



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
MADIGAN ARMY MEDICAL CENTER
TACOMA, WASHINGTON 98431

MCHJ-CO

13 October 2009

MEMORANDUM FOR All Personnel

SUBJECT: Commander's Policy #56: Madigan Code of Conduct

1. This policy seeks to enhance and support the existing culture of professionalism at Madigan Army Medical Center. Its objective is to define disruptive and inappropriate behaviors which adversely impact patient safety, professional dialogue, and retention of critical personnel on the healthcare team. This initiative aligns with my intent to focus on "people first."
2. Disruptive and inappropriate behavior can be defined as "behavior that interferes with work or creates a hostile, fearful, offensive, or disrespectful environment." These behaviors include aggressive, passive/aggressive, and even passive actions which involve verbal communication, non-verbal communication, or written materials. In a healthcare organization, disruptive and inappropriate behaviors can foster medical errors, contribute to poor patient satisfaction and adverse outcomes, increase the cost of care, and cause qualified clinicians, administrators, and managers to seek new positions in more professional environments.
3. Examples of disruptive and inappropriate behaviors as well as appropriate and encouraged behaviors are at Appendix A.
4. Personnel witnessing inappropriate and disruptive behaviors are expected to address such behaviors at the lowest level possible using the Chain of Command unless the behaviors are egregious, criminal or violent in nature, or in direct violation of Equal Opportunity or Sexual Harassment policies. Incidents that are violent or criminal in nature should be immediately reported to the MAMC Provost Marshal Office at 968-1515. Incidents that are discriminatory in nature should be reported to the Equal Opportunity Office at 968-4072. Incidents may be anonymously reported via the Patient Safety Hotline at 968-3322. For observations that do not meet the criteria above, staff should contact a supervisor or utilize their chain of command to report incidents. There are other mechanisms for reporting which could also be utilized to include filing a patient safety incident report or contacting the Inspector General.
5. Addressing disruptive behavior in our organization is a leadership responsibility – from modeling the correct behaviors to expeditiously addressing instances of inappropriate behavior. Supervisors are encouraged to use private, yet on-the-spot corrections or counseling sessions to address individual issues regarding

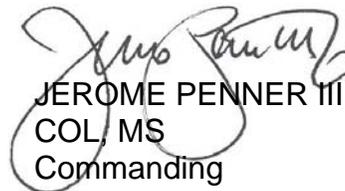
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unprofessional behavior. If a pattern of disruptive and inappropriate behavior develops, leaders will consider initiation of disciplinary action in accordance with the Uniformed Code of Military Justice or Fort Lewis Regulation 690-14.

6. Madigan staff will be provided a copy of the Madigan Code of Conduct Card (see Appendix B) at New Employee Orientation (NEO) and annually during Mandatory Annual Training (MAT).

Encls



JEROME PENNER III
COL, MS
Commanding

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Appendix A

Table 1 - Examples of disruptive and inappropriate behaviors
Physically threatening language directed at anyone
Physical contact that is threatening or intimidating
Threatening violence
Throwing instruments, charts, or other items
Threatening retaliation, retribution, or litigation
Sexual harassment and discrimination in all its forms
Use of degrading, demeaning, belittling, condescending, berating, or profane language
Name calling and use of disparaging terms
Writing inappropriate comments (not patient care focused) in medical records
Blatantly failing to respond to patient care needs or staff requests
Lack of cooperation without good cause
Failing to return phone calls or pages concerning patient care

Table 2 - Examples of appropriate and encouraged behaviors
Clear and concise communication and clarification of intended messages
Concerns of patient safety expressed audibly and appropriately
Cooperatively approaching problem resolution
Treating others with respect and dignity
Professional and courteous behavior
Conveying feedback and comments in a respectful and professional manner
Expressing dissatisfaction with policies through appropriate procedures

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Appendix B

Madigan Code of Conduct Card

Be People-Focused

Add Value to the Madigan Team

Exhibit Professional Behavior

Communicate Effectively

Respect Our Patients and Each Other

Show Dedication to Duty and to the Mission/Vision

Maintain Privacy and Confidentiality

Act with Integrity

Embody "Care with Compassion"

People First....Patients Always