

	POLICY Number: 7311-30-001 Title: Respectful Workplace
Authorization [] President and CEO [X] Vice President, People Practice and Quality	Source: Director, Organizational Learning and Leadership Cross Index: 7311-30-022 Date Approved: April 19, 2011 Date Revised: August 10, 2017 Date Effective: August 25, 2017 Date Reaffirmed: Scope: SHR

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OVERVIEW

This is a respectful workplace policy. If behaviour constitutes harassment see SHR Policy: *Workplace Harassment (link to be inserted)*. If behaviour or actions are of a violent nature see SHR Policy: [Violence Management \(link inserted\)](#).

Saskatoon Health Region (SHR) is committed to promoting a respectful and psychologically safe Workplace. This policy assists with building awareness of:

- The responsibility for all staff to ensure a respectful and healthy Workplace as established in SHR's [Code of Conduct/Our Values in Action \(links inserted\)](#) and SHR's *Respect for People* (foundational behaviours document) see Appendix A, and
- Professional behavior and the different forms/ranges of disrespectful/disruptive behaviour.

This policy supports a respectful workplace for all staff, describes SHR's duty and staff responsibilities. The procedure addresses prevention strategies, the processes to follow to resolve interpersonal conflict related to perceived disrespectful, unprofessional or disruptive behavior.

DEFINITIONS

Conflict means a disagreement between staff. It may or may not be characterized by a breakdown in communication between two or more individuals that impact their ability to work safely, productively and cooperatively in the workplace. Constructive conflict is characteristic of a high performing team. Destructive conflict is characterized by disrespectful/disruptive behavior (see below).

Disrespectful/Disruptive Behaviour means actions including, but not limited to, yelling, intimidation, social isolation and exclusion in the Workplace, ridicule and humiliation in person or in front of others, verbal threats and offensive gestures, Workplace gossip, sabotaging someone's work; may include non-verbal communication. Examples include, but are not limited to: eye rolling, heavy sighs, slamming a book shut, glaring at someone, raising one eyebrow to convey disbelief, or even being silent.

Respectful Workplace means an environment characterized by behaviours consistent with SHR values, *Code of Conduct /Our Values in Action*, and *Respect for People* (foundational behaviours).

Manager means in-scope or out of scope direct report or Department Head.

Staff means SHR employees, practitioner staff, professional staff, contractors, vendors, students and volunteers.

Workplace means any SHR owned, operated and leased facility/home; includes washrooms, locker rooms, cafeterias, the grounds, vehicle or mobile equipment used or likely to be used for work purposes (e.g. social media) by staff in any occupation, client's residence, training sessions, business travel, conferences, and offsite activity organized by the workplace, etc. Workplace also includes anywhere SHR services are provided in the community.

1. PURPOSE

The purpose of this policy is to facilitate creating and sustaining a respectful workplace and support staff when experiencing perceived disrespectful/disruptive behavior.

2. PRINCIPLES

2.1 Staff have the right to work in a workplace where staff are treated respectfully.

- All individuals have the right to be treated fairly and deserve to be treated with respect and dignity.
- Every individual has the right to work in a safe, respectful workplace.
- Every individual must take personal responsibility for developing constructive and respectful work relationships.
- Conflict is a normal part of human interaction and is expected in the workplace.
- Every individual will be supported to use collaborative problem solving when resolving conflict.
- Every individual is responsible for their own behaviour.

2.2 SHR has the responsibility to create a respectful workplace.

2.3. Staff have the responsibility to treat colleagues respectfully.

3. POLICY

3.1 SHR is committed to providing a respectful workplace that supports staff to work safely and provide safe care by promoting understanding of our diversity and respect for our commonalities as individuals.

3.2 SHR does not tolerate disrespectful/disruptive behaviour and appropriate action will be taken to address disrespectful/disruptive behavior in the workplace.

3.2.1 Staff shall refrain from causing or participating in disrespectful treatment of others.

3.2.2 Staff shall co-operate and collaborate to resolve issues of perceived disrespect.¹

3.3 Respectful behavior is expected from all staff.

¹ Reference Section 4(b) and 4(c) of *The Occupational Health and Safety Act, 1993*.

- 3.4** The following actions contribute to a respectful workplace. Each SHR staff member is accountable for their behavior and must always;
- 3.4.1 Be respectful,
 - 3.4.2 Speak up and give feedback respectfully when perceived disrespect is occurring,
 - 3.4.3 Be present, listen actively and ask questions to understand and mutually agree on resolution, and
 - 3.4.4 Seek the support needed and offer support to maintain a respectful workplace.
- 3.5** Managers who are aware of concerns, or receive a complaint with regard to perceived disrespectful/disruptive behaviour are required to:
- 3.5.1 Treat all concerns/complaints seriously and in a confidential manner,
 - 3.5.2 Support resolution of the problem immediately and/or
 - 3.5.3 Seek the assistance of an Organizational Learning and Leadership (OLL) Consultant or other Human Resource professional.
- 3.6** All requests for assistance with resolving conflict will be handled with respect for individual privacy, however, there is no guarantee of anonymity.
- 3.6.1 SHR will not disclose the identity of the individuals involved to others, except where disclosure is necessary for the purposes of resolving the issue(s), or taking corrective action with respect to the concern/complaint, or where such disclosure is required bylaw.²
- 3.7** As a condition of employment, all potential employees must review this policy as a component of the on-line pre-employment requirement.

4. ROLES AND RESPONSIBILITIES

4.1 All Staff

- 4.1.1 Conduct themselves in a manner which supports the creation of a respectful workplace for self and others.
- 4.1.2 Address issues in a timely manner when behavior is perceived to be disrespectful/disruptive.
- 4.1.3 Empathetically listen to others when approached to understand their perspective and adjust behaviour as necessary.
- 4.1.4 Promote and model a respectful workplace by demonstrating *Respect for People* (see Appendix A) in everyday interactions.
- 4.1.5 Engage in managing conflict constructively as outlined in the procedure.

4.2 Managers

- 4.2.1 Model *Respect for People* in all daily activities (see Appendix A).
- 4.2.2 Create and maintain a respectful workplace in the team(s) for which responsible.
- 4.2.3 Ensure that situations of perceived disrespectful/disruptive behaviour are supported for collaborative resolution in a timely manner.
 - 4.2.3.1 A Manager that ignores a respectful workplace issue may become a party to the issue.

² The Occupational Health and Safety Regulations, 1996, Saskatchewan section 36(1)(f)

4.2.3.2 If prior knowledge is proven, and the problem is ignored, appropriate action will be taken by SHR.

4.2.4 Managers of staff who do not have online access to SHR's policies and procedures are required to post a physical/hard copy of this policy in a visible place that is readily available for reference by staff³

5. POLICY MANAGEMENT

The management of this policy including policy education, monitoring, implementation and amendment is the responsibility of Director, Organizational Learning and Leadership.

6. NON-COMPLIANCE/BREACH

Non-compliance with policy may result in disciplinary action up to and including termination of employment, privileges or relationship with SHR.

The Occupational Health and Safety Act can also apply a levy of fines pertaining to serious breaches of this policy.

7. REFERENCES

Respectful Workplace Policy, Capital Health, 2012

SHR Policy: *Code of Conduct /Our Values in Action*

SHR Policy: *Speaking Up-Protection of Persons reporting Wrongdoing*

The Criminal Code. Chapter S-24.1 of the *Statutes of Saskatchewan*

The Occupational Health and Safety Act, Saskatchewan

8. SUPPORTING DOCUMENTS

Work Standard: [Introducing Respect for People Behaviours](#)

The Saskatchewan Human Rights Code, Sections 10, 16, 17, 18, 27 and 31

³ *The Occupational Health and Safety Regulations, Saskatchewan 1996, S.36(2)(b)*

PROCEDURE

Number: 7311-30-001

Title: Respectful Workplace

Authorization

- President and CEO
- Vice President, People Practice and Quality

Source: Director, Organizational Learning and Leadership

Cross Index: 7311-30-022

Date Approved: April 19, 2011

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OVERVIEW

Conflict is an inevitable part of work life. When conflict is managed effectively, it promotes a safe environment where healthy problem solving and innovation can occur. When conflict negatively affects the ability to work safely and/or impacts patient, client, resident service/ team morale, timely action must be taken to restore a healthy climate.

PREVENTION STRATEGIES

The following are prevention strategies for creating and maintaining a respectful workplace to allow us to work safely and provide safe care:

All Staff:

- Take responsibility for your own actions and behaviours; ensure actions and behaviors are respectful;
- When in doubt, don't say it, don't do it;
- Build open, trusting and professional relationships with others;
- Speak up if you feel unsafe and give feedback respectfully.
- Hold safe discussions to collaborate, problem solve and resolve differences in a professional manner;
- Ask for help when you need it by talking to your Manager and reporting your concerns (see SHR Policy: Safety Reporting);
- If you receive feedback that your behaviour is unwelcome: listen to understand, ask questions and adjust your behavior as necessary;
- Don't make assumptions about other's behaviour and do not assume that a lack of comment about your behavior means individuals are not offended;
- Bystanders are expected to actively address disrespectful/disruptive behaviour when it is safe for them to do so, or to make others aware of the behaviour so that steps can be taken to address it;
- If you see others engaging in disrespectful/disruptive behavior (such as gossip), suggest they stop it. By remaining silent or doing nothing, bystanders may create the perception, intentionally or unintentionally, of tolerating or supporting disrespectful/disruptive behavior;
- Comply with SHR's Code of Conduct/*Our Values in Action* and *Respect for People* behaviours into your daily routine; and
- Apologize when you recognize your own words and actions have negatively impacted someone else.
- Take the time to learn about the cultures of other staff, patients, clients and residents. Find out how they culturally deal with conflict.

Managers

- Involve teams in the development of, and compliance with, team agreements or a team charter around respectful behavior;
- Address inappropriate behavior by coaching, facilitating conversations, and/or taking corrective action in a timely manner.
- Access the services of an Organizational Learning and Leadership, Human Resources, or Representative Workforce/First Nation and Metis Health Services (FNMHS) to support building a respectful and culturally safe workplace as appropriate,
- Access the tools on the respectful workplace Infonet site to support building a respectful workplace.
- When disrespectful/disruptive behaviour is reported to a Manager or other leader, they are requested to take the following steps:
 - Assess and determine the nature of the issue and resolve, if possible;
 - If at any point the issue is suspected to be harassment, see SHR Policy: *Workplace Harassment*;
 - If at any point the issue is deemed to be violence, refer to SHR Policy: *Violence Management*;
 - Support and coach individuals in attempt to address disrespectful/disruptive behaviour themselves and/or facilitate conversation between the individuals.
- Refer staff to available resources such as the Employee and Family Assistance Program (EFAP) and their union and/ or FNMHS;
- Seek the support of EFAP which has other resources to support leaders in dealing with staff to staff conflict.

1. PURPOSE

The purpose of this procedure is to establish the process for managing concerns related to perceived disrespect in the Workplace.

2. PRINCIPLE

2.1 The procedure below applies to conflict or perceived disrespect **between or among staff.**

2.2 If the concern relates to disrespect between patient/client/resident/family member and staff, report the concern as a safety incident (see SHR Policy: Safety Reporting).

2.2.1 Occupational Health and Safety will be assigned to support resolution of staff safety concerns.

2.2.2 The Client Representative Office will be assigned to support resolution of patient/client/resident/family member concerns.

2.2.3 The manager will investigate incidents of patient/client/resident/family physical or verbal violence towards staff and may contact Occupational Health and Safety for support of resolution.

3. PROCEDURE

Managing Conflict

3.1 When staff have experienced perceived disrespectful/disruptive behavior related to respect, and they are able to talk to the individual, they must do so with the intention of restoring harmony and resolving differences.

- 3.1.1 If the staff member is unable to address the other individual, they should speak to their Manager and ask for support (see 3.3 below).
- 3.2** When self-directed resolution is a possibility, the staff member is asked to take the following steps:
 - 3.2.1 Assess their own feelings,
 - 3.2.2 Approach the other individual and arrange for a time and location that would be private and confidential between the two parties,
 - 3.2.3 Describe to the other individual their observable, objective behaviour (e.g. what is seen and heard),
 - 3.2.4 Express the impact of the behaviour on self, team, patient/client/resident/family member,
 - 3.2.5 Ask the other individual for their perspective,
 - 3.2.6 Brainstorm options for problem solving and decide on how to move forward respectfully and collaboratively,
 - 3.2.7 Give each other your word that the conversation will remain confidential,
 - 3.2.8 When the working relationship is restored, celebrate your success.
- 3.3** When self-directed resolution is either not appropriate or has not been successful, the staff member must speak with their Manager and ask for their support to resolve the concern collaboratively.
 - 3.3.1 Staff members may also seek the positive support of others for resolution, including the EFAP or their union.
- 3.4** When none of the steps above are successful in resolving the concern, or when a staff member's concern relates to their Manager, and the staff member is unable to address directly, report the concern as a safety incident (see SHR Policy: *Safety Reporting*) and request help in resolution.
 - 3.4.1 If the concern is between two staff members, the safety incident will be forwarded to the Manager to support resolution.
 - 3.4.2 If the concern is between a staff member and their Manager, it will be forwarded to the Director (or next level Manager, as appropriate) of that area to support resolution.
 - 3.4.3 When the working relationship is restored, celebrate your success.
- 3.5** When the steps listed above are either not appropriate for the situation or do not result in resolution of the concerns, the Manager may choose to involve other parties for problem solving or corrective action up to and including termination, if warranted.
 - 3.5.1 These parties may include, but are not limited to: Organizational Learning and Leadership, FNMHS, Labour Relations, a designated Lead Investigator, Employee Wellness and Accommodations, Ethics Services, Legal Counsel and/or Privacy Officers.
- 3.6** When a first time incident occurs regarding a negative interaction between a physician and staff member, Practitioner Staff Affairs encourages first time incidents be raised immediately using steps as set out in 3.2.
 - 3.6.1 If the staff member is unable to address the issue with the physician, they should speak to their Manager and ask for support.

- 3.6.2 The Manager may call Practitioner Staff Affairs for advice and/or assistance in resolving the matter.
- 3.6.3 Practitioner Staff Bylaws, requires defined steps be followed regarding formal and informal resolution. Should a Manager feel the incident was not able to be resolved with an informal discussion, Practitioner Staff Affairs will require that the Manager complete a PSA Complaint form regarding a physician that provides all context around the incident.
- 3.6.4 Practitioner Staff Affairs will then work in conjunction with the physician and the associated Department.
- 3.6.5 Should the physician experience re-occurring incidents the tiered response will be escalated within Practitioner Staff Affairs Office to support the physician in self-corrected behaviors.

3.7 When the steps listed above are either not appropriate for the situation or do not result in resolution of the concerns, Practitioner Staff Affairs may choose to use formal discipline measures that can include suspension of privileges and/or hold a formal disciplinary hearing as set out in the Bylaws.

4. PROCEDURE MANAGEMENT

The management of this procedure including procedures education, monitoring, implementation and amendment is the responsibility of the Director, Organizational Learning and Leadership.

5. NON-COMPLIANCE/BREACH

Non-compliance with procedure may result in disciplinary action up to and including termination of employment, privileges or relationship with SHR.

6. REFERENCES

SHR Code of Conduct Policy/ Our Values in Action

SHR Policy: Speaking Up-Protection of Persons reporting Wrongdoing Policy