

**WEST VIRGINIA UNIVERSITY HOSPITALS**  
**and Ambulatory Services**  
**POLICY AND PROCEDURE MANUAL**

**Policy V.022**  
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**2-23-15**  
**Reviewed**

**PERFORMANCE EXPECTATIONS AND  
SERIOUS VIOLATIONS OF BEHAVIORAL STANDARDS**

**POLICY**

West Virginia University Hospitals (WVUH) is committed to fostering an environment that promotes responsibility, teamwork, cooperation, professional behavior, and customer service. This is a shared responsibility where all employees and supervisors play an active role.

Employees are responsible for observing WVUH's organizational Performance Expectations ("Performance Expectations"), and the specific performance expectations set forth in the employee's job description, and for seeking assistance with understanding and interpreting the meaning of these expectations, and when necessary, correcting and reporting behavior that violates Performance Expectations. For purposes of this policy, all references to Performance Expectations shall include the WVU Healthcare Standards of Behavior unless stated otherwise.

Behavior/conduct that deviates from the WVU Healthcare Standards of Behavior and WVUH Performance Expectations and that interferes with respectful, caring relationships can foster medical errors, contribute to poor patient satisfaction and to preventable adverse outcomes, increase cost of care, and cause staff to seek new positions outside of WVUH. Therefore, disruptive behavior will not be tolerated in our organization, and a corrective action approach will be followed regarding disruptive behavior.

This is so, whether or not the particular policy, procedure, or standard specifically states that a violation will or may result in corrective action. WVUH may exercise the discretion to skip any and all steps of the corrective action process. In certain circumstances, some steps may be repeated. Factors that may affect corrective action include, but are not limited to, the nature and severity of the offense, whether patient care is compromised, whether the offense is a violation of the law or subjects WVUH to liability, whether the conduct was intentional or negligent, the number of prior infractions of a similar or dissimilar nature, the lapse of time between infractions, the existence of mitigating circumstances, the employee's ability and willingness to modify his or her behavior or improve his or her performance, and the employee's status with WVUH. The corrective action process may be significantly abbreviated where temporary or provisional employees are concerned.

When an employee has performance issues that he or she is unable or unwilling to improve, corrective action/discipline or other appropriate action may be taken including, but not limited to, modification of the assignment, demotion, transfer, or termination.

Nothing in this policy is intended to alter the at-will employment status of any employee.

***NOTE: Reporting of violations of Performance Expectations should be done without fear of retribution. Retribution or retaliation will not be tolerated. If it appears that retaliation/retribution has occurred, please contact your manager.***

Supervisory personnel are responsible for communicating Performance Expectations and assuring awareness of this Policy and other related policies dealing with behavior and disciplinary action. Supervisory personnel are also responsible for investigating suspected, observed or reported violations of Performance Expectations, and taking appropriate action when necessary.

## **PERFORMANCE EXPECTATIONS**

WVUH has adopted and implemented Performance Expectations and a Culture of Excellence program which help shape the shared values and cultural identity of our organization. These Performance Expectations include the following values and sample behavioral standards:

### **PEOPLE**

*Communication* – Demonstrates effective communication (open, honest and direct) skills. Listens effectively to demonstrate understanding of the ideas and opinions of others. Provides and receives constructive feedback to peers and supervisors. Shows a sincere interest in others and their concerns; initiates and develops relationships with others (peers and physicians).

*Teamwork* - Demonstrated ability to function as an effective team member. Cooperates with others to achieve department goals. Shares ideas and contributes time to help others (internal & external) of department. Contributes to organizational and department goals. Attends and participates in departmental staff meetings.

### **SERVICE**

*Customer Service* - Treats patients, families and others with dignity and respect. Appropriately meets all customer expectations 100% of the time. Facilitates ways to increase customer satisfaction. Follows up on customer requests and issues. Exhibits patience and respect when dealing with difficult customers or their concerns. Meets WVU Healthcare Standards of Behavior in providing customer service.

*Resource Management* - Utilizes organizational resources effectively. Contributes to and supports the organization's cost reduction goals.

*Job-Specific Requirements* - Meets all job specific standards. Demonstrates appropriate level of knowledge of technical aspects of position. Meets the continuing education requirements (internal & external). Meets 100% agreed upon timelines and deadlines of assigned projects and tasks.

## **PERFORMANCE IMPROVEMENT**

*Cost/Quality* - Identifies opportunities to improve performance - quality and cost. Actively participates in the department's and organization's Continuous Improvement Process efforts.

*Change Capacity* - Proactively responds to change. Supports actions that sustain change. Exhibits willingness to offer and try new ideas and supports change.

## **SHARED VALUES/CULTURE**

*Personal Effectiveness* - Constantly doing what is expected as an employee of WVUH. (Follows policies, practices, and supports WVUH initiatives). Is committed to doing the best work possible at all times. Serves as a role model to peers and patients by promoting WVUH values and modeling pride in the hospital. Upholds a positive reputation for WVUH inside and outside of the workplace.

*Ethics and Integrity* - Strong personal ethics and demonstrated good personal judgment. Takes responsibility and ownership for decisions and actions taken. Demonstrates an understanding and commitment to compliance standards and conduct.

*Initiative* - Takes ownership and initiative for their work. Works with others to help make WVUH better.

## **VIOLATIONS**

Behavior that deviates from WVUH's Performance Expectations compromises the health, safety and well being of patients, customers, other staff members and our organization at large. Certain actions and behaviors will constitute serious violations of our Performance Expectations and will warrant discharge from employment or a final warning with suspension, dependent upon managerial review of the circumstances and past practice.

The following is a representative list only and is not designed to be all-inclusive, self-limiting or to amend other relevant WVUH policies. Actions not specifically addressed or described herein may also be deemed in violation of this Policy:

1. Willful intent to falsify information or to withhold information on an employment application, health assessment/physical, time record, pinc card, time stamp or any act of dishonesty regarding WVUH business.
2. Unauthorized use or disclosure of the confidential or proprietary information of WVUH or any use or disclosure of patient information which violates WVUH policy.
3. Reporting for work in a condition not fit for duty due to the use or abuse of alcohol, drugs, prescription medicines or other controlled substance.
4. Possession, sale, distribution and/or consumption of alcohol or illegal drugs or drug paraphernalia while on duty or on WVUH premises except for (a) moderate consumption of alcohol at WVUH sanctioned or sponsored events; or (b) personal gifts exchanged between coworkers consisting of or containing alcohol that are not opened or consumed while on duty or on WVUH premises.
5. Theft of WVUH property or the property of another employee or patient.
6. Possession of firearms, explosives or concealed weapons on WVUH premises in accordance with WVUH Weapons Policy III.221
7. Willfully misusing, destroying, or damaging WVUH property or the property of a patient, visitor or other employee.
8. Fighting, threats of bodily injury, the use of abusive or threatening language (which may include profanity or gestures) or any other intimidating or unwelcome verbal or physical behavior involving or directed toward a patient, visitor or other employee, including physical or verbal harassment in violation of anti-discrimination laws.
9. Refusal to cooperate with any WVUH investigation or audit involving a security, legal, compliance or other business or operational matter affecting WVUH.
10. Insubordinate behavior such as refusing to follow appropriate directives or instructions from supervisory personnel as well as passive behavior such as delaying in caring out an assignment or quietly exhibiting uncooperative attitudes during routine activities. Such behaviors include the reluctance or refusal to answer questions, return phone calls or pages, condescending language or voice intonation, impatience with questions.
11. Any retaliatory action against persons reporting behaviors that undermine any WVUH policy or for exercising their rights as provided by any state or federal regulations.
12. Failing to comply with licensure and certification requirements or failure to sit for and pass required examinations, by applicable deadlines.

13. Any other willful act or conduct detrimental to patient care or WVUH operation.

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