

DEPARTMENT OF HEALTH SERVICES

DISCIPLINE MANUAL  
AND  
GUIDELINES

Developed by the DHS Human Resources Division

Under the guidance of Michael Lampert

In consultation with The Office of the County Counsel and  
The Department of Human Resources / Civil Service Advocacy Division



**Health Services**  
LOS ANGELES COUNTY

"To ensure access to high-quality, patient-centered, cost-effective health care to  
Los Angeles County residents through direct services at DHS facilities and through  
collaboration with community and university partners."

# DHS DISCIPLINE GUIDELINES

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**Effective: 06/01/2011**

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## DHS DISCIPLINE MANUAL

### **PREFACE**

This manual is a revision of the official County of Los Angeles Department of Health Services (“DHS”) Employee Evaluation and Discipline Guidelines (“EE&DG”) which originated in April of 1999. The EE&DG were developed as a result of the Board of Supervisors interest regarding the management of employee discipline. These revised Guidelines supersede the “Discipline Guidelines” portion of the 1999 EE&DG and are intended to restate the general practices and policies of the County of Los Angeles and DHS to all employees, supervisors, and managers in order to increase understanding and awareness of the discipline process.

### **§100. DISCIPLINARY OBJECTIVE**

The purpose of discipline is to ensure effective and efficient departmental operations, and employee adherence to reasonable and acceptable rules of performance and conduct. Meeting these goals assists DHS in providing effective and caring services to the residents of the County of Los Angeles.

Webster’s dictionary<sup>1</sup> defines “discipline” as: 1. Training expected to produce a specific type or pattern of behavior, esp. training that produces moral or mental improvement; and 2. Controlled behavior resulting from disciplinary training. It is the intention of DHS, as demonstrated in these guidelines, that employee discipline be positive and corrective rather than punitive. The steps taken in the DHS disciplinary process are to be directed toward the goal of gaining acceptable or better performance. Furthermore, the Department recognizes that issues of misconduct and/or poor performance should be solved at the lowest possible level and at the earliest possible time. However, some misconduct is not correctable through discipline, or is so serious as to render the individual unsuitable for continued employment. In such cases, discharge will be considered because progressive discipline is not appropriate.

It is the mission of DHS to ensure access to high quality, patient-centered, cost effective health care to Los Angeles County residents through direct services at DHS facilities and through collaboration with community and university partners. The DHS Discipline Guidelines have been drafted in light of this crucial objective, and are designed to assist supervisors and managers in determining when and how to impose discipline, while clearly notifying employees of departmental policy and practice relating to discipline.

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<sup>1</sup> Webster’s New College Dictionary (3<sup>rd</sup> ed. 2005).

## **§ 110. RANGE OF EMPLOYEE MISCONDUCT: FROM *ERRORS* TO *RECKLESS BEHAVIOR***

On-the-job employee conduct<sup>2</sup> spans a broad range of behaviors including actions worthy of praise and commendation, grave transgressions, and everything in between. The Department recognizes and appreciates that most DHS employees are dedicated, capable, and professional in their interactions with patients, fellow employees, management, and the public. It is also recognized that even dedicated, capable, and professional employees will occasionally act in error. Because *human error* is by definition inadvertent, disciplinary action may not be an appropriate response to such occasional missteps when they do not harm the public service. Typically, human error is more properly addressed through management acknowledgment and discussion.<sup>3</sup> However, at the other end of the spectrum of potential employee conduct is *reckless behavior*. DHS recognizes that reckless behavior involves a conscious disregard of a substantial and unjustifiable risk of causing harm. The reasons for engaging in reckless behavior are varied, but none can justify or excuse the disregard for the safety of patients, fellow workforce members, customers, or the public. Reckless behavior is an example of the type of employee conduct that almost always warrants disciplinary action.

## **§ 120. CIVIL SERVICE RULE AUTHORIZING SERIOUS DISCIPLINE**

Pursuant to the California Constitution and the Charter of the County of Los Angeles, the Los Angeles County Civil Service Rules have been adopted by the Civil Service Commission and carry the full force and effect of law.

Civil Service Rule 18.031 contemplates serious disciplinary action under the following circumstances:

Failure of an employee to perform his or her assigned duties so as to meet fully explicitly stated or implied standards of performance may constitute adequate grounds for discharge, reduction, or suspension. Where appropriate, such grounds may include, but are not limited to, qualitative as well as quantitative elements of performance, such as failure to exercise sound judgment, failure to report information accurately and completely, failure to deal effectively with the public, and failure to make productive use of human, financial and other assigned resources. Grounds for discharge, reduction, or suspension may also include any behavior or pattern of behavior which negatively affects an employee's productivity, or which is unbecoming a County employee; or any behavior or condition which impairs an employee's qualifications for his or her position or for continued County employment.

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<sup>2</sup> In some cases, off-the-job conduct may also subject an employee to discipline, particularly when such conduct is deleterious to the civil service system and/or unbecoming a County employee. (See *infra* regarding Civil Service Rule 18.031.)

<sup>3</sup> However, repetitive errors made at an unacceptable rate may need to be addressed through disciplinary action.

## **§ 130. DISCIPLINARY ACTION**

The application of the DHS Discipline Guidelines requires consideration of many factors and the use of good judgment. While the paramount concern and overriding consideration in discipline matters is the actual or potential harm to the public service, consideration of the circumstances surrounding any misconduct and the likelihood of recurrence are also relevant in determining the appropriate level of corrective action. Supervisors and managers should consult with the Human Resources Performance Management Section when considering disciplinary action.

## **§ 140. EXPERT ASSISTANCE WITH DISCIPLINE MATTERS**

The Human Resources Performance Management Section assists management in the investigation<sup>4</sup> and consideration of discipline matters. Performance Management will verify information, consult with appropriate supervisor(s), and analyze facts thoroughly and objectively. In addition, Performance Management considers intent, past performance, degree of culpability, discipline history, truthfulness, severity of infraction, acceptance of responsibility, potential liability incurred by the County, jeopardy to public safety, and the harm or risk of harm to persons or property.

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<sup>4</sup> When called upon, it is the duty of every DHS employee to cooperate fully in administrative investigations by providing information, participating in interviews, being truthful at all times, and appearing when requested at Civil Service or other administrative proceedings. Making false or misleading statements during an investigation is unacceptable and will lead to disciplinary action. (See also DHR Policies, Procedures, and Guidelines (PP&G) 910, Employees' Cooperation in the Administrative Investigation Process, which states in relevant part that, "It is the policy of the County of Los Angeles that all County employees fully cooperate in, and not take any action that could interfere with, delay, obstruct, distort, or influence any administrative investigation process conducted by the County of Los Angeles or any authorized agency.")

## **§ 200. PROGRESSIVE AND NON-PROGRESSIVE DISCIPLINE**

Supervisors and managers must exercise sound judgment in selecting the mode or degree of corrective action. DHS generally subscribes to the theory of “progressive discipline,” whereby misconduct is addressed at the lowest possible level reasonably anticipated to result in the desired improvement of performance or positive change in behavior. Under this approach, each time an employee is disciplined, he or she *may* receive an increasingly higher level of discipline. However, DHS reserves the right to impose discipline at any level (up to and including discharge) when warranted, given the totality of the circumstances. Therefore, progressive discipline does not require that management take every step available in the scale of increasing levels of discipline, and if an employee engages in a serious violation of policy, procedures, or otherwise egregious misconduct, management reserves the right to proceed to the highest level of discipline (i.e., discharge from County service).

Circumstances in some situations may require bypassing progressive discipline.

Conduct which may be appropriate for bypassing progressive discipline includes, but is not limited to, conduct which an employee should know to be unacceptable without specific notice from the Department. This includes behavior such as dishonesty, illegal conduct, or any conduct which places the Department in violation of any state or federal law, court order, or in jeopardy of liability.

The seriousness of the conduct, the frequency of its occurrence, and the attitude of the employee regarding the conduct are among factors that may contribute to non-progressive discipline. Such acts may result in discharge without consideration of prior service or imposition of previous discipline.

## **§ 210. MULTIPLE VIOLATIONS**

There are situations in which separate and distinct violations may occur within a single incident. All violations should be considered in determining the appropriate level of discipline to be imposed.

## **§ 220. STEPS FOR DISCIPLINE**

The imposition of the proper discipline stems from a determination of the facts, an evaluation of whether the facts reflect the employee misconduct, a judgment on the significance of the misconduct and the proper disciplinary response. The determination of the facts always involves an investigation by management and/or Human Resources staff. Conducting an investigation may also require management to involve one or more of the following: DHS Audit & Compliance Division, the Los Angeles County Department of Auditor-Controller, the Los Angeles County Sheriff's Department, or other local, state or federal law enforcement agencies. The extent of the investigation is determined by the nature and seriousness of the allegations, performance problem, or misconduct.

A thorough evaluation of the facts shall be done prior to the imposition of any discipline. Disciplining an employee should be an impartial step taken with the intent of correcting the misconduct or poor performance before it becomes more severe or develops into an incorrigible pattern. Discipline should be imposed as soon as possible after the incident or problem occurs.

Ultimately, the judgment of whether discipline is appropriate should be based upon several factors, including:

- The seriousness of the offense and the impact (actual or potential) upon the Department, County, and/or the community;
- The applicable policy and procedure violations;
- The length of service and overall performance of the employee;
- The attitude (including candor, acceptance of responsibility, and contrition) of the employee; and
- Previous discipline, if any, and the length of time since imposed.

Finally, consultation with the Human Resources Performance Management Section is necessary to determine the appropriate level of discipline. Performance Management is able to make recommendations which consider actions issued to other employees for similar infractions and analyze variables such as work histories, performance records, duties, work settings, etc.

## **§ 230. LEVELS OF DISCIPLINE**

Supervisors and managers are reminded to consult with the Human Resources Performance Management Section before any of the following disciplinary actions are formally implemented.

### **A. Written Warning**

A Written Warning is the lowest method of formal discipline and *may* be imposed when an incident or behavior has, or could have, impacted office or departmental operations, or when prior non-disciplinary actions have not corrected the employee's behavior, pattern of behavior, or his or her job performance. A Written Warning is notice to the employee that his or her performance or behavior must be improved, or it will be necessary to take further disciplinary action, up to and including discharge.

### **B. Written Reprimand**

A Written Reprimand *may* be imposed when an incident or behavior has, or could have, *seriously* impacted office or departmental operations, or when prior disciplinary or non-disciplinary actions have not corrected the employee's pattern of behavior or his or her job performance. A Written Reprimand is notice to the employee that his or her performance or



behavior must be improved, or it will be necessary to take further disciplinary action, up to and including discharge.

C. Suspension

Suspension is the temporary removal of an employee from his or her duties without pay. Normally, a suspension without pay, for disciplinary purposes, may not exceed thirty (30) calendar days in length, however, under Civil Service Rule 18.01, when a suspension without pay is issued because of a criminal complaint charge or indictment filed against an employee, the period of suspension may continue until thirty (30) calendar days after the judgment or acquittal of the charged offense has become final.

Suspensions should be imposed after referring to the recommended guideline range contained in the appropriate Examples of Causes of Discipline category, if applicable. If no specified category is on point, a suspension *may* be imposed when the misconduct impacted the operations of the Department or when previous discipline has not corrected the misconduct or performance.

An employee may be suspended pending the results of an investigation into allegations of misconduct. The allegations may be either criminal in nature or so serious that the departmental needs require the employee's immediate removal. The investigation should then be conducted as rapidly as possible to determine if any misconduct occurred and if so, whether a disciplinary action is justified.

All notices of suspensions must be in written form. However, on occasion it may be necessary for an employee to be immediately suspended either pending investigation or because the employee's continued presence on the job presents an imminent danger to himself or herself, other employees, the public, or patients under the care of the Department. Such immediate (summary) suspensions must be based on exigent circumstances; examples include (but are not limited to) substantial risk of harm or danger to patient(s), workforce member(s), the public, County property, records, reputation, and/or the destruction or compromise of relevant evidence.

Supervisors and managers must contact the Human Resources Performance Management Section when considering such an action.

D. Reduction/Demotion

A demotion is a lowering of an employee's rank or grade. As used in this manual, reduction and demotion are synonymous. As with the imposition of all discipline, an employee may be demoted for proper cause. Such reasons must be stated in writing and include specific grounds and facts upon which a demotion is based. Under appropriate circumstances, an employee may be demoted after he or she has completed a first probationary period. Demotion is appropriate only if there is reason to believe that an employee will function adequately at an available lower level position. Demotion may also be appropriate for consideration in cases involving performance deficiencies.

A voluntary reduction is not a disciplinary action.

E. Discharge

Discharge is the complete and final separation of an employee from departmental and County service. Discharge should be imposed after referring to the recommended guideline range contained in the appropriate Examples of Causes of Discipline category, if applicable. If no specified category is on point, discharge may be appropriate when prior discipline has not corrected the employee's unacceptable behavior and the Department does not reasonably anticipate that a lesser disciplinary action would accomplish that goal, and/or in circumstances where the misconduct has rendered an employee unsuitable for continued employment with DHS.

**§ 240. INFORMAL CORRECTIVE ACTIONS**

Of course, not all inappropriate behavior requires formal discipline. Examples of possible non-disciplinary corrective actions include: coaching, training, medical certification, improvement needed plans, and/or counseling.<sup>5</sup> It is recommended that counseling be confirmed in writing and be used to help correct problems before they become significant. Non-disciplinary actions are not recommended for serious and/or repeated misconduct.

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<sup>5</sup> Consultation with the DHS Performance Management Section is always recommended when documenting pre-disciplinary actions such as Confirmations of Counseling due to specific policy, practice, and Memorandum of Understanding concerns associated with such matters.

### § 300. MANAGEMENT’S ROLE

Before any potential disciplinary action is considered, the manager or supervisor (in conjunction with the Human Resources Performance Management Section) must:

- Investigate and consider all sources of relevant information (i.e., facts, not opinions);
- Interview all relevant witnesses whenever possible/practicable;
- Verify information;
- Consult with the appropriate supervisor(s) involved;
- Analyze the facts thoroughly and objectively;
- Assess the employee’s record of performance;
- Summarize the matter in writing;
- Consider other factors, such as the liability or potential liability incurred by the Department or County, the jeopardy to public safety, and the harm or risk of harm to persons or property; and
- Determine the appropriate level of discipline.

### § 310. EMPLOYEE’S RESPONSE AND APPEAL RIGHTS

Employees enjoy various rights to respond to allegations made against them and to appeal departmental actions. The specific rights depend upon employment status, the specific action taken or proposed, and the reason for the action.

#### A. Permanent Employees

The Department must formally notify an employee in writing of the *intent* to: Discharge; Reduce; or Suspend for six (6) days or greater.

The letter which serves as the formal notification of intent in these circumstances is also known as the “Skelly” letter. The Skelly letter indicates the reasons for the proposed action and enumerates the specific facts supporting the reasons. The letter must also identify an employee’s right to respond to the allegations *prior* to the imposition of the suspension, reduction, or discharge.<sup>6</sup> The response to the allegations is before a non-involved manager who is capable of making an appropriate recommendation to the decision maker. The response may occur in person, in writing, or both. If the response occurs at a meeting, the meeting is alternately known as a “due process” or “Skelly” meeting.

An employee has a right to representation of his or her choice in responding to the intended discipline. The opportunity to respond allows an employee to present any material or information he or she believes to be relevant to the consideration of whether the Department should proceed with the intended action or why the Department should reduce the degree of

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<sup>6</sup> However, in the case of a “summary” (i.e., immediate) suspension, the letter will necessarily follow the action

intended discipline. However, the “due process” meeting is not an evidentiary hearing and there is no right to examine witnesses.

In most cases the employee will be provided with copies of all documents, reports, and written materials which were considered in determining the discipline attached to the letter of intent. However, in cases where this is not practical, the employee will be provided an opportunity to obtain such documents and materials within a reasonable period prior to the deadline to respond to the allegations.

In cases where management decides to proceed with disciplinary action after the due process opportunity (regardless of whether the employee responds in writing, in person, or fails to respond), the employee must be notified in writing of the imposition of the suspension, demotion, discharge, or change in recommended discipline. The letter must cite the reasons for the action and specific facts supporting such action. It must also inform the employee of his or her right to appeal the imposed discipline.

**B. Probationary Employees (First Time Probationers)**

Probationary employees are those employees who have not completed their first probationary period as a County employee or who are serving a subsequent probationary period, as in the case of promotion or reinstatement.

A first time probationary employee must be notified in writing of the discharge before midnight of the last day of the probationary period. The discharge must also be effected no later than that date. A first time probationary employee who is being discharged is not entitled to a notice of intent to discharge, but can appeal the action to the Director of Personnel (DHR).

**C. Permanent Employees on Probation**

An employee who is serving a subsequent probationary period is a permanent County employee. Although not entitled to a Notice of Intent to Reduce (and the associated Skelly or due process rights), the employee must be notified in writing of the reduction before midnight of the last day of the probationary period. In addition, a Notice of Reduction must inform the employee of his/her right to file an appeal with the Director of Personnel (DHR).

However, an employee who is being discharged from County service while serving a subsequent probationary period must be provided a Notice of Intent to Discharge (and the associated Skelly or due process rights) and the right to appeal to the Civil Service Commission.

Reduction or discharge of an employee during a subsequent probationary period must occur before midnight on the last day of the probationary period.

**§ 320. SPECIFIC APPEAL RIGHTS**

	<b>DISCIPLINARY ACTION</b>	<b>APPEAL TO</b>	<b>TIME LIMITS</b>
<b>A.</b>	Discharge or Reduction of a Permanent Employee	Civil Service Commission	Fifteen (15) business days from date notice is served
<b>B.</b>	Discharge of First Time Probationary Employee	Director of Personnel	Ten (10) business days from date notice is served
<b>C.</b>	Reduction of a Permanent Employee serving a Probationary Period due to Promotion	Director of Personnel	Ten (10) business days from date notice is served
<b>D.</b>	Discharge of a Permanent Employee serving a probationary period due to promotion	Civil Service Commission	Fifteen (15) business days from date notice is served
<b>E.</b>	Suspension (6-30 Days) of a Permanent Employee	Civil Service Commission	Fifteen (15) business days from date notice is served
<b>F.</b>	Suspension (5 Days or less) of a Permanent Employee	Director of Personnel	Fifteen (15) business days from date notice is served

**§ 330. GRIEVANCES**

Any employee in a represented class may file written grievances within the time limits established by his or her applicable Memorandum of Understanding. Non-represented employees may file written grievances within the time limits established by Department Policy.

**§ 400. EXAMPLES OF CAUSES FOR DISCIPLINARY ACTION**

THERE MAY BE MANY FACTORS TO CONSIDER IN ADMINISTERING DISCIPLINE, BUT THE OVERRIDING CONSIDERATION IS THE ACTUAL AND/OR POTENTIAL HARM TO PUBLIC SERVICE. THE DEPARTMENT RESERVES THE RIGHT TO IMPOSE DISCIPLINE AT ANY LEVEL DEPENDENT ON THE TOTALITY OF THE CIRCUMSTANCES, THE PAST DISCIPLINARY HISTORY, THE RECOGNITION BY THE EMPLOYEE OF THE SIGNIFICANCE OF THE POOR PERFORMANCE, OR THE INAPPROPRIATENESS OF THE CONDUCT AND THE SEVERITY AND EGREGIOUSNESS OF THE OFFENSE.

The following list of causes for disciplinary actions (pages 12–35) is representative, but not all inclusive. This list should not be applied “automatically” in relation to actual infractions. It is impractical to establish a set of disciplinary actions which can cover every offense and every employee.

DHS reserves the right to take disciplinary action for inappropriate conduct and/or behaviors not specifically enumerated herein.

Furthermore, while DHS generally subscribes to the principles of progressive discipline, DHS reserves the right to impose discipline at any level in the range (up to and including discharge) when warranted, given the totality of the circumstances.

COUNTY OF LOS ANGELES – DEPARTMENT OF HEALTH SERVICES

	EXAMPLES OF CAUSES FOR DISCIPLINARY ACTION	DISCIPLINE RANGE*		
		1 <sup>ST</sup> FORMAL ACTION**	2 <sup>ND</sup> FORMAL ACTION	3 <sup>RD</sup> FORMAL ACTION
<b>A.</b>	<b>ATTENDANCE, ABSENTEEISM</b>			
A1.	Unauthorized absences.	W to S: 15 days	S: 16 to 30 days	D
A2.	Excessive or patterned absenteeism.	W to S: 15 days	S: 16 to 30 days	D
A3.	Excessive tardiness/leaving early.	W to S: 15 days	S: 16 to 30 days	D
A4.	Failure to notify supervisor regarding absence within attendance policy limits.	R to S: 5 days	S: 6 to 15 days	S: 16 to D
A5.	Absence from duty without authorization after having been denied permission.	S: 5 to 15 days	S: 16 to 30 days	D
A6.	Leaving post assignment or work area without permission unless properly relieved.	S: 1 to 5 days	S: 6 to 30 days	D
A7.	Failure to timely notify the Department (within 24 hours) of inability to return to work from a leave of absence.	R to S: 15 days	S: 16 to 30 days	D

**THE ABOVE-NOTED ILLUSTRATIONS ARE INTENDED TO PROVIDE EXAMPLES, NOT AN EXHAUSTIVE LIST OF MISCONDUCT AND CORRESPONDING CORRECTIVE ACTION.**

W=Warning; Rep=Reprimand; S=Suspension; Red=Reduction; D=Discharge; Emp=Employee; App=Applicant.

\* ***Range of Discipline:*** While DHS generally subscribes to the principles of progressive discipline, the Department reserves the right to impose discipline at any level in the range (up to and including discharge) when warranted, given the totality of the circumstances.

\*\*For purposes of discipline severity calculation, discipline actions issued and served seven (7) or more years earlier will not be considered prior 1<sup>st</sup> or 2<sup>nd</sup> “formal actions.” However, all prior disciplinary, pre-disciplinary, or non-disciplinary actions, of any age, may be considered as pertinent background which, along with other relevant factors, may affect placement within a given discipline range.

COUNTY OF LOS ANGELES – DEPARTMENT OF HEALTH SERVICES

	<b>EXAMPLES OF CAUSES FOR DISCIPLINARY ACTION</b>	<b>DISCIPLINE RANGE*</b>		
		<b>1<sup>ST</sup> FORMAL ACTION**</b>	<b>2<sup>ND</sup> FORMAL ACTION</b>	<b>3<sup>RD</sup> FORMAL ACTION</b>
<b>B.</b>	<b>BASIC JOB PERFORMANCE</b>			
B1.	Failure to achieve passing score/rating in departmental and/or facility competency testing. [Note: Formal action discipline range for B1 is assessed per testing cycle and does not carry over to future annual examinations.]	W to D	S: 6 days to D	D
B2.	Failing to meet work performance requirements, including failure to meet deadlines.	W to S: 5 days	S: 6 to 15 days	S: 16 days to D
B3.	Failing to meet assigned reasonable strategic due dates without legitimate excuse.	S: 1 to 5 days	S: 6 to 30 days	S: 30 days to D
B4.	Wasting time and/or avoiding work.	Rep to S: 5 days	S: 6 to 15 days	S: 16 days to D
B5.	Performing other than assigned duties and/or working outside scope of duties (or granted privileges) without authorization.	Rep to S: 15 days	S: 16 days to D	S: 30 days to D
B6.	Abuse of supervisory or management authority, or conduct unbecoming management or supervisory authority.	S: 1 to 5 days	S: 6 to 30 days	D
B7.	Failure to perform management and/or supervisory responsibilities competently and promptly.	W to S: 5 days	S: 6 to 30 days	S: 30 days to D

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COUNTY OF LOS ANGELES – DEPARTMENT OF HEALTH SERVICES

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		<b>1<sup>ST</sup> FORMAL ACTION**</b>	<b>2<sup>ND</sup> FORMAL ACTION</b>	<b>3<sup>RD</sup> FORMAL ACTION</b>
B8.	Failing to use necessary and/or prescribed authority in discharge of duties.	W to S: 15 days	S: 16 days to D	D
B9.	Failure to report information, including situations, which result in, or have the potential to result in loss, injury or damage to individuals or to the County.	Rep to S: 5 days	S: 6 to 15 days	S: 16 days to D
B10.	Failure to report suspected Elder/Adult Abuse or Child Abuse as required by law.	Rep to S: 15 days	S: 16 days to D	D
B11.	Carelessness, poor judgment, or inattention to duties (including sleeping on duty) which <i>could</i> result in improper service being rendered to patients or the public, personal injury, loss or damage to property of the County, economic loss to the County or the public, or impairment of a County function.	W to S: 5 days	S: 6 to 15 days	S: 16 days to D
B12.	Carelessness, poor judgment, or inattention to duties (including sleeping on duty) which <i>actually</i> results in improper service being rendered to patients or the public, personal injury, loss or damage to property of the County, economic loss to the County or the public, or impairment of a County function.	S: 1 to 15 days	S: 16 days to D	D
B13.	Concerted or deliberate restriction of output including but not limited to failure to report to work or to remain at work; slowdown; delaying work of others.	Rep to S: 5 days	S: 10 to 30 days	D
B14.	Providing poor customer service and/or poor public relations.	Rep to S: 15 days	S: 16 to 30 days	D

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		<b>1<sup>ST</sup> FORMAL ACTION**</b>	<b>2<sup>ND</sup> FORMAL ACTION</b>	<b>3<sup>RD</sup> FORMAL ACTION</b>
<b>C.</b>	<b>COMPUTER / TECHNOLOGY USE VIOLATIONS</b>			
C1.	Negligent failure to maintain confidentiality of all County and/or DHS information regarding computer and/or communications systems, or release of such information without proper authorization.	S: 5 to 15 days	S: 16 to 30 days	D
C2.	Intentional failure to maintain confidentiality of all County and/or DHS information regarding computer and/or communications systems, or release of such information without proper authorization.	S: 30 days to D	D	
C3.	Securing, posting, or distributing access information to County and/or DHS computer and/or communications systems without authorization.	Rep to S: 5 days	S: 6 to 30 days	S: 30 days to D
C4.	Unauthorized access to inappropriate internet sites, such as pornographic, gambling, or other improper or offensive web sites.	Rep to S: 10 days	S: 11 days to D	D
C5.	Use of DHS or County Intranet, public internet, or electronic mail (e-mail) systems for transmitting or distributing pornographic, profane, or obscene material, and/or, harmful, derogatory, or offensive remarks.	S: 1 to 15 days	S: 16 to D	D

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C6.	Use of DHS or County Intranet, public Internet or electronic mail (e-mail) systems for illegal purposes, including, but not limited to, transmitting or receiving child pornography.	D		
C7.	Accessing or using any DHS or County computer, network, platform, system, or data without authorization or legitimate business need.	W to S: 15 days	S: 15 to D	D
C8.	Illegally accessing any DHS or County computer, network, platform, system, or data.	S: 15 to 30 days	D	
C9.	Bypassing or subverting any security measure or system implemented to control or restrict access to any DHS or County computer, network, platform, system, or data.	S: 15 to 30 days	D	
C10.	Accessing or using another employee's password without departmental authorization.	S: 5 to 30 days	D	
C11.	Negligent introduction of computer viruses, worms, Trojan horse, back door programs, or malicious program codes into DHS or County computer environments and networks.	Rep to S: 30 days	D	
C12.	Intentional introduction of computer viruses, worms, Trojan horse, back door programs, or malicious program codes into DHS or County computer environments and networks.	D		

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C13.	Failure to report suspected, observed, or reported computer misuse or crime within 24 hours.	Rep	S: 1 to 5 days	S: 6 to D
<b>D.</b>	<b>DISRUPTIVE BEHAVIOR: HARASSMENT, DISCRIMINATION, AND DISCOURTESY</b>			
<p><i>About disruptive behaviors:</i> The Department recognizes that intimidating and/or disruptive behaviors represent a direct threat to providing quality care to our patients. Such behaviors are unprofessional and have been found to foster medical errors, contribute to preventable adverse outcomes, result in poor patient satisfaction, increase the cost of care, and stimulate unnecessary turnover of qualified workforce members. As a result, DHS will not tolerate intimidating and/or disruptive behaviors whether overt (e.g., verbal outbursts or physical threats) or passive (e.g., implied threats or uncooperative attitudes). When they occur, intimidating and/or disruptive behaviors are causes for disciplinary actions as described in this manual. As with misconduct generally, DHS reserves the right to take disciplinary action for intimidating and/or disruptive behaviors even if they have not been specifically enumerated herein.</p>				
D1.	Harassment, including but not limited to, intimidation of, or retaliation against, employees who file grievances, appeals, or complaints.	Rep to D	S:16 to D	D
D2.	Unlawful employment discrimination including failure to hire or promote eligible persons because of race, religion, sex, national origin, age, sexual preference, disability, union affiliation, or other non-merit factor(s).	S: 10 days to D	D	

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D3.	Misconduct of a sexual harassment nature (including, but not limited to): unwanted physical contact, lewd behavior, or creating an offensive, intimidating and/or oppressive work environment.	S: 5 days to D	D	
D4.	Actual or implied threats and/or other verbal harassment to submit to a sexual request or demand in order to retain employment, or obtain favorable job evaluation, or avoid some other loss; and offers of job benefits in return for sexual favors.	D		
D5.	Failure to act on report of conduct cited in D1 – D4 within established County policies.	Rep to S: 5 days	S: 6 to D	D
D6.	Use of abusive and/or obscene language, or gestures.	Rep to S: 5 days	S: 6 to 15 days	S: 16 days to D
D7.	Making inappropriate racial, ethnic, or sexist remarks.	Rep to S: 5 days	S: 6 to D	D
D8.	Disparaging the race, ethnicity, national origin, religious beliefs/affiliation, disability, or sexual preference(s) of a workforce member, patient, or member of the public.	S: 1 to 10 days	S: 11 to D	D
D9.	Discourtesy, or failing to work in a harmonious or professional manner (including making false, abusive, vicious, or malicious statements) while on County time, or on/in County property, or assignment.	Rep to S: 5 days	S: 6 to 30 days	D

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D10.	Loud talking, heckling, horseplay, or throwing objects.	W to S: 5 days	S: 6 to 15 days	S: 16 days to D
D11.	Excessive and/or disruptive socializing during working hours.	W to S: 5 days	S: 15 to 30 days	D
<b>E.</b>	<b>ETHICAL CONFLICTS</b>			
E1.	Violation of the recognized code of ethics of the professional group of the employee.	S: 5 to 30 days	S: 30 days to D	D
E2.	Engaging in employment or activity constituting a conflict of interest.	S: 5 to D	D	
E3.	Working for another employer, or self-employed, while on an approved leave of absence, when such employment has not been authorized by DHS.	S: 15 days to D	D	
E4.	Performing (not for profit) non-County services on County time (limited and/or isolated occurrences).	Rep to S: 15 days	S: 16 to 30 days	D
E5.	Performing (not for profit) non-County services on County time (patterned and /or egregious occurrences).	S: 5 days to D	D	

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E6.	Performing non-County services on County time for profit (limited and/or isolated occurrences).	Rep to D	D	
E7.	Performing non-County services on County time for profit (patterned and /or egregious occurrences).	S: 16 days to D	D	
E8.	Directing subordinates to perform non-County services on County time (not for profit).	S: 5 to 30 days	S: 30 days to D	D
E10.	Directing subordinates to perform non-County services on County time (for profit of the employee).	S: 15 to 30 days	D	
E11.	Directing subordinates to perform non-County services on County time (for profit of the supervisor/manager).	D		
E12.	Soliciting, receiving, agreeing to receive, or assisting others in receiving any favor, gratuity, or reward, based upon official position, office, or County employment generally; except as authorized.	S: 15 to D	D	
E13.	Offering a bribe.	S: 16 days to D	D	
E14.	Improper solicitation of patients for attorneys; “capping.”	S: 30 days to D	D	

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E15.	Using official position, office, County I.D., or DHS Internet logon I.D. for unauthorized access or use.	S: 1 to 15 days	S: 16 to 30 days	D
E16.	Using official position or office for personal gain or advantage, or the gain or advantage of family, friends, or associates.	D		
E17.	Conducting personal business during working hours.	W to S: 5 days	S: 6 to 15 days	S: 16 days to D
E18.	Unauthorized use, operation, or possession of equipment, machines, or tools not assigned to the employee.	W to S: 5 days	S: 6 to 15 days	S: 16 days to D
E19.	Personal use of County resources, including but not limited to, computer printers, photocopy machines, fax machines, pagers, and telephones (including cellular phones).	Rep to S: 1 day	S: 2 to 15 days	S: 16 to D
E20.	Outside employment in excess of 24 hours per week when: a) employed full-time by the Department <u>and</u> b) not on <i>approved</i> County leave of absence without pay.	Rep to S: 5 days	S: 6 to 30 days	S: 30 days to D
<b>F.</b>	<b>FALSE STATEMENTS, DISHONESTY</b>			
F1.	False, deceptive, or misleading statements/representations with <i>potential</i> adverse impact for DHS or the County, including filing false, deceptive, or misleading complaints.	Rep to S: 15 days	S: 6 days to D	D

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F2.	False, deceptive, or misleading statements/representations with <i>actual</i> adverse impact for DHS or the County, including filing false, deceptive, or misleading complaints.	S: 10 days to D	D	
F3.	False, deceptive, or misleading statements/representations to a supervisor or manager.	S: 1 day to D	S: 16 days to D	D
F4.	Making untruthful, misleading or unreasonably inaccurate statements during an administrative or internal investigation.	S: 10 days to D	D	
F5.	Falsification or significant omission of information on a Los Angeles County employment application, Employment Information Sheet, promotional application, or resume.	App: Do Not Hire Emp: Red to D	D	
F6.	Minor omission or inaccuracy on a Los Angeles County employment application, Employment Information Sheet, promotional application, or resume.	App: Do Not Hire Emp: Rep to S: 30 days	D	
F7.	Any form of cheating on a departmental examination and/or a County Civil Service examination; including but not limited to unauthorized possession, use, or distribution of examination material; participating in an examination for another person; or falsification of or possession of a falsified test entry notice.	App: Do Not Hire Emp: Red to D	D	

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F8.	Falsifying time, travel, mileage, or financial or other related records for self or other employees (less than \$400).	Rep to D	D	
F9.	Falsifying reports or business/work related documents.	S: 5 to D	D	
F10.	Falsifying time, travel, mileage, or financial or other related records for self or other employees (\$400 or more).	D		
F11.	Falsification in connection with and/or abuse of leave or benefits.	S: 30 days to D	D	
F12.	Falsifying, misrepresenting, and/or withholding confidential reports, records, or documents; or any portion thereof. Including, but not limited to: medical records; personnel records; credential files; and/or Medi-Cal or medicare billings.	S: 10 days to D	D	
F13.	Misappropriation or unlawfully taking County equipment, property, supplies, surplus or scrap materials, or property of the public, patients, or other employees (less than \$400).	Rep to D	D	
F14.	Misappropriation or unlawfully taking County equipment, property, supplies, surplus or scrap materials, or property of the public, patients, or other employees (over \$400).	D		

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<b>G.</b>	<b>GENERAL MISCONDUCT AND INAPPROPRIATE BEHAVIOR</b>			
G1.	Inappropriate conduct while performing duties, or on/in County property, or at County sponsored events when such conduct is related to the employee's duties or interests of the County.	Rep to S: 15 days	S: 16 days to D	D
G2.	Intentionally damaging or discarding County property, data, documents, equipment or supplies, or the personal property of patients, the public, or other employees, or workforce members.	S:1 day to D	S: 16 days to D	D
G3.	Negligently damaging or discarding County property, data, documents, equipment or supplies, or the personal property of patients, the public, or other employees, or workforce members.	Rep to S: 5 days	S:6 to 30 days	D
G4.	Entering County facilities or areas without proper authorization.	Rep to S: 5 days	S:6 to 30 days	D
G5.	Allowing unauthorized persons to enter County facility or area.	Rep to S: 5 days	S: 6 to 30 days	D
G6.	Unauthorized access of safe areas, restricted locations, and/or secured furnishings on County property.	S: 5 to 30 days	D	

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G7.	Non-compliance and/or tampering with established security system.	Rep to S: 5 days	S: 15 to 30 days	D
G8.	Inappropriate work attire.	Rep to S: 1 day	S: 2 to 15 days	S: 16 days to D
G9.	Providing and/or receiving inappropriate personal grooming (including, but not limited to, polishing/filing nails, plucking eyebrows, etc.) in areas of patient care or in public view	Rep to S: 15 days	S: 16 days to D	D
G10.	Conduct unbecoming while in uniform, while performing duties, while on/in County property, while presenting self to the public as a County employee, or while attending a County sponsored function.	Rep to D	D	
G11.	Failure to comply with County or Departmental policies, procedures, rules, and regulations, Penal and/or Safety codes.	Rep to S: 15 days	S: 16 to 30 days	S: 30 days to D
G12.	Participating in illegal gambling while on County time or on County premises.	S: 5 to D	D	
G13.	Abuse of Federal, State, or County employment benefit programs.	S: 15 to 30 days	S: 30 days to D	D

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<b>H.</b>	<b>HEALTH AND SAFETY RELATED MISCONDUCT</b>			
H1.	Endangering self, patients, the public, other employees or workforce members by violating safety rules, codes, laws, or ordinances.	Rep to D	S: 16 days to D	D
H2.	Failure to observe personal hygiene.	Rep	S: 1 to 15 days	S: 16 days to D
H3.	Consuming, or under the influence of, alcohol while on duty or on/in County property.	S: 10 to D	D	
H4.	Possession of any bottle, can, or other receptacle containing any alcoholic beverage in patient care areas, or in public view on County property, or possession on County property if the bottle, can, or receptacle has been opened, has a broken seal, or if the contents have been partially removed.	Rep to S: 5 days	S: 6 to D	D
H5.	Positive test result from Department of Transportation (DOT) Random Drug and Alcohol test.	Rep and removal from driving status.	S: 30 days and removal from driving status.	D
H6.	Operating County vehicles or equipment (including employee's own vehicle for County business) while under the influence of alcohol, or prescription drugs.	S: 15 to 30 days	D	

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H7.	Possession, use, or under the influence of, illegal drugs or narcotics while performing duties, while on/in County property, while presenting self to the public as a County employee, or while attending a County sponsored function.	S: 30 days to D	D	
H8.	Misuse of prescription drugs while on County time or on/in County property.	S: 1 to 15 days	S: 16 to D	D
H9.	Sale of illegal narcotics or other controlled substances while in uniform, while performing duties, while on/in County property, while presenting self to the public as a County employee, or while attending a County sponsored function.	D		
H10.	Violating State and/or County no smoking policies.	Rep to S: 5 days	S: 6 to 15 days	S: 16 to D
H11.	Threats of violence or bodily harm, or threats against a County facility and/or property.	Rep to D	D	
H12.	Fighting, striking, using unnecessary force, or attempting to cause injury.	S: 1 day to D	D	
H13.	Possession of dangerous weapons, including but not limited to firearms (real or simulated) and/or ammunition while performing duties, while on/in County property, while presenting self to the public as a County employee, or while attending a County sponsored function.	S: 30 days to D	D	

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COUNTY OF LOS ANGELES – DEPARTMENT OF HEALTH SERVICES

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		<b>1<sup>ST</sup> FORMAL ACTION**</b>	<b>2<sup>ND</sup> FORMAL ACTION</b>	<b>3<sup>RD</sup> FORMAL ACTION</b>
H14.	Use of weapons including, but not limited to, firearms or knives to threaten or inflict harm while in uniform, while performing duties, while on/in County property, while presenting self to the public as a County employee, or while attending a County sponsored function.	D		
H15.	Reckless or careless behavior that endangers self and/or others, including safety violations.	Rep to D	S: 15 days to D	D
<b>I.</b>	<b>INSUBORDINATION AND FAILURE / REFUSAL TO COMPLY WITH INSTRUCTIONS</b>			
I1.	Insubordination: Disregard of, or failure to comply with, the direct order of a supervisor, manager, or person(s) acting in the capacity thereof.	S: 5 to 30 days	S: 30 days to D	D
I2.	Failure to follow instructions and/or directions, or to cooperate with supervisor, manager, or person(s) acting in the capacity thereof.	W to S: 5 days	S: 6 to 30 days	D
I3.	Failure to follow established rules and regulations or to adhere to security policies.	Rep to S: 5 days	S: 6 to 15 days	S: 16 to D
I4.	Refusal to perform duties or use a skill for which employee was hired.	W to S: 15 days	S: 16 to 30 days	D

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15.	Refusal to subscribe to or take any oath or affirmation required by law or ordinance.	App: Do Not Hire Emp: D		
16.	Refusal to be fingerprinted.	App: Do Not Hire Emp: D		
17.	Refusal to attend or participate (i.e., withholding information) in an administrative or internal investigation.	S: 15 days to D	D	
18.	Refusal or failure to appear when requested by Department at Civil Service hearings, Employee, Relations Commission arbitration, or other administrative and/or judicial proceedings.	S: 15 days to D	D	
<b>J.</b>	<b>JUDICIAL DETERMINATIONS OF GUILT, PRIOR CONVICTIONS, AND CURRENT ARRESTS</b>			
J1.	Failure to report arrest to supervisor or manager within 72 hours of arrest, or 24 hours of release from custody, whichever comes first.	S: 5 to 15 days	S: 16 days to D	D
J2.	Failure to report to duty due to temporary (less than 5 days) incarceration.	S: 10 days to D	D	
J3.	Failure to report to duty due to prolonged (5 days or more) incarceration.	D		

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J4.	Misdemeanor conviction with job nexus during County employment.	S: 5 days to D	D	
J5.	Felony conviction with job nexus during County employment.	S: 30 days to D	D	
J6.	Conviction of serious crimes, such as, but not limited to: Sales of narcotics or dangerous drugs; Forgery; Rape; Sexual battery; Crimes against children/elders; and/or Falsification of public records, prior to County employment.	D		
J7.	Criminal conduct while performing duties, or on County premises, or during working hours, or at County sponsored events, or when such conduct is related to the employee's duties or interests of the Department or County.	D		
J8.	Supervisor or manager permitting or promoting employee's criminal conduct which occurs while performing duties, or on County premises, or during working hours, or when such conduct is related to the employee's duties or interests of the Department or County.	D		
<b>K.</b>	<b>KNOWLEDGE / INFORMATION ACQUISITION, MAINTENANCE, AND TRANSFER</b>			
K1.	Failing to report an activity of another, known (or should have reasonably known) to constitute a conflict of interest.	Rep to S: 10 days	S: 15 days to D	D

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K2.	Failure to report a traffic accident or moving violation while driving a County vehicle.	S: 10 to 30 days	D	
K3.	Failure to provide patient access to health records as required.	Rep to S: 15 days	S: 16 to D	D
K4.	Removing and/or mutilating confidential reports, records, or documents; or any portion thereof. Including, but not limited to: medical records; personnel records; and/or credential files.	Rep to D	D	
K5.	Improper access, use, or disclosure of confidential records and/or information (including but not limited to personnel records and credential files).	Rep to S: 15 days	S: 16 to D	D
K6.	Improper access, use, or disclosure of confidential records and/or information (including but not limited to personnel records and credential files) for the benefit/profit of self or others.	S: 20 days to D	D	
K7.	Improper access, use, or disclosure of confidential and/or protected patient information (including but not limited to medical records).	S: 25 days to D	D	

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K8.	Intentional inappropriate use or disclosure of confidential personnel records and/or information (including disclosing information regarding ongoing administrative investigations to parties without a business interest).	Rep to S: 5 days	S: 6 to 15 days	S: 16 days to D
K9.	Failing to report and/or obtain approval for outside employment, including self-employment.	W to S: 5 days	S: 6 to 15 days	S: 16 days to D
K10.	Withholding of information, including situations that could result in, or have the potential to result in, significant loss, injury or damage to individuals or the County.	S: 10 to D	D	
K11.	Failure to maintain records as prescribed by policy, regulations, operational practices, or fiscal or financial contracts.	Rep to S: 15 days	S: 16 to 30 days	D
K12.	Failure of employee to immediately report his or her involvement in a romantic or sexual relationship with a subordinate in his or her chain of command to appropriate higher level manager (i.e., facility CEO, Director of DHS Human Resources, DHS Administrative Deputy, or DHS Director).	S: 1 to 15 days	S: 16 to 30 days	D

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K13.	Failure of employee to immediately report his or her involvement in a romantic or sexual relationship with a superior in his or her chain of command to appropriate (non-involved) higher level manager (i.e., area manager, facility CEO, Director of DHS Human Resources, DHS Administrative Deputy, or DHS Director).	Rep to S: 5 days	S: 6 to 30 days	D
K14.	Failure to provide emergency contact information or current address and telephone number.	W to S: 5 days	S: 6 to 15 days	S: 16 to 30 days
K15.	Failure to timely report loss of assigned County property such as DHS uniforms, keys, building pass, or ID badge.	W to S: 5 days	S: 6 to 15 days	S: 16 to 30 days
K16.	Failure to display building pass and/or valid ID badge as required.	Rep to S: 5 days	S: 6 to 15 days	S: 16 to 30 days
K17.	Failure to report an industrial accident or illness pursuant to policy guidelines.	Rep to S: 5 days	S: 6 to 15 days	S: 16 to D
K18.	Failure to report the expiration, suspension or revocation of California driver's license if required to drive on County business.	Rep to S: 10 days	S: 15 days to D	D

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<b>L.</b>	<b>LICENSURE, CERTIFICATE, AND PERMIT ISSUES</b>			
L1.	Failure to possess and maintain current valid status for all licenses or certifications required by the position and/or class specification.	S: 5 days to Red	Red or D	D
L2.	Failure to carry a valid California driver's license if required to drive on County business.	Rep to S: 5 days	S: 6 to 30 days	D
L3.	Permitting another to use one's own ID badge or building pass to enter County facilities or restricted areas.	Rep to D	S: 6 days to D	D
L4.	Unauthorized use of parking permits.	Rep to S: 5 days	S: 6 to 30 days	S: 30 days to D
<b>M.</b>	<b>MOTOR VEHICLE RELATED INCIDENTS</b>			
M1.	Failure to possess current valid California driver's license when driving on County business.	S: 5 to 15 days	S: 16 days to D	D
M2.	Use of County vehicle for any purpose not related to County business.	S:1 to 15 days	S:16 to D	D

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M3.	Receipt of corroborated “How Am I Driving?” complaints.	W to S: 5 days	S: 6 to 15 days	S: 16 to D
M4.	Preventable vehicle accident (in County vehicle) with property damage anticipated to exceed \$20,000.	S:1 to 5 days	S: 6 to 15 days	S: 16 to D
M5.	Preventable vehicle accident (in County vehicle) with personal injury claims anticipated to exceed \$20,000.	S: 1 to 15 days	S: 16 to 30 days	D

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# SUPPLEMENTARY GUIDELINES FOR DISCIPLINE OF LICENSED AND/OR CERTIFIED MEDICAL PROFESSIONALS AND/OR DIRECT HEALTHCARE PROVIDERS

## § 500. INTRODUCTION

The following supplemental guidelines are a resource for management to be used in the determination of appropriate corrective action for occurrences or patterns of misconduct or poor performance by any and all licensed and/or certified medical professionals or any other direct healthcare providers employed by DHS. They are to be used in conjunction with the general DHS guidelines for discipline set forth above in sections A – M. In addition, these supplemental guidelines have been designed to inform employees of the Department's expectations, policies and practices in the area of employee conduct and performance.

Licensed medical and/or certified professionals include, but are not limited to, physicians, physician's assistants, nurses, pharmacists, emergency medical technicians, and other DHS employees in positions requiring a specific medically related license or certificate to perform the duties of their position, or any other staff that is involved as a direct healthcare provider.

Physicians, unlike other County and departmental employees, are also subject to and bound by the regulations, rules, and bylaws of the Professional Staff Association ("PSA"). The particulars of such rules are beyond the scope of these guidelines, but should be considered in conjunction with the guidelines set forth herein.

All direct healthcare providers, and licensed and/or certificated medical professionals are to adhere to the highest ethical and professional standards of behavior and performance. DHS may take corrective action (ranging from counseling or retraining to Discharge from County service) as a result of behavior or patterns of behavior which:

- Negatively affect a licensed and/or certificated medical professional's productivity or effectiveness, or
- Is unbecoming to a County licensed and/or certificated medical professional; or
- Impairs a licensed and/or certificated medical professional's qualifications or ability to fulfill the duties of his or her position.

The purpose of discipline is to ensure efficient operation of the Department and employee adherence to acceptable and reasonable standards of performance and conduct. All proposed

disciplinary actions, including allegations of misconduct based upon medical judgment(s) or process(es) should be fully supported by relevant factual bases, including, where appropriate, medical opinions or considerations. The application of these guidelines requires the consideration of many factors and the use of good judgment. Disciplinary action should be taken in consultation with the DHS Performance Management Section.

All employee personnel actions are subject to applicable confidentiality laws and regulations.

## **§ 510. SUPPLEMENTARY GUIDELINES – EXAMPLES OF CAUSES FOR DISCIPLINARY ACTIONS**

The following list of causes for disciplinary actions (pages 38 – 40) is representative only, and it is not all-inclusive. It should not be applied “automatically” in relation to actual infractions. It is impractical to establish a set of disciplinary actions which can cover every offense and every employee. All circumstances surrounding a particular offense must necessarily be considered.

Mitigating or aggravating circumstances may warrant a downward or upward adjustment of discipline based upon consideration of the totality of the circumstances.

Some degree of flexibility is available in determining the severity of a disciplinary action. This may result in an action more or less severe than those listed in these guidelines. As with all matters relating to discipline, good judgment is imperative. In addition to other disciplinary actions, when appropriate licensed medical professionals may also be required to take a particular course (e.g., ethics) as part of a disciplinary action or as a requirement of continued County employment.



COUNTY OF LOS ANGELES – DEPARTMENT OF HEALTH SERVICES

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<i>sg.</i>	<b>Licensed and/or Certified Medical Professional Misconduct</b>			
SG1.	Failure to comply with the policies, procedures, or practices of the Department and/or facility which may jeopardize the facility's accreditation, licensure, financial status, or favorable standing in the community.	Rep to S: 15 days	S: 16 to 30 days	S: 30 days to D
SG2.	Failure to make appropriate arrangements for coverage of patients during a planned absence.	Rep to S: 15 days	S: 16 to 30 days	S: 30 days to D
SG3.	Failure to comply with applicable Occupational Safety and Health Administration Safety Standards.	Rep to S: 15 days	S: 16 to 30 days	S: 30 days to D
SG5.	Failure to provide care consistent with applicable professional and community standards.	Rep to S: 15 days	S: 16 to 30 days	S: 30 days to D
SG6.	Permitting or assisting person or persons lacking necessary license(s), permit(s), or privileges to perform duties except as allowed by law or the policies and procedures of the facility.	S: 1 to 30 days	D	
SG7.	Intentional mis-prescribing of controlled substances.	Rep to S: 15 days	S: 16 to 30 days	D
SG8.	Pre-signing of a prescription form or order.	Rep to S: 15 days	S: 16 to 30 days	D

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**Effective: 06/01/2011**

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*“To ensure access to high-quality, patient-centered, cost-effective health care to Los Angeles County residents through direct services at DHS facilities and through collaboration with community and university partners.”*

COUNTY OF LOS ANGELES – DEPARTMENT OF HEALTH SERVICES

	<b>EXAMPLES OF CAUSES FOR DISCIPLINARY ACTION</b>	<b>DISCIPLINE RANGE*</b>		
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SG9.	Failure to obtain informed consent for patient as required by law and/or institutional procedures.	Rep to S: 15 days	S: 16 to 30 days	D
SG10.	Admission of patients contrary to the policies and procedures of the facility.	Rep to S: 15 days	S: 16 to 30 days	D
SG11.	Action (such as restriction, suspension, or revocation) taken against license by the Medical Board of California or other state licensing agencies.	S: 1 day to D	D	
SG12.	Failure to maintain privileges required to practice within facility.	S: 1 day to D	D	
SG13.	Suspended, ineligible, excluded, and/or debarred status in any federal, state, or local health care program (including Medi-Cal), or by any County credentialing office or County risk management office.	D		

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SG14.	Failure to notify immediate supervisor, in writing, when the practitioner has been: (1) Notified, in writing, of an administrative investigation to be conducted by the Medical Board of California (BC), or other State agency; (2) Served with an accusation (or equivalent document) from the MBC or other State licensing agency; or (3) Served with a statement of issues (or equivalent document) by the MBC or other State licensing agency.	Rep to S: 30 days	D	
SG15.	Sexual activities with a patient.	D		

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# DEPARTMENT OF HEALTH SERVICES

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## MISSION

The DHS mission is "To ensure access to high-quality, patient-centered, cost-effective health care to Los Angeles County residents through direct services at DHS facilities and through collaboration with community and university partners."

## VALUES

- Provide high-quality, patient-centered, cost-effective health care services to the people of the communities we serve.
- Conduct official business activities and patient care operations in compliance with applicable Federal, State, and local laws and regulations and accreditation requirements.
- Encourage open and candid communications among our workforce and respond timely to issues and concerns.
- Establish a culture where leaders set an ethical example encouraging everyone in the organization to voice concerns when they arise and participate in the resolution of those concerns, if appropriate.
- Establish a culture where individuals assume responsibility and accountability for their actions and take initiative to resolve issues locally.
- Treat all individuals fairly, with respect and honesty, and as valuable participants in improving the health of communities.
- Take reasonable precautions to avoid conflicts, or the appearance of conflicts, between private interests and the performance of our official duties and responsibilities.
- Maintain a safe and healthy work environment in compliance with relevant laws and regulations.
- Establish an environment of continuous service improvement.
- Treat patient information as confidential and obtain the appropriate approvals when the need for disclosure arises.
- Conduct business with vendors, contractors, and other third parties free from gifts or other inducements.
- Safeguard the County's controlled substances, pharmaceuticals, equipment, supplies and other property and ensure their safe and proper use for County business.
- Comply with contractual, grant and research funding obligations and ensure that the funding is used consistently with the funding agency's requirements.