Respectful Workplace Resource Guide

Healthy people, healthy communities — for generations.
Our Vision
Healthy people, healthy communities — for generations

Our Mission
To achieve excellence in health, healing and learning through working together

Our Values

Respect
... underlies our interactions with each other and the people we serve. It insists on caring, compassion and understand, and embraces our diversity and differences to foster a positive environment for good health.

Integrity
... is at the heart of who we are and what we do. In a world that constantly challenges us, our integrity guides us to do what is honest and ethical.

Courage
... strengthens our resolve to do what is right for the health and wellness of Nova Scotians. We must, as an organization and as individuals, listen to others, have open and honest conversations, and make difficult decisions.

Innovation
... requires inquisitiveness, focused attention and creative solutions. We welcome and seize opportunities to create value. It is through our pursuit of excellence, individually and collectively, that new ideas and knowledge can emerge to advance health, healing and learning.

Accountability
... is our individual and organizational duty to be answerable to the people we serve and each other. It means our decisions and actions are transparent, based on evidence and focused on positive outcomes. We manage ourselves and our finite resources to ensure an effective and sustainable health and wellness system in Nova Scotia.

LEADS
Lead Self, Engage Others,
Achieve Results, Develop Coalitions, Systems Transformation
Table Activity:
Discuss each of these terms and provide an example of what it might look like in a workplace.

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offensive / Disrespectful Behaviour</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bullying</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Harassment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Discrimination</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
1. Offensive and disrespectful behaviour is just part of the job.
   - True
   - False

2. Which of the following is an example of offensive or disrespectful behaviour?
   - Yelling or using profanity
   - Displaying racist or derogatory materials
   - Tampering with another person’s work equipment
   - All of the above
   - None of the above

3. Conflict with a co-worker must be resolved by filing a formal complaint.
   - True
   - False

4. Respectful Workplace is an environment where:
   - People feel healthy, safe and respected
   - Diversity is valued
   - All persons are treated with dignity and respect
   - Conflict is resolved and allegations of disrespectful or offensive behaviour are addressed
   - All of the above
   - None of the above

5. Which of the following is a resource available to assist staff experiencing offensive or disrespectful behaviour?
   - Manager(s)
   - Employee and Family Assistance Program
   - People Services
   - Union representatives
   - All of the above
   - None of the above

6. Who is responsible for ensuring that NSHA is a healthy, safe and respectful workplace?
   - Management
   - People Services
   - Staff
   - All of the above
PREAMBLE
Nova Scotia Health Authority (NSHA) is committed to fostering an environment that values diversity, and where all Staff, Patients, families, visitors, and others are treated and treat others with respect and dignity in accordance with the Mission, Vision and Values and the NSHA Code of Conduct. This commitment applies whether at the Workplace or elsewhere in the course of employment responsibilities, including work-related social events, travel, off site meetings, or provision of services outside NSHA facilities.

The purpose of the policy is to:

- Establish a culture of shared responsibility and cooperation in promoting a positive work environment free of all forms of Offensive Behaviour;

(Note: All capitalized terms are defined in Appendix A – Definitions)
• Create an understanding of what is considered Offensive or Disrespectful Behaviour;
• Promote prevention and prompt resolution of Offensive and Disrespectful Behaviour.

For incidents involving Patient Complaints, refer to NSHA AD-QR-001 Abuse Prevention and Response.

For incidents involving Violence in the Workplace, refer to NSHA AD-OHS-010 Violence in the Workplace.

Incidents involving individuals who are not NSHA Employees will be reviewed by People Services and directed toward the respective employer or accountable body.

POLICY STATEMENTS

1. NSHA is committed to providing a healthy, safe, and Respectful Workplace that values diversity; where all persons are treated and treat others with respect and dignity.

2. All Staff have a shared responsibility to promote and sustain a Respectful Workplace, and are responsible for respecting the dignity and human rights of their co-workers and the communities served by NSHA. All Staff are expected to actively welcome diversity, as well as participate in and work collaboratively towards ensuring a healthy Workplace that is free from Offensive or Disrespectful Behaviour.

3. This Policy is not intended to discourage or prevent any person from:
   3.1. Pursuing a Complaint under any applicable legislation (including the Nova Scotia Human Rights Act and Criminal Code of Canada);
   3.2. Filing a grievance under any applicable collective agreement;
   3.3. Pursuing a Complaint under the provisions of any governing professional association; and/or
   3.4. Exercising any other legal rights under any other law.

4. In accordance with Workplace rights set out under the Nova Scotia Human Rights Act, every Staff has the right to be free from Harassment and Discrimination on the following protected grounds:
   • Age
   • Race
   • Colour
   • Religion
   • Creed
   • Sex (includes pregnancy)
   • Sexual orientation
   • Gender identity
   • Gender expression
   • Physical disability
   • Mental disability
   • An irrational fear of contracting an illness or disease
   • Ethnic, national or aboriginal origin
   • Family status
   • Marital status
   • Source of income
   • Political belief, affiliation or activity
- Individual’s association with another individual or class of individuals having characteristics of one or more of the protected grounds

5. All Staff have the right to bring forward allegations of Offensive or Disrespectful Behaviour and make either an Informal or Formal Complaint.

5.1 Staff are responsible to report incidents of Offensive or Disrespectful Behaviour they witness or become aware of – either through an Informal or Formal Complaint;

5.2 Complaints are made as soon as reasonably possible;

5.3 If a member of a union, as the Complainant or the Respondent, Staff have the right to be accompanied and assisted by a union representative of their choosing through an Informal or a Formal Complaint process.

6. Complaints are taken seriously and addressed in an appropriate and timely manner. Discipline up to and including termination may result if:

6.1. There is a failure to abide by this Policy;

6.2. There is a finding of a substantiated Complaint of Offensive or Disrespectful Behaviour;

6.3. There is Retaliation against a party involved in the incident of alleged Offensive or Disrespectful Behaviour. This includes, but is not limited to, Retaliation against Staff for:

   6.3.1. Filing a Complaint or expressing an intention to file a Complaint;

   6.3.2. Providing evidence, information, or assistance in relation to a Complaint;

   6.3.3. Participating in any process under this Policy; and

   6.3.4. Being identified as the Respondent to a Complaint.

7. All Staff are responsible to fully cooperate with the procedures contained in this Policy, including but not limited to, cooperating during an investigation and/or resolution process, and maintaining confidentiality and respecting the privacy of those involved.

8. Complaints must be made in good faith. A Complaint that is frivolous, vexatious, or malicious in nature and/or is knowingly false may result in Discipline up to and including termination.

9. Nothing in this policy compromises NSHA’s obligation and authority to take immediate action to ensure a safe, Discrimination-free, and Harassment-free Workplace.

10. This policy promotes Staff involvement in resolving situations. There are various resolution options such as Informal Resolution, Mediation, and Formal Resolution. Depending on the Complaint, Staff may be supported and encouraged to pursue the Informal Resolution process initially. However, they may proceed directly to Formal
Resolution if they feel it is necessary. Mediation is encouraged at any point in the process.

11. Privacy and Confidentiality

11.1. Staff are expected to maintain confidentiality and respect the privacy of all other parties involved in an incident of Offensive or Disrespectful Behaviour.

11.2. Recognizing the sensitivity and complexity of Complaints of Offensive or Disrespectful Behaviour, confidentiality is critical and is maintained to the extent practical and appropriate.

11.3. All parties to a Complaint, including Witnesses, are expected to maintain confidentiality and respect the privacy of all parties involved. This requires that discussion of the Complaint be limited to those who need to know and to those participating in any attempts to resolve the Complaint.

GUIDING PRINCIPLES AND VALUES

1. NSHA has a duty to protect all Staff from Harassment and Discrimination and to fulfill its responsibilities under the Nova Scotia Human Rights Act. NSHA is committed to raising awareness of Staff rights and responsibilities and ensuring an appropriate process for filing, assessing, investigating, and resolving Complaints.

2. Respect is a Value of NSHA and underlies our interactions with each other and the people we serve. It insists on caring, compassion, understanding, and embraces our diversity to foster a positive Workplace for good health. Offensive or Disrespectful Behaviour in the health care Workplace has a negative impact on Patient care, as well as the health, safety, morale, and productivity of Staff.

ROLES AND RESPONSIBILITIES

Respectful Behaviour is a requirement of all Staff and an expectation of all Patients, families, visitors, and others within NSHA.

1. Senior Leadership

1.1. Take steps to create a Workplace that promotes respectful behaviour between Staff, Patients, families, visitors, and others;

1.2. Treat all Staff, Patients, families, visitors, and others with dignity and respect;

1.3. Make resources available to Staff to assist in understanding and resolving incidents of Offensive or Disrespectful Behaviour;

1.4. Maintain a procedure for addressing incidents of Offensive or Disrespectful Behaviour; and

1.5. Let Staff, Patients, families, visitors, and others know through their own actions that respectful behaviour is expected.
2. **Managers/Supervisors**

2.1 Treat all Staff, Patients, visitors, and others with dignity and respect;

2.2 Inform all Staff of this Policy, including their roles and responsibilities;

2.3 Provide Staff with opportunities to develop skills in dealing with Offensive or Disrespectful Behaviour;

2.4 Coach Staff regarding resources for addressing Offensive or Disrespectful Behaviour;

2.5 Address Offensive or Disrespectful Behaviour demonstrated by Staff by coaching, facilitating conversations, and/or enacting Discipline in a timely manner;

2.6 Address Offensive or Disrespectful Behaviour demonstrated by Patients, families, visitors, and others in a respectful, private manner to ensure appropriate conduct in our Workplace;

2.7 Collaborate with People Services in addressing repeated and/or escalated incidents of Offensive or Disrespectful Behaviour;

2.8 Advise Staff of available support resources, including union representatives, Employee and Family Assistance Program (EFAP), and People Services;

2.9 Let Staff, Patients, families, visitors, and others know through their own actions that respectful behaviour is expected;

2.10 Participate in any resolution process by ensuring that the requirements of the process are adhered to in a timely and appropriate manner.

3. **Staff**:

3.1 Treat all Staff, Patients, families, visitors, and others with dignity and respect;

3.2 Develop skills to constructively address Offensive or Disrespectful Behaviour in a professional manner;

3.3 Access resources and supports to address Offensive or Disrespectful Behaviour;

3.4 Follow resolution processes and/or participate in resolution processes;

3.5 Acknowledge their role in incidents of Offensive or Disrespectful Behaviour;

3.6 Hold others accountable for incidents of Offensive or Disrespectful Behaviour; and

3.7 Let Staff, Patients, families, visitors, and others know through their own actions that respectful behaviour is expected.

4. **People Services**:

4.1 Develop training, policies and procedures related to the Respectful Workplace policy, and monitor compliance with the policy;

4.2 Respond to allegations of Offensive Behaviour through the Informal, Formal, and/or Mediation Resolution process;
4.3 Ensure Complaints are processed in a fair, efficient and transparent manner. Determine the best approach based on the facts and circumstances of the situation;

4.4 Act in a coaching and advisory capacity on issues of Offensive or Disrespectful Behaviour and on Workplace restoration or Discipline.

PROCEDURE

1. All Staff use the resources available to them to increase their capacity to address Offensive or Disrespectful Behaviour in the Workplace.

   1.1 Sources of support and skill development include:

       1.1.1 Formal and informal leaders, and colleagues;
       1.1.2 Employee and Family Assistance Program (EFAP);
       1.1.3 People Services;
       1.1.4 Conflict resolution and communication competence building activities;
       1.1.5 Union Representatives; and
       1.1.6 Incident reporting systems (to seek guidance and determine whether an incident is Offensive or Disrespectful Behaviour or meets the criteria for Workplace Violence).

2. Informal Resolution: When faced with Offensive or Disrespectful Behaviour, the Complainant:

   2.1 If appropriate, attempts an Informal Resolution with the Respondent in a respectful and professional manner by calmly informing the Respondent of the impact of their behaviour and requests that it not happen again. The Complainant should ensure the choice of an appropriate time and place for the Informal Resolution – one that respects that maintains confidentiality and privacy;

   2.2 Documents all efforts made to resolve the situation;

   2.3 If the Offensive or Disrespectful Behaviour continues, and if comfortable in doing so and it is appropriate, speaks with the Respondent again and attempts to resolve the situation. If required, the Complainant should seek guidance and assistance from the manager and/or the Respondent’s manager and/or People Services;

   2.4 If uncomfortable in addressing again, Informal Resolution is not appropriate, or unsuccessful, the Complainant may make a Formal or Informal Complaint of Offensive or Disrespectful Behaviour against the Respondent, verbally, in person, electronically, or in writing to a manager or People Services Designate.

3 Assessment of Informal Complaint

   3.1 If a Complaint is made under the Informal Resolution process, the Complainant, Manager, and People Services Designate discuss the alleged Offensive or Disrespectful Behaviour with the Respondent(s).
3.2 Together, the parties involved attempt to resolve the matter through Informal Resolution and/or Mediation.

3.3 If Informal Resolution and/or Mediation is unsuccessful, the matter may be escalated to the Formal Resolution process.

3.4 At any time, the Complainant or Respondent to Complaint may choose to escalate the matter to a Formal Complaint.

4 Making a Formal Complaint

4.1 Staff may choose to file a Formal Complaint. Individuals filing formal Complaints must do so in good faith and have reasonable grounds for the Complaint.

4.2 Complainants may make Formal Complaints either verbally or in writing, to a manager or People Services Designate.

4.3 The Formal Complaint contains as much detail as possible, including:

   4.3.1 Specific behaviour being alleged as Offensive or Disrespectful Behaviour;
   4.3.2 Dates, times, and locations of incidents;
   4.3.3 Names and details regarding the persons involved;
   4.3.4 Names and details regarding potential Witnesses;
   4.3.5 Any relevant documentation;
   4.3.6 Information about any attempts at Informal Resolution, Mediation, or conflict resolution of any kind; and
   4.3.7 Remedy being sought by the Complainant.

5 Assessment of Formal Complaint

5.1 In consultation with the Complainant’s manager (only if appropriate), the People Services Designate conducts an initial assessment to determine the appropriate next steps, including:

   5.1.1 Clarifying the details of the Complaint with the Complainant;
   5.1.2 Determining whether the allegations, if substantiated, meet the definition of Offensive or Disrespectful Behaviour;
   5.1.3 Determining the appropriateness of any intermediate steps to ensure the health and safety of the parties involved; and
   5.1.4 Assessing the need for external resources to assist with the Formal Resolution. When possible and depending on the nature of the Complaint, efforts will be made to resolve the Complaint at this stage prior to moving to formal investigation.

6 Formal Resolution Process

6.1 Investigation:
6.1.1. If an Informal Resolution is not possible, the Complaint will be escalated and a formal investigation will be conducted.

6.1.2. An Investigation Committee is established.

6.1.3. The Investigation Committee is comprised of one or more People Services Designates, and/or other appointed Investigators.

6.1.4. The Investigation Committee conducts the investigation in a fair, unbiased, and timely manner.

6.1.5. Every effort is made to complete the investigation within 90 days. However, the circumstances of each situation are considered. The time frame to complete the investigation may be extended where it is necessary to ensure procedural fairness, including sufficient opportunity for the parties to provide information, and adequate time to interview all Witnesses and gather relevant information. The parties will be informed of the status of the ongoing investigation and advised of the reasons for any delay.

6.1.6. The parties to a Formal Complaint (including the Complainant, Respondent, Witnesses, and the manager(s) involved) are required to cooperate fully during the investigation and/or resolution process. This includes maintaining confidentiality and respecting the privacy of those involved.

6.1.7. The Investigation Committee has the authority to speak with anyone, examine any documents (whether physical or electronic), and enter any NSHA Workplace which, in their opinion, is deemed relevant to the investigation.

6.2. Evidence and Findings:

6.2.1. The Respondent is advised in writing of the Formal Complaint with details of the allegations. The Respondent has an opportunity to provide a written response and to meet with the Investigation Committee.

6.2.2. Members of the Investigation Committee interview relevant Witnesses and gather all pertinent information and documents.

6.2.3. The Complainant and Respondent are provided with opportunities to respond to the evidence gathered from Witnesses and/or documents in order to provide additional or clarifying information.

6.2.4. Upon reviewing all the evidence, the Investigation Committee prepares a report and communicates the findings to the parties and their manager(s). The Investigation Committee also makes recommendations regarding actions to be taken to address the Formal Complaint.

6.3. Remedial Actions and Discipline:

6.3.1. The findings and recommendations of the Investigation Committee are reviewed by the manager(s) and People Services to determine the appropriate remedial action(s) to be taken, including but not limited to:
6.3.1.1. Mediation or conflict resolution;
6.3.1.2. Education, training, or coaching; and/or
6.3.1.3. Discipline, up to and including termination.

7. Documentation

7.1. People Services keep any and all information related to the investigation and/or resolution of a Formal Complaint in a confidential investigation file. Documentation of the Offensive or Disrespectful Behaviour follows the following criteria:

7.1.1. If the Complaint is unfounded, no documentation will be retained on the Employee Record of either the Complainant or Respondent.

7.1.2. If the Complaint is found to be made in Bad Faith, frivolous, or vexatious, documentation of the resulting Discipline will be retained on the Complainant’s Employee Record. In this case, no documentation is to be retained on the Respondent’s Employee Record.

7.1.3. If the Complaint is founded, documentation of the resulting Discipline will be retained on the Respondent’s Employee Record. In this case, no documentation is to be retained on the Complainant’s Employee Record.

7.2. Investigation records are not kept in the Employee Record of Complainants, Respondents, Witnesses, or any other Staff involved in a Formal Complaint and/or investigation with the following exceptions:

7.2.1. Where there is a finding of Offensive or Disrespectful Behaviour, any resulting disciplinary letter is kept on the Respondent’s Employee Record.

7.2.2. Where the Formal Complaint is determined to have been made in Bad Faith, any resulting disciplinary letter is kept on the Complainant’s Employee Record.

8. Staff involved in a Formal Complaint may choose to retain their own independent legal counsel; however, NSHA will not be responsible for any associated costs/legal fees of Staff retaining their own legal counsel.

9. If either party to a Complaint (Complainant or Respondent) believes that the Complaint is not being handled in accordance with this Policy, they should contact the Senior Director, People Services.

REFERENCES

Legislative Acts


References


**RELATED DOCUMENTS**

Policies and Statements

NSHA AD-QR-001 Abuse Prevention and Response – Protection of Persons in Care

NSHA Code of Conduct

NSHA-AD-HR-030 Discipline (Pending)

NSHA-AD-OHS-010 Violence in the Workplace

NSHA Workplace Violence Prevention Statement

NSHA Workplace Violence Program

NSHA Vision, Mission, and Values

Appendices

Appendix A – Definitions

Replacing the Following District Health Authority Policies/Version History

* * *
Appendix A – DEFINITIONS

**Bad Faith:** In terms of a Complaint, it is frivolous, vexatious, or malicious in nature and/or is knowingly false, which may result in Discipline for the Complainant.

**Balance of Probabilities:** This is the civil standard of proof requiring that the Complainant establish on a Balance of Probabilities that it is more likely than not that the alleged events occurred.

**Bullying:** Behaviour that could mentally hurt or isolate a person in the Workplace. Bullying usually involves repeated incidents or a pattern of behaviour that is intended to cause or should be known to cause, whether directly or indirectly, fear, intimidation, humiliation, exclusion, distress, or other harm to another person’s body, feelings, self-esteem, reputation or property, and includes assisting or encouraging such behaviour in any way. The behaviour may be verbal, non-verbal, written, via computer, social networks, text messaging, instant messaging, electronic mail, or any other electronic medium. It can be an assertion of power through aggression. Comments that are intended to provide constructive feedback are not normally considered Bullying.

Bullying may be indicated by:

- Criticism that is persistent and non-constructive
- False allegations of incompetence
- Unreasonable/impossible work targets being set with inadequate or no negotiation
- Disparaging comments being made behind a person’s back
- Yelling or using profanity
- Belittling a person’s opinions
- Tampering with a person’s personal belongings or work equipment

**Complainant:** A person (or persons) alleging that Offensive or Disrespectful Behaviour has occurred. The Complainant need not be the target of the alleged behaviour. NSHA may act as a Complainant when, in NSHA’s sole opinion, the circumstances are appropriate for it to do so.

**Complaint:** An Informal Complaint or a Formal Complaint of Offensive or Disrespectful Behaviour.
**Discipline:** A process between a manager and Employee to address an Employee’s failure to adhere to policies or standards of performance, conduct or behaviour. This process can include verbal or written warnings, suspension and/or termination of employment.

**Discrimination:** Making a distinction, whether intentional or not, based on a protected ground or perceived protected ground under the *Nova Scotia Human Rights Act* that has the effect of imposing burdens, obligations or disadvantages on an individual or class of individuals not imposed on others or which withholds or limits access to opportunities, benefits and advantages available to others as per the *Nova Scotia Human Rights Act*.

**Disrespectful Behaviour:** Behaviour toward others that is undesirable, inappropriate, Offensive, unsuitable or improper which leads to an uncomfortable, hostile and/or intimidating work environment. The behaviour may be verbal, non-verbal, written or electronic. It can also be described as the assertion of power through aggression. Disrespectful Behaviour that is repeated with intent to embarrass or humiliate may be considered Bullying or Harassment.

**Employee:** A person working at NSHA whose salary and compensation are provided by NSHA.

**Employee Record:** The individual personnel file of an Employee, which is maintained by the employer, and contains all of the relevant employment history and information for the Employee.

**Formal Complaint:** A Complaint being addressed through the Formal Resolution Process.

**Formal Resolution:** Consists of a formal investigation wherein the findings are based on an objective assessment of the evidence sufficient to determine, on the Balance of Probabilities, if Offensive or Disrespectful Behaviour occurred or did not occur.

**Harassment:** For the purposes of this Policy, Harassment includes Harassment based on the protected grounds under the *Nova Scotia Human Rights Act, as well as*, sexual Harassment, Discrimination, Bullying, and behaviour that creates a hostile and offensive Workplace. This includes any offensive or inappropriate persistent implicit or explicit behaviour by NSHA Staff that is directed towards any NSHA Staff and which a person knew or ought reasonably to have known to be unwelcome. Harassment is any behaviour that demeans, humiliates, or embarrasses an individual, and that a reasonable person should have known would be unwelcome. It includes objectionable conduct.
/actions, comments, or displays made on either a one-time or continuous basis that demeans, belittles, or causes personal humiliation or embarrassment.

Although the following is not an exhaustive list, Harassment may include:

- Verbal abuse or threats;
- Threats, blackmail, intimidation or favouritism on the part of a person in authority;
- Display of pornographic, racist or other offensive or derogatory material;
- Vulgar and sexist speech, or slander concerning the moral reputation of a person;
- Unwelcome remarks, jokes, or taunting about a person’s appearance, age, marital status, race, ethnic or national origin, religion, sexual orientation, gender or gender identity, disability or mental health;
- Practical jokes or jokes with double meaning causing embarrassment or awkwardness;
- Unwelcome invitations or requests, whether indirect or direct, which a person knew or ought reasonably to have known to be unwelcome;
- Lack of respect for a person’s dignity, self-esteem, comfort or privacy;
- Abuse of authority;
- Demands for sexual favors;
- Making or threatening reprisals after a negative response to sexual advances;
- Physical or sexual assault/aggression;
- Stalking;
- Confinement
- Leering or other suggestive gestures;
- Unwanted/unnecessary physical contact;
- Severe and persistent interpersonal conflict that is manifested in Offensive Behaviour towards other Staff may be considered Harassment.
• Harassment is not limited to the aforementioned and includes such actions of exclusion, undermining, intimidation, coercion and verbal and nonverbal behaviour which is directed at another person or person(s).

**Harassment is not:**

- Appropriate exercise of management responsibilities
- Performance evaluation/management
- Scheduling and assignment of work
- Appropriate Discipline
- Lack of friendliness on an occasional basis. However, lack of friendliness that is so persistent over time as to constitute shunning can be considered Harassment;
- “Grumpy” or curt response on an occasional basis. However, behaviour that is so persistent over time that a reasonable person would be offended may be considered Harassment;
- Other routine day-to-day interaction between Staff, including interpersonal relationship conflicts and/or difficulties, that occurs on an occasional basis. Severe and persistent interpersonal conflict that is manifested in Employees’ Offensive Behaviour towards another person may be considered Harassment.

**Informal Complaint:**

A Complaint being addressed through the Informal Resolution Process.

**Informal Resolution:**

An early intervention involving discussion between the Complainant and the Respondent, initiated by the Complainant to address the Respondent’s Behaviour as being Offensive or Disrespectful, where the outcome of the intervention is satisfactory to both parties. Informal Resolution may include discussions with the Human Resources Consultant or People Services Designate, conflict resolution specialists and/or manager(s). Participation in the Informal Resolution process is voluntary.

**Investigation Committee:**

One or more People Services Designates, and/or appointed investigators designated by People Services to conduct assessments and investigations into allegations of Offensive or Disrespectful Behaviour, and to determine if the alleged behaviour has occurred.

**Mediation:**

A voluntary process used to resolve conflict with the assistance of a neutral person to help the parties attempt to find a mutually acceptable solution.
Offensive Behaviour: Means Harassment, including sexual Harassment, and Discrimination.

Patient: For NSHA, defined as all individuals including clients, residents and members of the public who receive or have requested healthcare or services from NSHA and its healthcare providers.

People Services Designate: Individual operating on behalf of People Services

Respectful Workplace: A Workplace that is healthy, safe, and respectful that values diversity where all persons are treated with dignity and respect, and where conflict is resolved in a constructive manner, and allegations of Offensive or Disrespectful Behaviour are addressed in accordance with this Policy and the NSHA Code of Conduct.

Respondent: A person (or persons) alleged to have committed Offensive or Disrespectful Behaviour.

Retaliation: A reprisal, threat or attempt to intimidate against any person for alleging a violation of this Policy, providing information relevant to a Complaint, or participating in any process under this Policy.

Staff: Unless specifically limited by a certain policy, refers to all Employees, physicians, learners, volunteers, board members, contractors, contract workers, franchise Employees, and other individuals performing work activities within NSHA.

Witness: Any person who has personal knowledge of the alleged incident(s) or who may have information relevant to the Complaint investigation.

Workplace: Any place where Staff is or is likely to be engaged in any occupation and includes, but is not limited to: NSHA facilities, including all leased properties, Patients’ residences, community meeting places, any vehicle used or likely to be used by Staff in an occupation, washrooms, cafeterias, business travel, conferences, work related social functions, locker rooms, phone calls, faxes, email, and any location, event or activity where actions of Staff, on duty or not, will have serious repercussions on the work environment.

Violence in the Workplace: (1) Threats, including a threatening statement or threatening behaviour, that give Staff reasonable cause to believe that they – or someone else – are at risk of physical injury; and/or, (2) Conduct or attempted conduct of a person that endangers the physical health or physical safety of Staff.
This definition has been adapted from the *Violence in the Workplace Regulations*, pursuant to the Nova Scotia *Occupational Health and Safety Act*.

Workplace Violence includes, but is not limited to:

**Threats**
- Threats of physical harm delivered in person, through phone calls, or in writing via letters or electronically (including social media);
- Intimidating or frightening gestures, such as shaking fists at another person, pounding a desk or counter, punching a wall, or screaming;
- Threatening to throw or strike objects;
- Stalking.

**Physical Violence**
- Kicking, hitting, biting, grabbing, pinching, scratching, spitting, etc.;
- Injuring a person by using an object such as a chair, cane, or a weapon such as a knife, gun, sharp or blunt instrument.
- Within this Program, Violence includes aggression and responsive behaviour, whether intentional or not, if it meets the definition of Violence.
District Health Authority Policies Being Replaced
SSDHA AD-110-309 Harassment Complaint Process
SSDHA AD-110-308 Harassment
PCHA 2-w-10 Non Harassment/Non Violence
GASHA 3-120 Harassment in the Workplace
CHDA 08-085 Harassment (Staff Behaviour)
SSDHA AD-110-342 Respectful Workplace
CBDHA 70-50 Respectful Workplace
CDHA CH-08-106 Respectful Workplace
AVDHA 140.091 Respectful Workplace
SWH 1103.0 Respectful Workplace

Version History

<table>
<thead>
<tr>
<th>Major Revisions (e.g. Standard 4 year review)</th>
<th>Minor Revisions (e.g. spelling correction, wording changes, etc.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>New 2017-09-26</td>
<td></td>
</tr>
</tbody>
</table>
Attention: NSHA team members, patients, families and visitors

A respectful workplace is a safe place for everyone.

Harassment and violence will not be tolerated.
Help us make our workplace respectful, safe and welcoming for everyone. To report violence or harassment, please speak to the unit/department manager.
Attention NSHA team members, patients, families and visitors

Help us make our workplace respectful, safe and welcoming for everyone.

NSHA Code of Conduct

Nova Scotia Health Authority (NSHA) is committed to providing a safe, healthy, and respectful environment for NSHA team members (employees, physicians, learners and volunteers), patients, families, and visitors that reflects our Vision, Mission and Values.

Respectful Conduct

All NSHA team members, patients, families and visitors are required to:

- Treat each other with dignity, fairness, and respect
- Respect diversity, which includes both visible and invisible characteristics and includes differences such as, but not limited to, age, life stage, ability, culture, ethnicity, sex, gender identity, geographical location, language, physical characteristics, race, religion, sexual orientation, socio-economic status, spirituality, and values
- Communicate in a respectful manner
- Interact without any abuse, harassment, discrimination, aggression or violence
- Report any inappropriate or unprofessional behaviour or conduct

Our Values:
- Respect • Integrity
- Courage • Innovation • Accountability
Code of Conduct

Nova Scotia Health Authority (NSHA) is committed to providing a safe, healthy, and respectful environment for Staff, patients, families, and visitors that reflects our Vision, Mission and Values. The Code of Conduct embraces broad principles of respectful, ethical, and professional behaviours, flowing from our core values. We strive to achieve the goals of creating a respectful workplace and providing extraordinary care and services that enhance public confidence.

All Staff are expected to display the standard of conduct established in our Values - Respect, Integrity, Courage, Innovation, and Accountability while contributing to the creation of a respectful environment where all individuals are treated, and treat others, with dignity and respect.

For the purposes of this Code, Staff includes any employee, physician, volunteer, learner or student, board member, contractor, contract worker, franchise employee, Foundation employee, and all other individuals performing work activities within NSHA.

Respectful Conduct

The expectation is that all Staff, Patients, Families, and Visitors will:

- Treat each other with dignity, fairness, and respect;
- Respect diversity, which includes both visible and invisible characteristics and includes differences such as, but not limited to, age, life stage, ability, culture, ethnicity, sex, gender identity, geographical location, language, physical characteristics, race, religion, sexual orientation, socio-economic status, spirituality, and values;
- Communicate in a respectful manner;
- Interact without any abuse, harassment, discrimination, aggression or violence;
- Report any inappropriate or unprofessional behaviour or conduct.

In addition to meeting the above expectations regarding respectful conduct, all Staff are further required to:

- Fulfill expectations associated with their roles and responsibilities;
- Perform their duties impartially, responsibly, diligently, effectively, and with integrity;
• Conduct themselves in accordance with the Code of Ethics and/or Standards of Practice specific to regulated Professionals and demonstrate Expected Service Behaviours at all times;

• Maintain privacy and confidentiality;

• Ensure all communications and images shared with others including through any form of electronic or social media are in accordance with our Policies, Procedures and Guidelines;

• Follow all NSHA Policies, Procedures, and Guidelines including, but not limited to:
  o Respectful Workplace Policy
  o Violence in the Workplace Policy
  o Occupational Health and Safety Rights and Accountabilities Policy
  o Abuse Prevention and Response Policy
  o Privacy and Confidentiality
  o Social Media

Violations
All allegations of violations of the Code of Conduct will be investigated and addressed in accordance with NSHA Policies or through legal action, when deemed appropriate.

Communication and Awareness
NSHA will ensure that the Code of Conduct is embedded within the way we work and communicated to all Staff, Patients, Families, and Visitors in a variety of ways including, but not limited to:

• Signage
• NSHA Public Website
• General Orientation
• Department Orientation
• Staff, departmental, and medical advisory committee meetings
• Internal communication such as the Intranet, memos and newsletters

The Code of Conduct Statement is not all-inclusive and is intended to augment applicable policies, procedures, professional standards, legislation and contractual provisions, including the suite of policies and/or programs regarding workplace conduct and behaviour (see Related Documents below).
RELATED DOCUMENTS

Policies
NSHA AD-HR-020 Respectful Workplace
NSHA AD-OHS-010 Violence in the Workplace
NSHA AD-AO-030 Privacy and Confidentiality of Personal Health Information
NSHA-AD-OHS-001 Occupational Health and Safety Rights and Accountabilities
NSHA AD-QR-001 Abuse Prevention and Response
NSHA AD-BOD-001 Conflict of Interest
NSHA AD-BOD-005 Code of Conduct and Confidentiality - Board of Directors

Other Documents
Applicable Regulated Professional Code of Ethics and/or Standards of Practice
Communicate with HEART  Module 1 - START with Heart
(a Cleveland Clinic program)  Module 2 - Respond with HEART
Resources

- **NSHA Vision, Mission & Values**
- **NSHA Code of Conduct** — Intranet > Resources > People Services > Code of Conduct
- **Violence in the Workplace Guide and Policy** (NSHA-AD-OHS-010) — Intranet > Occupational Health, Safety and Wellness > Violence in the Workplace Program
- **Respectful Workplace Policy** (NSHA-AD-HR-020)
- **Occupational Health and Safety Rights and Accountability Policy** (NSHA-AD-OHS-001)
- **NSHA Employee & Family Assistance Program** (EFAP) — Intranet
- **Nova Scotia Human Rights Act**
- **Nova Scotia Health and Safety Act**

Communications and Conflict Competence Consultant

**Basia Solarz**, Basia.Solarz@nshealth.ca
Office: 902-473-4424
Mobile: 902-223-5466
https://library.nshealth.ca/ConflictCompetence

Occupational Health, Safety & Wellness Team

**Sarah Pettipas**, Workplace Health Promotion Coordinator
sarah.pettipas@nshealth.ca

**Pam MacLean**, Workplace Health Promotion Coordinator
Pamelac.maclean@nshealth.ca

NSHA Intranet > OHSW > Mental Health Stress and Resiliency

Respectful Workplace Consultant

**Meredith Fillmore**, Meredith.Fillmore@nshealth.ca
Office: 902-473-8330
Mobile: 902-956-0697
https://library.nshealth.ca/RespectfulWorkplace
Understanding your Employee and Family Assistance Program (EFAP)

Your EFAP is a confidential and voluntary support service that can help you take the first step toward change. Let us help you find solutions to the challenges you face at any age and stage of life. You and your immediate family members (as defined in your employee benefit plan) can access immediate and confidential support in a way that is most suited to your preferences, comfort level and lifestyle.

No cost

There is no cost to you or your family to use your EFAP. This benefit is provided to you by your employer. Your EFAP can provide a series of sessions with a professional and if you need more specialized or longer-term support, our team of experts can suggest an appropriate specialist or service that is best suited to your needs. While fees for these additional services are your responsibility, they may be covered by your provincial or organizational health plan.

Confidentiality

Your EFAP is completely confidential within the limits of the law. No one, including your employer, will ever know that you have used the program unless you choose to tell them.

Solutions for your work, health and life

- **Achieve well-being**
  - Stress
  - Mental health concerns
  - Grief and loss
  - Crisis situations
- **Manage relationships and family**
  - Communication
  - Separation/divorce
  - Parenting
- **Deal with workplace challenges**
  - Stress
  - Performance
  - Work-life balance
- **Tackle addictions**
  - Alcohol
  - Drugs
  - Tobacco
  - Gambling
- **Find child and elder care resources**
  - Child care
  - Schooling
  - Nursing/retirement homes
- **Get legal advice**
  - Family law
  - Separation/divorce
  - Custody
- **Receive financial guidance**
  - Debt management
  - Bankruptcy
  - Retirement
- **Improve nutrition**
  - Weight management
  - High cholesterol and blood pressure
  - Diabetes
- **Focus on your physical health**
  - Understand symptoms
  - Identify conditions
  - Improve sleep

Access your EFAP 24/7 by phone, web or mobile app.

**1.800.461.5558** TTY: **1.877.338.0275**

**workhealthlife.com**

Download My EAP app now at your device app store or scan the QR code.
Comprendre votre programme d’aide aux employés et à la famille (PAEF)

Votre PAEF est un service confidentiel et facultatif de soutien pouvant vous aider à entreprendre une démarche pour effectuer un changement. Laissez-nous vous aider à trouver des solutions aux problèmes que vous pourriez éprouver, quels que soient votre âge et l’étape de votre vie. Les membres de votre famille immédiate (au sens de votre programme d’avantages sociaux) et vous pouvez obtenir un soutien immédiat et confidentiel correspondant à vos préférences, à votre mode de vie et au mode de services avec lequel vous êtes à l’aise.

Gratuité

L’utilisation du PAEF est gratuite pour vous et les membres de votre famille. Le PAEF fait partie du programme d’avantages sociaux offert par votre employeur. Vous pouvez obtenir une série de séances de counseling. Si vous avez besoin d’une aide plus spécialisée ou de longue durée, notre équipe d’experts vous suggérera le spécialiste approprié ou le service correspondant le mieux à vos besoins. Bien que vous deviez assumer les frais de ces services supplémentaires, certains d’entre eux pourraient être couverts par votre régime provincial d’assurance-maladie ou par votre programme d’avantages sociaux.

Confidentialité

Votre PAEF est entièrement confidentiel, dans le cadre défini par la loi. Personne, y compris votre employeur, ne saura que vous avez utilisé le service, à moins que vous en parliez vous-même.

Solutions travail, santé et vie

Optimiser votre bien-être
• Stress • Problèmes de santé mentale • Deuil et perte • Situations de crise

Gérer vos relations familiales
• Communication • Séparation et divorce • Rôle parental

Gérer un problème professionnel
• Stress • Rendement • Équilibre travail-vie personnelle

Résoudre un problème de dépendance
• Alcool • Drogues • Tabagisme • Jeu

Trouver des ressources en soins aux enfants et aux aînés
• Garderises • Écoles • Résidences et foyers pour aînés

Obtenir des conseils juridiques
• Droit de la famille • Séparation et divorce • Garde d’un enfant

Obtenir des conseils financiers
• Gestion de la dette • Faillite • Retraite

Améliorer votre nutrition
• Gestion du poids • Hypercholestérolémie et hypertension artérielle • Diabète

Prendre soin de votre santé
• Comprendre les symptômes • Identifier un problème de santé • Améliorer le sommeil

Accédez à votre PAEF en tout temps, par téléphone, sur le Web ou à l’aide de votre appareil mobile.

1.800.461.5558 ATS-ATME : 1.877.338.0275
travilsantevie.com

Téléchargez l’application Mon PAEF à partir de la boutique d’applications de votre appareil ou saisissez le code QR ci-contre.