

TRAINING UPDATE

Lab Location:
Department:

GEC, SGMC & WOMC
All staff

Date Distributed:
Due Date:

1/6/2021
2/6/2021

DESCRIPTION OF REVISION

Name of procedure:

Employee Conduct SGAH.L21 v6

Description of change(s):

Header: changed WAH to WOMC

Section 5: updated AHC vision and pillars, added strategic themes

Section 6: updated AHC policies

Note:

- The general information & standards are discussed at every general lab staff meeting.
- Employees must be able to state the Adventist Healthcare mission, vision and values and model their behavior accordingly.

This revised SOP will be implemented January 11, 2021

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

Non-Technical SOP

Title	Employee Conduct	
Prepared by	Leslie Barrett	Date: 2/23/2009
Owner	Robert SanLuis	Date: 5/24/2018

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:

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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.

Performance Management and related tools (i.e. Corrective Action Documents) are an important part of our approach called **Performance Excellence**, for optimizing individual performance to achieve business results. Performance Excellence provides important tools, resources and defines roles for optimizing individual performance to help ensure the success of all employees.

Performance Management is designed specifically for situations where our Performance Excellence tools have failed and there are serious performance deficiencies that need immediate focus.

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. Employees must be able to state the Adventist Healthcare mission, vision and values and model their behavior accordingly.

Managers and supervisors are expected to provide documentation and enforcement of this policy. Management may, but does not need to, seek approval of a Summary of Discussion, Written Warning, or PIP from the Human Resources Service Center. (There may be approval steps within a functional or leadership group.) All Final Written Warnings and terminations must be reviewed and approved by the Human Resources Service Center.

4. DEFINITIONS

PD&R – Performance Development and Review
 HRSC – Human Resources Service Center

5. PROCEDURE

A. General Information and Standards

Step	Action												
1	Employees are expected to conduct themselves professionally, responsibly and according to the company’s values.												
2	<p>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 and are the support for achieving the hospitals’ mission.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Value</th> <th style="text-align: center;">Standard</th> </tr> </thead> <tbody> <tr> <td>Respect</td> <td>We recognize the infinite worth of each individual.</td> </tr> <tr> <td>Integrity</td> <td>We are conscientious and trustworthy in everything we do.</td> </tr> <tr> <td>Service</td> <td>We care for our patients, their families and each other with compassion.</td> </tr> <tr> <td>Excellence</td> <td>We do our best every day to exceed expectations.</td> </tr> <tr> <td>Stewardship</td> <td>We take ownership to efficiently and effectively extend God’s care.</td> </tr> </tbody> </table> <p>Employees commit to modeling these standards and will encourage others to do the same. Awareness and agreement to these standards is documented via electronic acknowledgement by signing an acknowledgment form.</p>	Value	Standard	Respect	We recognize the infinite worth of each individual.	Integrity	We are conscientious and trustworthy in everything we do.	Service	We care for our patients, their families and each other with compassion.	Excellence	We do our best every day to exceed expectations.	Stewardship	We take ownership to efficiently and effectively extend God’s care.
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Step	Action										
3	<p>The Adventist Healthcare Pillars are the framework to achieve the vision “We will provide a world-class patient experience to every person, every time.”</p> <table border="1" data-bbox="396 338 1416 531"> <thead> <tr> <th data-bbox="396 338 766 380">Pillar</th> <th data-bbox="766 338 1416 380">Explanation</th> </tr> </thead> <tbody> <tr> <td data-bbox="396 380 766 422">People</td> <td data-bbox="766 380 1416 422">Best place to work and grow</td> </tr> <tr> <td data-bbox="396 422 766 464">Quality and Safety</td> <td data-bbox="766 422 1416 464">Best place to receive care</td> </tr> <tr> <td data-bbox="396 464 766 506">Experience</td> <td data-bbox="766 464 1416 506">Best experience in receiving care</td> </tr> <tr> <td data-bbox="396 506 766 531">Finance</td> <td data-bbox="766 506 1416 531">Long-term financial viability</td> </tr> </tbody> </table> <p>Three strategic themes assist with achieving the vision:</p> <ul style="list-style-type: none"> • Bigger – sustainably expand the mission • Better – consistently perform with excellence • Beyond – promote collaborative innovation 	Pillar	Explanation	People	Best place to work and grow	Quality and Safety	Best place to receive care	Experience	Best experience in receiving care	Finance	Long-term financial viability
Pillar	Explanation										
People	Best place to work and grow										
Quality and Safety	Best place to receive care										
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4	<p>The Adventist Healthcare Mission is the overall goal of the company “We extend God’s care through the ministry of physical, mental and spiritual healing”</p>										
5	<p>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.</p> <p>Acknowledge:</p> <ul style="list-style-type: none"> • Connect with the person • Put down paperwork • Make the patient your focus • Use eye contact, a pat on the shoulder, and a smile <p>Introduce:</p> <ul style="list-style-type: none"> • Let the patient know who you are • Give your name • Say your job title • What is your role or experience <p>Duration</p> <ul style="list-style-type: none"> • Set expectations • Give an accurate time for service • Provide update on delays or changes <p>Explanation</p> <ul style="list-style-type: none"> • Give information to lessen patient anxiety • Step by step instructions of what will happen • Answer questions <p>Thank you</p> <ul style="list-style-type: none"> • 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 										

Step	Action
5 Cont.	Ten Five (10/5) Rule is an additional part of AIDET <ul style="list-style-type: none"> • Acknowledge any person with whom you come within 10 feet of (eye contact and a smile) • Greet any person with whom you come within 5 feet of (hello, good day, etc.)
6	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 Performance Management

Step	Action
1	Informal Performance Management should be done regularly and be ongoing and proactive. During informal Performance Management supervisors / managers must: <ol style="list-style-type: none"> a. Set clear expectations and identify specific development areas b. Provide ongoing coaching and feedback c. Measure performance behaviors and results d. Conduct one-on-one discussions e. Retain notes of discussions, agreements and dates for more structured discussions f. May develop a Performance Improvement Plan (PIP)
2	Formal Performance Management is a structured process comprised of the following components of corrective action, which may include a Performance Improvement Plan: <ol style="list-style-type: none"> a. Summary of Discussion b. Written Warning c. Final Written Warning d. Termination of Employment
3	Performance Improvement Plan (PIP) <ol style="list-style-type: none"> a. A PIP may be developed collaboratively between the supervisor and the employee at any stage, including either the formal or informal process. The PIP does not take the place of formal performance management but can be utilized in conjunction (Summary, Written or Final Written Warning) with this process. b. 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. 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. c. 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

Step	Action
	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.

C. General Guidelines Related to Performance Improvement

Step	Action
1	Performance Management is 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	During all aspects of performance management, and with each component, the supervisor will continue to ensure regular feedback about performance as it improves, or deficiencies that are continuing. <ul style="list-style-type: none"> • Issues arising from integrity, such as Compliance violations, theft, workplace violence, as well as; other types of misconduct deemed to be serious by the Company, is subject to immediate termination, without prior Performance Management being issued. Performance encompasses all expectations of a position, such as productivity, quality of work, conduct, compliance, safety, and attendance.
3	Patterns of an employee going on and off of Performance Management may be addressed through the PD&R process and/or individual management of the situation.
4	The supervisor should in most circumstances discuss the situation with the employee prior to making a decision about whether formal performance improvement is warranted and at what level.
5	Generally, a Summary of Discussion, Written Warning or Final Written Warning will remain in effect for a minimum of six months. The time frame may be less or more at the sole discretion of management.
6	Managers / supervisors should ensure that the following criteria is met when delivering any component of Performance Management: <ol style="list-style-type: none"> a. Specify, in writing as applicable, the policy, rule or expectation that the employee is not meeting; b. Ensure accuracy, specificity and completeness with regard to all dates, times and other details; c. Be objective – i.e., rely on objective facts, not subjective feelings or impressions; d. Include all basis for the action being taken;

Step	Action
	<ul style="list-style-type: none"> e. Do not consider any protected classifications when evaluating performance (this includes race, gender, disability, age, pregnancy, etc.) f. Have a consistent and fair approach g. Ensure that any written warning is clearly written and grammatically correct.

D. Components of Formal Performance Management

Step	Action
1	<p>The processes below are guidelines and will generally be followed, but management may choose any of these components in its sole discretion as it deems appropriate based upon the circumstances of the situation.</p>
2	<p>Summary of Discussion</p> <ul style="list-style-type: none"> a. Supervisor discusses performance deficiency with employee. b. Supervisor prepares a summary of that discussion after meeting has concluded. c. Supervisor arranges a follow up meeting with employee to review the Summary of Discussion. 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 Written Warning or above. f. A Performance Improvement Plan (PIP) may be developed.
3	<p>Written Warning</p> <ul style="list-style-type: none"> 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. Supervisor discusses performance deficiency with employee. c. Supervisor prepares a Written Warning based on discussion after meeting has concluded. d. Supervisor arranges a follow up meeting with employee to review the Written Warning and ensure employee understands expectations. e. The original Written Warning is maintained in the employee's personnel file in Employee Services. Copy of the document is given to employee. f. Supervisor provides Written Warning to HRSC once administered. g. A Performance Improvement Plan may be developed.

Step	Action
4	<p>Final Written Warning</p> <ol style="list-style-type: none"> 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. <u>Employee signature is required on document</u>. 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 Final Written Warning to HRSC once administered. f. A Performance Improvement Plan may be developed.
5	<p>Termination of Employment</p> <ol style="list-style-type: none"> a. If non-compliance continues or if 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. <ul style="list-style-type: none"> • This document summarizes the events leading to the employee’s termination. • Employee signature is <u>not</u> required. • It is <u>not</u> 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.

6. RELATED DOCUMENTS

Performance Management Guidelines, 1/1/18; Quest Diagnostics intranet, HR Service Center, Career & Development tab

Mission, Vision, Values and Success Factors, Adventist Healthcare Corporate policy (AHC 1.1)

Employee Conduct, Adventist Healthcare Corporate policy (AHC 2.20)

Attendance Policy, Laboratory policy

AIDET Training (AG.F380)

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
2	5/25/2016	Section 4: remove ES, add HRSC Section 5: replace corrective action with performance management throughout, add criteria for improvement steps Section 6: update Quest intranet document	L. Barrett	L. Loffredo
3	5/24/2018	Updated owner Header: added other sites Section 3: added expectation for stating AHC mission, vision, values Section 5: added detail for RISES; added vision, pillars and mission; added 10/5 rule to AIDET Section 6: added AIDET training form	L Barrett S Codina	R SanLuis
4	2/1/2019	Section 5: remove separation of work and attendance discipline; update formal performance management steps to match QD policy; remove redundant information Section 6: update QD policy	L Barrett S Codina	R SanLuis
5	12/21/20	Header: changed WAH to WOMC Section 5: updated AHC vision and pillars, added strategic themes Section 6: updated AHC policies	L Barrett	R SanLuis

9. ADDENDA AND APPENDICES

None