

YOUR ROLE IN CREATING AND
MAINTAINING A
RESPECTFUL WORKPLACE



LEARNING OBJECTIVES

IN THIS E-LEARNING MODULE, YOU WILL LEARN ABOUT:

- How a respectful work environment benefits everyone at the BCHS
- What a respectful workplace looks and feels like
- What disruptive behaviour is
- How to prevent disruptive behaviour
- What to do when disruptive behaviour occurs
- What we're doing to keep staff and patients safe



IN A RESPECTFUL WORKPLACE....

- Patients experience **BETTER OUTCOMES**
- **PATIENT SAFETY** and **EXPERIENCE** is vastly improved
- Staff experience **MORE AND BETTER COLLABORATION**
- **STAFF SATISFACTION** is high
- Sick calls are low, **RETENTION IS HIGH**, recruitment is easy
- The focus is on **HIGH QUALITY PATIENT CARE**
- Everyone feels, and is, **SAFE**



DISRUPTIVE BEHAVIOURS

ARE UNWELCOME, HARMFUL, AND DEMEANING!

They can take place in **any type or combination of relationships**, including those involving employees, patients, physicians, students, or volunteers.

EVENTS ARE DEFINED AS DISRUPTIVE NOT BY THE PERSON ENGAGING IN THE BEHAVIOUR, BUT BY THE PERSON EXPERIENCING THE BEHAVIOUR.



DISRUPTIVE BEHAVIOURS

“BCHS will not tolerate any type of violence or harassment within the Workplace or during work-related activities and recognizes the right of staff to freedom from Workplace Harassment because of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, or other characteristics as set out in the Ontario Human Rights Code.”

BCHS Workplace Harassment and Violence Prevention Policy 2018



DISRUPTIVE BEHAVIOURS

ABUSE: Any behaviours which include psychological abuse, sexual abuse or verbal abuse which causes the person to

- believe their health and safety is at risk
- provokes fear or diminishes an individual's dignity or self-worth or
- that intentionally inflicts psychological harm, injury or illness



DISRUPTIVE BEHAVIOURS



Examples of Abuse: Belittling a person's opinions publicly; physical abuse of fellow workers or patients; or persistent and unjustified criticism.



DISRUPTIVE BEHAVIOURS

WORKPLACE VIOLENCE: Any use of physical force, attempt to use physical force, or statements of behaviour that is reasonable for a worker to interpret as a threat against another in the workplace that causes or could cause physical injury or psychological harm/injury/illness.

Examples: Pushing a coworker into a locker, ending an argument by saying “Watch out – I know where you live.”



DISRUPTIVE BEHAVIOURS

HARASSMENT: Engaging in a course of distressing or offensive comments or conduct that is known or ought to be known to be unwelcome.

Examples: Making jokes based on sexual orientation or ethnicity; forwarding slandering e-mail messages



SEXUAL HARASSMENT: A course of distressing or offensive comments or conduct based on sex, sexual orientation, gender identity or gender expression that is unwelcome or should reasonably be known to be unwelcome.

Examples: A patient calling a nurse “sexy”; coworkers sharing stories of intimate exploits; a pattern of ‘accidental’ touching (brushing up against, leaning over, etc.) or unwanted intentional touching (hugs, back rubs, etc.)



DISRUPTIVE BEHAVIOUR

DOMESTIC VIOLENCE: Coercive/violent behaviour used to gain power and control over another, including physical violence, sexual, financial, emotional and psychological intimidation, verbal abuse, stalking or use of electronic devices to harass the victim/survivor.

Examples: An estranged spouse calling to see whether their spouse is working, a spouse or partner not allowing a BCHS member to come to work.



PREVENTING DISRUPTIVE BEHAVIOURS

DE-ESCALATION/DIFFUSION

- Notice **signs of increasing anxiety** i.e. pacing, fidgeting, intense stares
- Listen to your intuition—respond **before** the situation escalates
- Avoid a **confrontational stance** (arms crossed, directly oppositional) or **tone** (demanding, sarcastic)
- Find **common ground** you both can agree on
- Firmly describe **limits and options**

Adapted from SHCA, My Way, Right Away, Now!, 2010



WHEN DISRUPTIVE BEHAVIOUR OCCURS

ASK YOURSELF:



**If the answers is yes,
CALL A CODE WHITE**



WHEN DISRUPTIVE BEHAVIOUR OCCURS

If there is no immediate danger, try the following strategies:

- Listen and attempt to understand the issue causing distress to the other person
- Avoid behaviours that could escalate the situation
- Offer to go to a safe, private place to discuss the problem
- Initiate a conversation



THE CONVERSATION

- Demonstrate **understanding** and **sensitivity**
- Listen **actively** and **empathetically**
- Watch the **tone, volume, rate** and **rhythm** of your speech—avoid a confrontational approach
- Ask reflective questions about the **‘facts’** of the situation
- Accept feedback or criticism in a **professional** and **open manner**
- Propose **alternative solutions** for the perceived problem



THE FORMULA

Try using this formula when asking someone to stop or change their behaviour:

“When you _____, it makes me feel _____ and think _____. I really want to work well with you, and I can’t if this behaviour continues. I need you to stop”

“When you made that joke about me, it made me feel humiliated and it made me think that my work here isn’t valued. I really want to work well with you and I can’t if you continue to talk to me this way. I need you to stop”



REPORTING DISRUPTIVE BEHAVIOUR

If you **don't feel comfortable or safe** to discuss the behaviour with the person responsible for it, or if the behaviour continues after feedback has been provided, you need to **report it**.

Report to your volunteer coordinator or department supervisor.



REPORTING DISRUPTIVE BEHAVIOUR



When reporting, provide as much information as you can, including details about date, time, location and any witnesses who will be able to help with the investigation.



INVESTIGATING DISRUPTIVE BEHAVIOUR

Both parties and any witnesses are interviewed, and all data is reviewed.

What happens next depends on the report's findings and the severity of the behaviour.

The range of possible outcomes will vary from required training or coaching for the person involved, to outright dismissal.



WHISTLEBLOWER PROTECTION

Anyone who reports disruptive behaviour is protected from potential repercussions or retaliation by the **BCHS Whistleblower Policy**.

Likewise, all staff, physicians, students and volunteers are protected from malicious and unfounded reports.



BILL 168: OUR RESPONSIBILITIES

Bill 168, which came into effect in June 2010, requires employers to assess the risks of workplace violence and develop:

- Violence and harassment policies and programs to protect workers
- Employee reporting and incident investigation procedures
- Emergency response procedures and protection against violence and domestic violence in the workplace
- Processes to deal with incidents, complaints and threats of violence



WHAT WE'RE DOING TO KEEP STAFF AND PATIENTS SAFE

At BHCS, we have many policies to protect the safety and security of our staff, physicians, students, volunteers, patients and visitors. They can be found in:

1. The BCHS Code of Conduct

2. Procedures in the Workplace Harassment and Violence Prevention Program:

Workplace Harassment and Violence Prevention Risk Assessment Procedure

Code White Procedure

Post Incident Response Process

Flagging Procedure

Domestic Violence Policy

Mitigation Steps

Workplace Harassment and Violence Prevention Training Procedure

Record Keeping Requirements



These policies and processes are directly supported by the Human Resources, Organizational Health and Safety; Risk, Quality and Patient Safety; Patient Relations, SADV and Organizational Development Departments, **and are lived by all Departments** in the BCHS.

BHCS is committed to the provision of a safe, healthy, secure and respectful workplace.

Any member who has been exposed to, or witnessed any form of workplace harassment or violence will be supported through all aspects of the event including reporting, investigating, the follow-up and treatment and/or corrective action stages.



YOUR RESPONSIBILITIES

As a member of the **BCHS community**, whether you're a physician, volunteer, student or employee, you are expected to contribute to a respectful workplace by:

- Treating everyone with **respect**
- Recognizing and **valuing diversity**
- **Providing** and **receiving** feedback in a professional way
- Keeping your **emotions in control** when you're under stress
- **Seeking help** in dealing with excessive stress
- **Refraining** from disruptive behaviour
- **Reporting** disruptive behaviour where appropriate
- Modelling **positive, collaborative** behaviour



WE ARE HERE TO HELP

If you are in need of support, you can reach out to:

- ✓ Your manager or supervisor
- ✓ Human Resources
- ✓ Organizational Health and Safety
- ✓ Organizational Development
- ✓ Sexual Assault and Domestic Violence Team

