.
 - c. Supervisor prepares a summary of that discussion after meeting has concluded.
 - d. Employee receives a copy of the Summary from supervisor. Employee signature is not required.
 - e. Written documentation is kept in the department file and is provided to Human Resources as a part of the documentation in the event the employee moves to Step Two or above.
 - f. A Performance Improvement Plan (PIP) may be developed.
3. Step Two: Written Warning
- a. If performance does not improve after issuance of a Summary of Discussion, this written account of an employee's failure to meet performance standards is utilized.
 - b. This notice must be signed by the employee's supervisor and reviewed and approved by Human Resources Service Center (HRSC) **before** it is issued to the employee.
 - c. Supervisor discusses performance deficiency with employee.
 - d. The original Written Warning is maintained in the employee's personnel file in Employee Services. Copy of the document is given to employee.
 - e. Supervisor provides corrective action document to HRSC once administered.
 - f. A Performance Improvement Plan may be developed.
4. Step Three: Final Written Warning
- a. A final written account of an employee's failure to meet performance standards states that additional occurrences within the period outlined may result in termination.
 - b. This notice must be signed by the employee's supervisor and reviewed and approved by Human Resources Service Center (HRSC) **before** it is issued to the employee.
 - c. Supervisor discusses performance deficiency with employee. Employee receives a copy of the Final Written Warning from supervisor. Employee signature is required on document. If the employee refuses to sign the document, the supervisor will note "Employee refused to sign" on the employee signature line.
 - d. The original Final Written Warning is maintained in the employee's personnel file in Employee Services. Copy of document is given to employee.
 - e. Supervisor provides corrective action document to HRSC once administered.
 - f. A Performance Improvement Plan may be developed.
5. Step Four: Termination of Employment
- a. If non-compliance continues or is misconduct is egregious, the supervisor may progress to this final stage.
 - b. Supervisor discusses performance deficiency with employee.
 - c. Employee may be placed on paid administrative leave pending the outcome of an investigation.

- d. Supervisor prepares the Termination Recommendation document. It must be signed by the employee's supervisor, manager and department head, and reviewed and approved by Human Resources Service Center (HRSC) **before** the action is taken.
 - This document summarizes the events leading to the employee's termination.
 - Employee signature is not required.
 - It is not provided to the employee upon departure and is intended to document the events leading to the termination and remains a record in the personnel file.
- e. Once HR approves, the supervisor and HR conduct termination discussion with the employee.

E. Performance Improvement Plan (PIP)

1. The manager/supervisor may place the employee on a Performance Improvement Plan (PIP) at any stage in either the formal or informal process. **It may be developed collaboratively between the supervisor and the employee**
 - a. when an employee has been involved in a disciplinary situation which has not been readily resolved or
 - b. when an employee has demonstrated an inability to perform assigned work responsibilities efficiently
2. The purpose of the PIP is to clearly outline the areas needed for improvement and specify the actions required to help bring the performance or behavior to an acceptable level.
3. The employee and the supervisor each retain a copy of the PIP. Progress against the PIP must be reviewed regularly with the employee and the discussion documented on the PIP form.
4. This status will last for a predetermined amount of time not to exceed ninety (90) days. Within this ninety-day period, the employee must demonstrate a willingness and ability to meet and maintain the conduct and/or work requirements as specified by the manager/supervisor and the organization. At the end of the performance improvement period, the employee will either be returned to regular employee status or if established goals are not met, dismissal may occur.

6. RELATED DOCUMENTS

Corrective Action Guidelines, 7/1/13; and Corrective Action Forms, Quest Diagnostics intranet, http://questnet1.qdx.com/units_functions/hr/hrsc/myteam.htm
Standards of Behavior, Adventist Healthcare
Attendance Policy, Laboratory policy

7. REFERENCES

Your Employee Handbook, Quest Diagnostics, Quest Diagnostics intranet

8. REVISION HISTORY

Version	Date	Reason for Revision	Revised By	Approved By
		Supersedes SOP L027.01		
000	3/10/2010	Updated owner Section 5: item 3 updated Section 6: added document Section 7: updated to current version	L. Barrett	L. Loffredo
001	2/21/2014	Section 4: add PD&R Section 5: add AHC Standards of Behavior, add AIDET. Update to corrective action guidelines Section 6: update document titles, add intranet site Footer: version # leading zero's dropped due to new EDCS in use as of 10/7/13.	L. Barrett	L. Loffredo

9. ADDENDA AND APPENDICES

None



Standards of Behavior

Shady Grove Adventist Hospital and Adventist HealthCare have identified five core values that we use as a guide in carrying out our day to day activities: **RISES**

-Respect -Integrity -Service -Excellence -Stewardship

Respect

We recognize the infinite worth of each person and care for them as a whole person.

- Smile, make eye contact and greet everyone in a friendly manner. Introduce yourself and address patient by name.
- Be clean, professional and wear your ID badge so that your name and photo are visible.
- Knock before entering a room. Identify yourself, your position and purpose for visiting.
- Answer telephones promptly and cheerfully. Identify yourself and your department.
- Safeguard private and confidential information. Never discuss patients and their care in public areas.
- Treat one another with kindness and courtesy regardless of social, cultural, political, religious or physical differences.

Integrity

We are above reproach in everything we do.

- Create a positive and productive work climate.
- Act in the best interest of others and take a personal accountability for doing the right thing.
- Be truthful in word and action.
- Follow through on promises, keep appointments and complete work assignments on time.
- Keep conversation positive and constructive; avoid negativism (i.e. rudeness, negativity, arguing, criticizing, profanity, and gossip).
- Admit mistakes and takes corrective action.

Service

We provide compassionate and attentive care in a manner that inspires confidence.

- Always thank patient for choosing Shady Grove Adventist Hospital.
- Anticipate patient/family needs at all times. Interact in caring and compassionate manner by listening, asking appropriate questions and responding to other's needs.
- Escort patients and guests to their destination, rather than pointing the way.
- Inform patients and their families of the service they will receive and the expected time frame.
- Provide a comfortable atmosphere for waiting patients and thank them for waiting.
- Offer explanations, not excuses; apologize for delays, inconvenience or mistakes. Rudeness is NEVER acceptable.

Excellence

We provide world-class clinical outcomes in an environment that is safe for both our patients and caregivers.

- Commit yourself to accuracy, excellence and continuous improvement.
- Work together as a TEAM-collaborate, manage differences and provide constructive feedback to help others.
- Encourage and praise others for work well done.
- Demonstrate a willingness to go beyond your job description and "go the extra mile" for others.
- Ask appropriate questions to ensure clear understanding of the problem or issue.
- Ask for assistance as needed. Consult with supervisor if unable to safely perform assigned task.
- Cleanliness is everyone's responsibility. Do your part – pick up trash, keep your work area clean and clean up spills immediately.

Stewardship

We take personal responsibility for the efficient and effective accomplishment of our mission.

- Work productively and accept accountability.
- Demonstrate responsibility in time and attendance. Use time and materials wisely and share available resources.
- Take action to reduce or manage risks when appropriate.
- Identify and recommend cost saving measures.
- Take good care of facilities, property and equipment.

Take Pride in yourself and in Shady Grove Adventist Hospital

By signing below, I acknowledge I have read and been informed of the Standards of Behavior at Shady Grove Adventist Hospital. Further, I understand, as an expression of our core values, I will be accountable to modeling these standards and will encourage others to do the same.

9600-025

Print Name

Signature

Date



Standards of Behavior

Washington Adventist Hospital and Adventist HealthCare have identified five core values that we use as a guide in carrying out our day to day activities: RISES

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Respect

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- Be clean, professional and wear your ID badge so that your name and photo are visible.
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Service

We provide compassionate and attentive care in a manner that inspires confidence.

- Always thank patient for choosing Washington Adventist Hospital.
- Anticipate patient/family needs at all times. Interact in caring and compassionate manner by listening, asking appropriate questions and responding to other's needs.
- Escort patients and guests to their destination, rather than pointing the way.
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Print Name

Signature

Date