



STANDARDS OF EXCELLENCE

Employee Reference Guide



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Mission & Vision

Pillars of Excellence

Wayne County Hospital and Clinic System believes we are here to serve our patients and customers. We serve our community by providing a lifetime of care with dedication, skill and compassion. We demonstrate this by providing the utmost care, courtesy, integrity and teamwork every day! Treating every interaction with our customers as the opportunity to give great and courteous care, something that they will remember, and leave with the comfort of knowing they had an excellent experience at WCHCS. A personal commitment to our Standards of Excellence is required to partner with WCHCS.

Mission

To be dedicated to providing quality, cost effective health related services to meet personal needs and improve the health status of individuals and families in Wayne County and surrounding areas.

Vision

To be the primary health care provider for residents of Wayne County and the surrounding south central Iowa and north central Missouri Regions.

Pillars of Excellence

People: Employees are informed and have opportunities to improve their skills to promote success.

Quality: Provide easily accessible, quality care.

Service: Initiate a culture where high quality service is evident to all physicians, patients and employees.

Community: WCHCS will actively pursue opportunities to have a positive impact on community issues.

Finance: Meet or exceed operating budget indicators while securing long-term financial stability.

Growth: Investigate and capitalize opportunities to grow WCHCS existing services and to develop new services.

Letter From Leadership



Dear Colleague,

Welcome to the Wayne County Hospital and Clinic System (WCHCS). As employees of WCHCS, we have some amazing opportunities. No matter the role in our organization, we each have the privilege of helping others through the most significant times of their lives—birth, illness, and even the end of life.

We recognize that helping people during such times is very rewarding and is what attracted many of us to choose a career in healthcare. My commitment to you is to do everything in my power to help you connect with this purpose every day you come to work by removing barriers in operations and ensuring you have the tools and equipment to do your job. Working at WCHCS also comes with serious responsibilities. Each of us has a part to play in how this organization is viewed by our customers, and how we treat our patients, visitors and each other is a large part of that perception.

The Standards of Excellence Employee Reference Guide was developed by your coworkers and endorsed by WCHCS leadership. It is designed to show how we define excellent service, safe practices and quality care. The first edition was issued in 2005.

They are our standards of behavior, and we are all expected to practice these standards every day. This guide includes definitions of the standards that we expect from all employees, and examples of how we can hold one another accountable for incorporating these standards into our day-to-day work.

I expect you to hold me accountable for these standards as well, because they apply to all of us. We may not succeed 100 percent of the time, but we will continue to consistently practice these standards as they represent our culture and our commitment to fulfilling our mission of providing excellent care.

Sincerely,
Daren Relph, PM-CCP
Chief Executive Officer

How to Use this Guide

The Wayne County Hospital and Clinic System Standards of Excellence is a way of working, interacting, and thinking about our jobs as we work together with others. The Standards of Excellence does not simply outline a good attitude; it outlines our culture.

Although we have different roles within WCHCS, we all have customers. That might mean patients and other employees inside the organization, or it could refer to those from outside WCHCS such as vendors or other clients. All customers—patients and their families, members, clients, as well as our fellow employees—have similar needs. They all want to be understood; they want to feel comfortable, welcome, important and safe.

Standards of Excellence

- Service Excellence
- Communication
- Safety
- Self Management
- Teamwork

The standards describe what we must do in order to meet our customers' needs. They are not in addition to, or separate from, the individual aspects of our jobs; they are an integral part of our job. You make the Standards of Excellence come alive.

This guide is designed to provide specific descriptions of what Standards of Excellence look like. For each Standard, you will find key service themes and behavioral descriptions. Many of the behavioral descriptions and examples illustrate not only excellent service, but also safe behaviors. Examples are provided to illustrate the behavior in action.

Service Standard

Service Theme Behavioral

Description Example

The service standards, themes and descriptions are:

- Required behaviors for all WCHCS staff
- A strategy for accountability
- Part of your performance review

They are not:

- All inclusive - employees and departments are strongly encouraged to seek customized examples relevant to their particular jobs and roles.

Service Excellence

We support each other in serving our patients and community.

Provide excellent service by following AIDET®

Acknowledge

- Acknowledge the patient or co-worker with a friendly greeting or by name. Make eye contact. Smile.
- Ask: *“Is there anything I can do for you?”*
- Say: *“Good morning/afternoon/evening.”*

Introduce

- Introduce yourself.
- Give your name to a patient or co-worker.
- Mention your skill set, your professional certification, and experience to a patient to make them feel at ease.
- For a co-worker, let them know what department you are in.

Duration

- Let them know how long a task may take.
- For a patient, give an accurate time expectation for tests, physician arrival, or tray delivery.
- For a co-worker, let them know how long you anticipate a project can take or how many meetings you may need to have to complete the project.

Explanation

- For both the patient and the co-worker: Explain step by step what will happen, answer questions, and leave a phone number or other form of contact where you can be reached and when.

Thank

- Thank the patient for choosing your hospital, and for their communication and cooperation.
- Thank the family for assistance and being there to support the patient.
- Thank the co-worker for their help in the project.

· The Studer Group

Service Excellence

We support each other in serving our patients and community.

Treat patients, customers and coworkers with courtesy, respect and compassion.

Welcome and greet patients and customers immediately and in a friendly manner.

- Use the 5/10 Rule: At 10 feet, smile warmly and make eye contact. At 5 feet acknowledge with a greeting such as good morning.
- Use courtesy words and phrases in a friendly tone of voice such as hello, good morning, thank you, please, excuse me, you're welcome.
- Maintain an open and welcoming body posture. Sit or stand up straight. Keep hands quietly-folded in lap/on desk if sitting, in front of you if standing. Focus on the customer. Do not fidget. Do not cross your arms in front of you.
- Introduce yourself by name and role and tell your customer what you are going to do.

"Good morning Mr. Smith, my name is Jill. I am a nursing assistant. I am here to take your vital signs."

"Hello, my name is __; I will be taking care of you today. I spoke with the ER physician and he mentioned that you have been feeling this way for one week. I will review the testing that was completed in the ER once it becomes available. Once I have done this I will be back in to discuss my findings. Do you have any questions for me now? If you have any further questions please speak with your nurse and she will contact me. Thank you for allowing me to be a part of your healthcare; please let me know if I can do anything else for you."

Make everyone feel important.

- Give patients and customers your full attention with your eyes, words and body language.
- Avoiding using short, curt words, answers or ignoring someone who is speaking to you.

Service Excellence

We support each other in serving our patients and community.

Rudeness is never acceptable.

- Use positive, assertive, can-do language with lots of “I” messages.
“Here’s what I can do...”
“Yes, I can find out.”
“I think the best option is...”
“I understand why you...”
- Avoid negative language and “you” messages.
“I don’t know.”
“You can’t do that.”
“No.”
“Yes, but...”
“You should’ve.....”
“You need to....”
- Sit down with patients/customers while talking to them if you can.
Doing so says “I have time for you.”
- Engage patients and their families as active participants in care.
Remember that they are a very important part of the care team.
*“Please use this note pad to write down any questions you might have.
That way you will have them ready when the doctor comes by later
today.”*
- Meet patient’s/customer’s needs immediately or take them to
someone who can.
- Demonstrate empathy by using words and actions that show
you care about customers.
*“I understand how frustrating that must be. I’ll help you with it
right away.”*
- Be aware of the power of conversation and kind words. Customers/
co-workers appreciate it when you ask them about important events in
their lives.
“How was vacation Mr. Smith? Did you have a good time?”
- Respond to all phone messages and e-mails in a timely manner, based
on your customer’s request. For most requests, a response within 12-24
working hours is appropriate. For some, a faster response is needed.
Remember: it is common courtesy to acknowledge a customer’s
message and follow up.

Service Excellence

We support each other in serving our patients and community.

Maintain dignity and privacy.

- Knock, announce yourself and ask permission before entering someone's room or office.
"Hello, Mr. Jones, I am a _____ here, may I come in?"
- Let patient know you are concerned about their comfort and privacy by closing doors, screens or curtains. Don't speak so loudly that you can be overheard by others who don't need to hear your conversation.
- Give patients the option of having all visitors leave their room before performing any procedure or discussing personal health information.
"Mrs. Jones we are going to check the progress of your labor, would you like for your visitors to wait outside? I will get them as soon as we are finished, it should only take about 5 minutes."

Demonstrate sensitivity to any delay or inconvenience.

- Be aware of inconveniences your customers experience, especially a delay, acknowledge it. Everyone's time is valuable.
- Apologize for and explain any delay, even if it is not your fault.
- Check in frequently with patients and other customers who are waiting.

Understand Patient Perception

- The sum of all *interactions*, shaped by an organization's *culture*, that influence patient *perceptions* across the *continuum* of care.

• The Beryl Institute



Service Excellence

We support each other in serving our patients and community.

Respond quickly and appropriately to customer requests.

Manage your time and help others manage theirs.

- Be punctual with appointment and deadlines.
“Good afternoon, Bill. Remember the discussion we had last week about updating the brochures? I wanted to let you know that a volunteer is currently folding the brochures. The project should be done by the end of the week—I’ll be sure to call you when you can pick them up.”
- Recognize that everyone’s time is valuable. Never be too busy to assist.
- Let your customer know if you’re going to be late or miss a deadline. Remember if you are running behind, you could affect the work of others.
“Lacey, this is Virginia. I wanted to let you know that my appointment is running longer than anticipated. I won’t be able to make it to my volunteer shift in the Gift Shop.”

Hold yourself and others accountable for customer requests.

- Eliminate excuses for service problems such as shortages, inadequate supplies and equipment. Your customers don’t care—they just want you to help them. Never point fingers. And don’t blame the customer.
- Set appropriate expectations as to when a request can be fulfilled. Negotiate, if necessary, to meet mutual need.
“I will be able to complete that assignment by the end of the week. Will that meet your needs?”

“Mr. Johnson, I’m happy to help you to your car. I have one patient in front of you, but will be able to help you right afterward. It shouldn’t be longer than five minutes—is that okay?”

- Check in with your customer to ensure that the request has been completed to his satisfaction.
“Kathy, I sent the missing pieces of the Purchase Order (PO) to Materials Management yesterday. Have you received it? Is there anything else that you need from me?”
- Focus on the customer’s perception in all misunderstanding.
“Mrs. Bear, you seem upset about something. Please tell me what is concerning you.”

Service Excellence

We support each other in serving our patients and community.

- Inform patients and other customers when you will return or get back to them, rather than having them make repeated requests.

“Mr. Madden, I want to make sure that we respond to your concern in the best way possible. Because of that, I’d like to talk with my supervisor. Even if I don’t have a complete answer, I’ll get back to you later today.”

“I am sorry that your food tray was not what you ordered, Mrs. Smith. I’ve called the dietary department. They are currently making up another food-tray for you, which will take about 20 minutes. I know you’re hungry. May I get you a snack from our kitchen while you wait?”

Anticipate customer needs and pro-actively initiate action to meet those needs.

Be proactive.

- Be prepared to provide and respond with helpful information for frequently asked questions.
- “Mrs. Jones I understand you have never had physical therapy before. Please let me explain some things so you’ll know what to expect.”*

“So nice to see you this morning, Miss Franks. Your appointment with the doctor is at 10am and she is running about 15 minutes late today. May I get you a cup of coffee or something to read while you wait?”

- Be aware and attentive to nonverbal communication from patients, visitors, and co-workers. In a situation where a patient may look confused or lost, *“Hello, can I help you find something.”*
- Plan ahead to address needs and prevent delays.”
Since our computers will be down during the upgrade, we will pre-register our patients the day before so we can continue to run on time.”
- Consider your customers’ special needs in advance, such as those pertaining to culture, religion, or to the hearing-impaired or physically disabled. See page 16 for more information regarding language options.
- If you are aware a patient will need extra time and assistance due to mobility challenges, please schedule accordingly.
- Prevent errors by being observant and fixing them ahead of time.
“See it, say it, fix it.” If you see a problem, speak up and make sure the problem is fixed. Clean up spills and debris immediately.

Service Excellence

We support each other in serving our patients and community.

Take action.

- Consider and think of the customers' perspective.
"Mrs. Cook, you look a little confused with those directions, can I walk you there?"

Or, *"Good morning. You look lost. Is there something I can help you find?"*

Practice rounding.

- Hourly rounding for outcomes on the hospital patients incorporating the 3Ps (pain, position, potty).
- A minimum of every 15 minutes on clinic patients.
- Explain unforeseen delays and keep them informed on the expected wait time.
- Educate patients about treatments/procedures; about possible side effects and what to expect following a treatment/procedure.

Please take the time with patients and their families to explain the details and what to expect during and after their time with us. If there is a lot of information please write it down or have it available in a pamphlet along with a phone number to call if they have any questions. This is a great and easy way to relieve anxiety. In return, calming the patient's fears and resolving any questions, allowing them to feel well taken care of.

- Take the initiative to keep customers informed.
"Mr. Sinclair, so you are aware and not alarmed, we are in the midst of some new construction down the hall. There may be some noise from this over the next half hour."

Or, *"Mrs. Jackson, I'm very sorry you've had to wait, we are running a bit behind. I know your time is very important, we apologize for the inconvenience."*

Service Excellence

We support each other in serving our patients and community.

- Respond to all phone messages and electronic mail in a reasonable time frame.

Depending on customer request, most phone responses within 12 to 24 hours is appropriate. Response to electronic mail should occur within 24 to 48 hours. If you cannot meet this time frame, please touch base with the customer to relay this. Customers will appreciate your courtesy by acknowledging their message and following up.

Build collaborative relationships throughout the organization to share knowledge and resources.



Communication

We communicate openly, honestly, respectfully and directly.

Listen First.

Demonstrate active listening skills.

Use AIDET® in every encounter to meet and exceed the expectations of our customers/co-workers.

- Each employee has committed to utilizing this technique when we communicate.
 - A - Acknowledge customer
 - I - Introduce yourself
 - D - Duration of test, meeting etc.
 - E - Explanation in an understandable language to clarify questions
 - T - Thank you after every encounter.
- Listening attentively to our customers will ensure better understanding of their wants and needs.
- Be quiet and listen carefully to the customers' words, intent, feelings and needs. Listen with your eyes as well as your ears. And remember that listening is not just waiting for your turn to speak.

"Mrs. Brown, you are telling me that you are not in pain, but I see you wincing whenever I touch you. Let's talk a bit more about how you are feeling."

"Sally, you are telling me you agree with me on this decision, but I sense that you are not entirely comfortable with it."
- Ask questions to clarify customers' needs.

"Ben, did you say you wanted to go to lunch first today?"

"Mr. Dawn, you will need someone to escort you home after this procedure. Do you have someone with you?"

Be aware of both verbal and non-verbal messages.

- Use your own body language and gestures to convey your attention. Nod occasionally, smile and use other facial expressions. Note your posture and make sure it is open and inviting. Encourage the speaker to continue with small verbal comments like "yes" and "I see".
- Explanation and instructions are vital components to providing quality care.

Communication

We communicate openly, honestly, respectfully and directly.

- Check for understanding.

“Mr. Jefferson, would you please repeat how you’re going to take your medication? I want to be sure you are perfectly clear about the instructions.”

“Will you please demonstrate for me how to do your exercises?”

- Provide clear instructions.

“To run this report you will click on the EMR, then the printer on the bottom left and enter DISCHARGE and then click enter. I want to watch you run it so I know you will be able to do it next time.”

Talk Straight. Provide timely feedback in a clear and concise manner.

Clarify expectations.

- For example:

“Here is a list of what you will need to bring with you when you arrive so you are prepared for the appointment next Monday. Please try to come 15 minutes early to complete your paperwork when you come in.”

“Virginia, is there anything that you would like me to go over again or explain further?”

Follow up on all requests.

- Respond to all phone messages and electronic mail in a reasonable time frame. Depending upon customer requests:

Phone messages: 12-24 hours

Email messages: 24-48 hours

- If you cannot meet the above time frames, please let the customer know. Examples:

“Jane, I dropped off a purchase order on Monday. Have you received it? Did I provide you with all of the information you needed?”

“The doctor is finishing with a patient and will be in to see you in a few minutes, Mrs. Doe. Are you still having pain? Has the medication helped?”

Communication

We communicate openly, honestly, respectfully and directly.

Be open and honest.

- For example:

“Michael, I made a mistake with Mr. Lang’s medication. Can we talk about the best way to inform the patient and his family?”

“Karen, that report I just sent you for Tammy is missing some data on web activity. I’ve attached the corrected version. Sorry for any inconvenience.”

Be adaptable.

- Be considerate of others’ priorities.

“Natalie, I realized that I do not have instructions for employees on how to log into CareLearning. Do you have time to put something together, or would you like me to stop by and get the information from you?”

“Ms. Clarke, I see you are in a time crunch to get your records. Please allow me to do that for you right now.”

Speak in terms that are appropriate for your audience.

- Use easily understood and appropriate language.
- Avoid incorrect grammar, slang, medical terminology, jargon or abbreviations.
- Be clear and concise when handing off a patient or a project to another employee. For example:

“Tammy, Mr. Smith is going to be transferred to Med/Surg. His care is complicated and he is very anxious about leaving the unit. Let’s take some time to talk about his needs.”

“Buddi, I’m heading out to lunch, but I wanted to let you know that Suzi is working on completing her application for the open accounting position and she’s had some questions. Can you please check on her to make sure she’s doing okay in 10 to 15 minutes?”

- Communicate information that will increase the safety, quality, efficiency and effectiveness of the team. For example:
“Sally, I just put the patient in room 110 on a bed pan, but I need to run to Respiratory to pick up a monitor. Can you watch for her call light?”

Communication

We communicate openly, honestly, respectfully and directly.

- “Tim, that machine was not working properly yesterday. Let’s take it out of service and tag it for repair.”

Be aware of language barriers.

- Try to be proactive to have a language interpreter available to assist with patients. Do not rely on family members to interpret for you.
- Qualified language interpretation services are available by calling the **Iowa International Center at 515-282-8269, option 5.**
- Hearing impaired patients may find the use of the whiteboard helpful as a means of communication. Provide them with pen and paper. You may also contact **Deaf Services Unlimited at 800-930-2580**

Ensure an appropriate level of privacy and confidentiality is maintained.

- Ensure an appropriate level of privacy and confidentiality is maintained. For example:
“Mrs. Harris, to protect your privacy, please come with me to our private consultation room where we can discuss your care (or account/test).”

Know and abide by all HIPAA guidelines related to confidential patient information.

- Discuss all patient or customer information in a private area where you cannot be overheard.
- Hallways, cafeterias or other public areas are not appropriate for patient related discussions.
- Remind others of this if you hear conversations being held in public places.
“Let’s wait until we get back on the unit to discuss Mr. Card’s condition.”

Share information about a patient’s care or payment with only those who “need to know.”

- For example:
“Mr. Smith, to maintain our patient’s privacy we are only allowed to give out patient information to those individuals who have been given authorization such as a Power of Attorney. Thank you for understanding.”

Communication

We communicate openly, honestly, respectfully and directly.

“Mr. Peters, I will need you to sign a release for me to be able to talk with your daughter concerning your account.”

Ensure that you have permission in writing to discuss Protected Health Information (PHI) with anyone not directly involved.

- For example:

Mrs. Jordan, thank you for bringing in a signed consent from your father to receive his medical records. In addition I will need a copy of your identification card to release this information to you.”

When disposing of documents, shred all those with private information.

Keep your passwords to yourself.

Always knock before entering a patient or resident room and ask permission before entering someone’s room or office.

Provide proper size patient gowns.

- Always place robes on patients when they are being transported to another department or ambulating in the halls.

Provide privacy during toileting/exams.

- For example:

“I will just close the door so we can maintain your privacy while I examine you.”

Conduct phone conversations with discretion and protect confidentiality.

- Be aware of the environment and who is present. Keep private conversations private.

“I currently have someone in my office; may I call you back later when we can talk?”

“Excuse me while I take this call, I need to discuss another patient. I will be back shortly. Thank you.”

Communication

We communicate openly, honestly, respectfully and directly.

When you are away from your work area, log off or black out screens that contain patient information.

Demonstrate constructive problem solving skills.

Use constructive language.

- The words you use set the tone for the interaction. A problem becomes a “challenge.” A weakness becomes an “opportunity,” a conflict, a “situation.”
- Commit to not complaining unless you have an idea for a solution.

Be open and accepting when customers and co-workers come to you with concerns.

- For example:
“Thank you for sharing that information with me. I was not aware that happened.”

“I’m concerned that you are not following the proper injury reporting procedure.”

Speak well of others.

- In the presence of customers and members of our community, speak positively about your organization and co-workers.
- Avoid making negative comments about workload, other staff, other departments or personal issues.
- *“WCHCS is a good place to work. Staff members really work well together and take good care of our patients.”*
- *“I know my co-worker Margie will be able to help you.”*
- Eliminate gossip.

Don’t find fault; find a remedy.

- Seek to understand the system breakdowns that cause problems, rather than putting the blame on the people doing the work.
- *“It seems like the procedure for ordering supplies doesn’t work well. What can we do together to make it a better process?”*
- *“Jane, let’s check the supply room before asking Housekeeping to send additional pillows.”*

Communication

We communicate openly, honestly, respectfully and directly.

Recognize that conflicts may exist among co-workers, but professional courtesy is always expected.

- Hostile behaviors such as raising your voice, using disrespectful language or making derogatory comments are unacceptable.
- Seek first to understand, then to be understood.
- Set aside differences when working together to accomplish your goals. You don't have to like all your co-workers, but you do need to be able to work with them.
- Deal with co-worker problems or conflicts while the issues are still small. Address the problem with the person with whom you have the problem. Always try to work it out together first. Address unresolved problems by going to the appropriate supervisor, manager or director.

"I know you do not agree with my plan. Let's discuss this again later when we are not busy (angry)."

"I've noticed that you've been late coming back from lunch for the past few days. That really delays the clinic schedule and is inconsiderate of staff."



Safety

We practice safety in everything we do.

**Include Safety as a key component of department Huddles.
Communication is key in providing safe care.**

Communication must be planned to assure appropriate information is shared

For example: *During huddle it is announced that we have two patients with almost identical names scheduled for surgery and admission. Staff are aware to be extra alert, patients are cared for in different sections with different care givers to minimize confusion.*

- Leadership huddles to share pertinent safety information that may affect the patients or staff
- Departments huddle to share safety concerns related to their unit
- A post fall huddle is conducted after each fall to determine any new prevention strategies
- Communicate safety concerns to the WCHCS Safety Committee.

Share safety stories and messages.

We can learn from each other and assist our co-workers in providing safe care.

Share safety stories and messages with directors and manager, as well as within your department or with other departments.

- Stories are a good way to deliver a safety message. A story helps others apply knowledge.

For example: *Pat shared with staff the importance of always following the procedure of keeping your hand on a child at all times while changing a diaper. She turned to the side and took her hand off of her grandchild's body while changing a diaper and her granddaughter fell onto the floor. It only takes a second of not following a procedure and things can happen.*

Safety

We practice safety in everything we do.

Asking others about safety concerns and taking action will improve safety

- Leadership Team Members round on Departments to ask questions about safety concerns.
- Department Leaders round on patients and staff to learn about any safety concerns.

For example: While rounding a Leader learns from a staff member that a work around is needed in order to secure medication for a patient. The Leader then gets the correct group together to improve the process.

Responding appropriately to errors encourages a culture of safety.

- WCHCS uses incident reporting as guide to determine appropriate response to errors. Complete and file an incident report as required.

For example: Most errors occur due to a system problem. In that case processes and training need to be addressed. Each error must be looked at from this perspective and discipline should be used only when appropriate.

Alarm buttons to be used in emergencies.

- The safety of our staff, our patients and our visitors are always our priority. Key areas throughout the facility are equipped with emergency alarm buttons that will alert law enforcement for an immediate response.
- Check with you department manager for the location and appropriate use.

Self Management

We are fully present and are continuous learners.

Set aside distraction to center self and assume full attention to each patient, family, and team members.

- Be present, attentive and in the moment.

Personal appearance is professional, safe and functional.

- Dress will be professional, tasteful, and discreet.
- Identification badges will be properly worn per WCHCS policy.
- Adhere to your organization and department dress code.
- Make sure you understand the rules regarding uniforms and clothing, jewelry, makeup, perfume, cologne, grooming, hygiene, body piercing(s), tattoo(s), etc. Your image should inspire confidence.
- Appropriate personal hygiene is expected.

Contribute to the professional appearance of any WCHCS facility and grounds.

- When coming across litter, pick it up and dispose of it properly.
- Spills will be cleaned up and reported per policy.
- Equipment will be returned to its place in proper working condition.

Demonstrate a sense of pride and ownership in the organization.

Our behavior and manners in public can create a favorable impression on our patients, visitors and coworkers.

- All employees must be aware of their surroundings and who is in them.
- Use appropriate/professional behavior when “on stage”.

Self Management

We are fully present and are continuous learners.

*Accept responsibility · Offer Solutions ·
Take Initiative · Embrace Change*

- Recognize your own stress level and its effect on your performance.

“Maria, I was up in the night with my sick child, and I’m a little tired. I know I’m OK to work, but would you please help me by double checking my figures.”

Offer appropriate suggestions for organizational improvement.

- Don’t let the statement “we’ve always done it that way” keep you from trying new approaches.
- Ask yourself or coworkers *“Why do you think this didn’t work?”*
- If you have a good idea, share it.

Adhere to policies and procedures.

- All departments function in a more efficient and productive manner when employees are at work as scheduled. If you are not going to be at work as scheduled, please adhere to the absence notification policy of your department. Please refer to the WCHCS Attendance Policy.
- Seek out materials that reference and detail all of the policies related to your job. Know where you can find policies in writing and online. Ask your director or manager if you have questions. It’s your job to know what’s expected of you.
- Become familiar with new policies or changes in existing policies that affect our job or department. Keep up to date on what’s going on by reading staff meeting minutes, WCHCS Pillar Boards, check the WCHCS intranet page and read your e-mails. If you miss an important meeting, be sure to find out what was discussed.
- Everyone who works at WCHCS has a responsibility to, in good faith, report any known or suspected violation of WCHCS policy or applicable law or regulation.
- Pursue personal and professional growth.

Self Management

We are fully present and are continuous learners.

Recognize others who go above and beyond their job.

- Mark Twain once said, “*I can live for two months on a good compliment.*” Personal recognition is a powerful tool in building morale and motivation. A pat on the back, a personal note from a peer or a supervisor does wonders.
- Submit an Employee of the Quarter or Department of the Month nomination or write a thank-you note to recognize a coworker, director, manager, volunteer, or physician who did something extraordinary, or who regularly does a good job.
- Praise generously and criticize constructively.

Take the initiative to volunteer for the organization whenever possible.

- Take part in organizational initiatives and/or committees.
- Take part in something community related.
- Have fun.

Exhibit compliance with safety and infection control standards.

Use correct body mechanics to ensure safety for myself and others.

- Always use proper procedures and techniques when performing your duties, especially when it relates to safety.
- “*Will you please assist me? I need a second person to help me lift this box, I want to make sure I am safe when I am lifting it.*”
- Report all accidents or incidents promptly.
- Follow established facility and manufacturer’s safety recommendations.
- Respond to safety hazards immediately and appropriately.
- Practice excellent hand hygiene as per WCHCS policy.
- Protect yourself and your patients.

Self Management

We are fully present and are continuous learners.

Balance between the need for completing a task in a timely manner and the need for the quality and safety that the task requires.

- For example: “Susan, I know you need this room for a new patient, but I need at least 30 minutes to do a good, final cleaning to get it ready. If you need the room sooner, I will need to get someone to help me.”

Pursue personal and professional growth within the organization.

- Seek out learning opportunities to improve the skills you need to enhance job performance.
- Don't be embarrassed if you don't know about the opportunities. Ask your manager or director about available classes.
- Strive for the best skill or technique in using equipment or doing procedures relevant to your duties. Seek out those with expertise, or refer to policy and procedure manual or manufacturer's instruction manual.

“I'm not sure if this is the correct way to work this piece of equipment. Let's pull out the manual and check.”

- Maintain memberships and participate in your professional organizations.
- Complete mandatory education and training requirements.

Actively participate in setting personal and professional goals with your supervisor.

- Ask for regular feedback about your work performance. Find out what you're doing well and what you could do better.

Teamwork

We are all accountable. We trust and assume good intentions.

Volunteer to serve on committees and teams as opportunities arise.

- You have an important role to play in the organization. You can make a difference with your involvement.

Work cooperatively within your department and with other departments.

Communicate your whereabouts to prevent confusion.

- Remember, your absence affects your teammates.

"Jack, I let the supervisor know, but can you help spread the word that I am going to be off the floor and in a meeting from 2-4 pm today. Anyone who needs me can page me."

Be sensitive to the inconvenience your request may cause your co-workers.

- Avoid last-minute requests if you can. If you can't, remember to explain why you need the information so quickly. For example: *"I know we're busy today, and I am sorry to bother you. I need your data for a meeting tomorrow. The deadline was moved up so we can get the project back on track. I appreciate your help."*
- Consider other's priorities.

"It seems like you really need the information now. I can make this call later."

Recognize and be sensitive to differences and diversity among your co-workers.

- Everyone on the team has unique talents and expertise to share. It helps to look at things from different perspectives.

Welcome new employees.

- Volunteer to participate as a buddy, mentor or preceptor if you can

Teamwork

We are all accountable. We trust and assume good intentions.

Be aware that other departments may need to interact with your customer.

- Always work as a team in the best interests of the customer.
"I realize that we both need to see the patient now for different procedures. Let's decide together what would be best to do first."

Accept responsibility and hold yourself accountable.

Go out of your way to provide or find what's needed.

- For example: *Don't say, "That's not my job." Instead consider saying, "Betsy, I can help you with that." Or, "Kathleen, I finished my morning rounds early. Let me help you finish up in Room 106."*

Always emphasize the importance of the team in conversations with co-workers.

- For example: *"It really felt good helping Joan with that procedure. We really work well together as a team."*

Recognize and support the skills and qualities of others.

Recognize each other for service to patients, customers, and co-workers.

- Look for opportunities to praise every day. Be specific.

"Ken, you did a good job of calming that customer down."

Or, *"Tasha, you always make the best of a bad situation. You're a role model for all of us."*

Or, *"Julia, thanks for coming in today. I know it was your day off."*

- Learn from your colleagues. They will appreciate your confidence in them.

"You are really good at calling physicians to alert them about a problem with a patient. I need to do that more. Will you coach me?"

- Frequently tell co-workers how much you value them and why.

"Heidi, you're great to work with. You really know how to run a meeting and keep us on track."

Teamwork

We are all accountable. We trust and assume good intentions.

Or, “I really appreciate your help getting that IV started. It’s great having someone here who is as good as you are at that.”

- Acknowledge outstanding service behavior by nominating co-workers for the Employee of the Quarter recognition.

“Trina handled that crisis with such calmness and efficiency.”

Be aware of opportunities to help develop our co-workers.

- Provide help or seek assistance for co-workers who are having difficulty performing their jobs.

“I noticed that you seem uncomfortable with that assignment. May I offer you some pointers?”

Or, “I have an interesting patient today. I know you haven’t done this particular dressing change. Would you like to help me?”

Exchange appropriate and professional information with co-workers.

- Share information obtained at workshops, professional conferences and seminars by making a presentation and handing out materials at department meetings and elsewhere.
- Follow your department’s procedure for sharing information. Report unusual requests and circumstances. Choose the appropriate setting and communication strategy, be it e-mail, phone or face to face.

“I would like to share a concern with you, and I don’t think email or a memo is the best way to talk about it. May I schedule a brief meeting with you to discuss my concern?”

Admit mistakes and limitations while demonstrating a “can-do” supportive spirit to achieve results.

Forgive past problems and use conflict as an opportunity for growth.

Appendix

Cell Phone Etiquette

- In general, personal cell phones should be turned off during work hours. Personal business including calls and text messages should be conducted while on break or off duty.
- Let your family and friends know that you cannot take personal calls or texts while on duty, and how to contact you in case of an emergency.
- If a personal call or text is necessary, it should be conducted in a non-public area. Employees are strongly encouraged to limit cell phone usage to break times and in appropriate break areas.
- For those employees who are authorized to use cellular phones as part of their job duties, remember the following:
 - a. Practice professional telephone etiquette. See the Telephone Etiquette Appendix on page 43.
 - b. Keep your phone on silent/vibrate mode while in meetings or other work settings.
 - c. If you must answer a call, step out of the meeting or into a private location to do so.
 - d. Cell phones should never be answered while performing patient care.
 - e. Use of camera phones or devices is strictly prohibited in the facility at any time. (Except by the Marketing/Communications Department)
- Employees who use a personal cell phone to access confidential WCHCS information must protect the integrity of confidential information per policy.
 - f. Lost or stolen cell phones that contain confidential WCHCS information must be reported to WCHCS IT Department as soon as possible.

For more information refer to policy: HR.62 Business and Cell Phone Usage

Appendix

Dress Code

The professional, personal appearance of all who are associated with Wayne County Hospital and Clinic System is vitally important to our relations with patients, residents, the community and one another.

- Employees must follow your department specific Dress Code Policy.
- Employees are required to wear their WCHCS Identification Badge visibly, at all times, while on duty. The badge is to be worn above the waist at eye level.
- Employees must maintain good personal hygiene.
- Clothing should be loose enough to allow the performance of activities modestly. Midriff and cleavage should not be visible. Clothing should be size appropriate. Pants or scrubs should not extend beyond the bottom of the shoe or drag on the floor.
- Fingernails are to be kept clean. Polish must be non-chipped.
- Acrylic, silk wrap, and other artificial nails are prohibited in all patient-care areas.
- Perfumes and colognes should be kept to a minimum and shall not be worn by staff working in clinical areas due to patient sensitivity.
- No denim is allowed in any department, except for Plant Operations. This includes jeans, jackets, vests, skirts, etc.
- Casual, beach, flip-flop, athletic sandals, or slippers are prohibited.
- Any graphics including those displaying violence, drugs, alcohol, tobacco products, sex, disturbing images, offensive material, or racial expressions will not be allowed. This includes graphics on clothing, body art, piercings, etc.
- Administration reserves the right to deem any clothing, piercings, or tattoos inappropriate at any time.

For more information refer to policy: HR.071, Personal Appearance.

Appendix

Social Media Guidelines for Use

- Accessing social media and streaming media sites at work should not interfere with your duties at work. We monitor our facilities to ensure compliance with this restriction. Web usage reports for any employee can be accessed by department directors from WCHCS IT Department if they believe an employee is spending too much time on social media when not on a break. WCHCS may conduct internet searches, access records on its server or any other equipment belonging to WCHCS as part of any investigation.
- Employees may not post pictures of the work environment, co-workers in the work environment, patients, residents, medical staff members or vendors.
- Employees are not authorized to speak on behalf of WCHCS, and must clearly indicate they do not speak on behalf of the organization.
- Employees may not post personal, identifiable information about patients.
- Employees must not disclose any WCHCS confidential or proprietary information.
- Employees are prohibited from uploading any work related content to social media sites. The only exception is the Marketing/Communications Department or departments with the approval of Marketing/Communications or our IT Department.
- WCHCS employees who engage in social media activities agree to demonstrate appropriate conduct in accordance with the WCHCS Social Media Policy. All social media posts must comply with our policies on confidentiality of patient health information and disclosure of proprietary information. If you are unsure about the confidential nature of information you are considering posting, consult the Human Resources Department.

A good rule of thumb: Only post items that you would want your director, manager or Administration to see.

- Team members should recognize that online communications / activity can impact their personal and/or professional image and reputation and may be seen by others as a reflection of their character, judgement and values. By extension, if it is known that an individual is associated in any way with WCHCS, our organization's reputation can, likewise, be negatively impacted. It is important to note that information shared

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online in social media forums lasts forever and is available to everyone, including your employer. The bottom line: Use Common Sense.

For more information refer to policy: HR.070, Social Networking

Excellence Every Day Terms

In this section, we are outlining the terms from The Studer Group, as well as the quality improvement tools of Toyota LEAN/ Six Sigma.

Studer Group Terms

AIDET®: Five Fundamentals of Service: These are five behaviors to use in patient and family encounters to anticipate, meet, and exceed the expectations of the customer and reduce the anxiety of the patient.

- *Acknowledge:* Acknowledge the patient by name. Make eye contact, smile, and acknowledge everyone in the room (patient and families).
- *Introduce:* Introduce yourself, your skill set, your professional certification, and experience.
- *Duration:* Give an accurate time expectation for tests, physician arrival, and identify / communicate next steps. When this is not possible, give a time in which you will update patient on progress.
- *Explanation:* Explain step by step what will happen, answer questions, and leave a way to contact you, such as a nurse call button or phone number. Use language a patient can understand.
- *Thank You:* Thank the patient. You may thank them for choosing your hospital, and for their communication

Evidence-Based Leadership (EBL): A spinoff of evidence-based medicine, EBL is a strategy centered on using the current “best practices” in leadership—practices that are proven to result in the best possible outcomes. The “evidence,” in this context, is the data collected from studies that aim to determine what people really want and need from their leaders.

Hardwire: The process by which an organization, department, team or individual integrates a behavior or action into the daily operations to ensure it becomes a habit and is always done.

Appendix

Studer Group Terms *continued*

Healthcare Flywheel®: A teaching diagram that illustrates the power that Purpose, Passion, To-Do's and Results has in creating momentum in an organization. Studer Group developed the Healthcare Flywheel to help organizations understand the journey in creating great places for employees to work, physicians to practice, and patients to receive care.

High-Middle-Low® (HML): A performance management approach for moving organizational performance, through the use of high, middle and low performer conversations.

Key Words at Key Times: Key words at key times are consistent pre-determined messages delivered at certain times in our care delivery to “connect the dots” and help patients, families, and visitors better understand what we are doing. They align our words with our actions to give a consistent experience and message.

Manage Up: Positioning others in a positive light. It is a form of communication at all levels that aligns your own skills, your co-workers, other departments and physicians to the goals of your organization. Example: Letting your supervisor know to attend a celebration regarding achievement of results or to pass on positive information regarding an area so that they can be recognized. This makes you and your organization better and aligns everyone to working on the right goals.

Must Haves®: Specific actions and “to-do's” common to organizations achieving exceptional results. These Must Haves® are based on the Nine Principles® and evolved from the Studer Group partnering with hundreds of organizations to identify these actions. The Must Haves® are:

- Rounding for Outcomes
- Employee Thank You Notes
- Selection and the First 90 Days
- Discharge Phone Calls
- Key Words at Key Times, and
- Aligning Leader Evaluations with Desired Behaviors

Appendix

Studer Group Terms *continued*

Nine Principles®: A sequenced step-by-step process and road map to attain desired results and help leaders develop and achieve an excellence-based culture. The Nine Principles® are truths upon which the culture of excellence can be built:

1. Commit to Excellence
2. Measure the Important Things
3. Build a Culture Around Service
4. Create and Develop Leaders
5. Focus on Employee Satisfaction
6. Build Individual Accountability
7. Align Behaviors with Goals and Values
8. Communicate at all Levels
9. Recognize and Reward Success

Ownership: The sense of sharing responsibility for the solution as well as the problem, as in owning a house versus renting it.

Rounding for Outcomes: Communicating with employees, physicians and patients in such a way that there is a specific purpose to walk away with specific outcomes.

Service Recovery: Actions taken when customer expectations have not been met.

Toyota LEAN/Six Sigma Terms

Black Belts: Operate under Master Black Belts to apply Six Sigma methodology to specific projects. They devote 100 percent of their valued time to Six Sigma. They primarily focus on Six Sigma project execution and special leadership with special tasks, whereas Champions and Master Black Belts focus on identifying projects/functions for Six Sigma.

Green Belts: The employees who take up Six Sigma implementation along with their other job responsibilities, operating under the guidance of Black Belts.

Appendix

Toyota LEAN/Six Sigma Terms *continued*

Gap Analysis: Method of comparing the current state with the optimal future state and what actions it will take to achieve that future state.

Kaizen: A method for promoting small improvements on a continual basis throughout an organization. A kaizen is a short lived project lasting no more than four or five days, for example, using quick changeover methods to dramatically reduce set up time in an operation. It is the opposite of breakthrough improvements. Kaizen requires no or little investment.

Lean: An approach to improving the delivery of value to customers, through clarifying value-adding versus wasteful actions; and removing the waste.

Muda: A form of waste typically referring to the seven wastes (Overproduction, Inventory, Over processing, Correction, Waiting, Conveyance, Motion).

PDSA: Acronym for Plan-Do-Study-Act; Process of developing, testing, and then rolling out something new.

Root Cause: The originating cause of an event or condition that leads through one or more steps of causality to the immediate cause (e.g., overwork-tiredness-accident).

Sigma: One standard deviation away from the mean.

Six Sigma: A set of techniques and tools for process improvement. It was developed by Motorola in 1986. Six Sigma became famous when Jack Welch made it central to his successful business strategy at General Electric in 1995. Six Sigma seeks to improve the quality of process outputs by identifying and removing the causes of defects (errors) and minimizing variability in manufacturing and business processes. It uses a set of quality management methods, including statistical methods, and creates a special infrastructure of people within the organization (“Champions”, “Black Belts”, “Green Belts”, “Yellow Belts”, etc.) who are experts in the methods. Each Six Sigma project carried out within an organization follows a defined sequence of steps and has quantified value targets, for example: reduce process cycle time, reduce pollution, reduce costs, increase customer satisfaction, and increase profits.

Appendix

Service Recovery

The word recovery means to restore to good health or return to normal. Service recovery means that we do whatever we can to return the customer's good feelings when they're angry, or have had a problem.

The majority of customers who seem difficult are not choosing to be difficult; they are frustrated or angry. Our job, as representatives of the organization, is to turn those tense situations into positive impressions. Our job is to become so skilled at service recovery that the customer or patient who started out saying he or she would never come back becomes one who says he or she would never go anywhere else. The starting point in Service Recovery is "Taking the HEAT."

H - Hear them out

Allow the person to vent without interruption.

E - Empathize

For example:

"I'm sure _____ was upsetting/frustrating."

"I'd be upset/angry too if _____ happened to me."

"It must be frustrating/upsetting to see _____."

"It sounds like you're upset/angry about _____."

A - Apologize

For example:

"I'm sorry you were inconvenienced."

"I apologize for the situation."

"I'm sorry it didn't meet your expectations."

"I apologize for the confusion."

"I'm sorry it didn't work out as expected."

T - Take responsibility for action

For example:

"I'd like to take care of this right away."

"Let me call my supervisor and get her help."

"Let's talk about how we can correct this situation."

"If it's all right with you, I'd like to make a call or two and get back to you with some options."

"I'll do everything I can to take care of this."

Appendix

Service Recovery *continued*

Toolboxes: On the main campus, toolboxes are located in the ED; Med/Surg closet; Administration and South Central Iowa Medical Clinic. You will find various items, including Corydon Bucks, Gift Shop vouchers, meal and ice cream coupons for use in the cafeteria. The Clinics are provided with a supply of Corydon Bucks for their Service Recovery needs. Every employee is empowered and encouraged to use these items as a tool to help “make things right.” That is, when a customer is upset in the moment, use the toolbox item along with your apology. (Service Recovery Toolbox items may change based on availability.)

For example, if a patient has waited too long, if we have had to reschedule their test, or if their experience at our facility has been an extremely frustrating one, you may present a coupon and say, *“Mr. Smith, I know this long wait has been very frustrating for you. Please accept our apology for the inconvenience and enjoy filling up with gas on your way home courtesy of us.”*

It is important to remember that Service Recovery is made up of two important elements. We need to focus not only on the tangible element (the item that we are giving the customer as a token of our apology) but also the psychological element.

This means that we don’t just hand them a coupon and hope it works, but we take the time to focus on our problem-solving (HEAT) skills.

In rare instances, a customer may be someone it seems you cannot satisfy. If a customer is still not approachable, after you have tried taking the HEAT, try getting your Team Lead or manager involved. Always, if you feel the customer is too loud, unruly or threatening, notify EMS for assistance and try to get the customer to move into a nonpublic space.

Often, if we take the time to get to the bottom of a problem, it is an issue that we can resolve. When we refuse to take the time immediately, we lose the opportunity forever. Resolving customer dissatisfaction through effective service recovery reinforces to customers that your organization is fully committed to meeting their expectations.

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Standardization: Act of standardizing work, processes, documentation, components and materials, and report out activity. An approach to improving the delivery of value to customers, through clarifying value-adding versus wasteful actions; and removing the waste.

Value: The aspects of the service or product that the customer is willing to pay for.

Value Stream: All the activities and steps that occur from the initiation to the final delivery of a product or a process; can be applied to an overall business or a specific sub-process.

Other Terms

ARCC:

- A** – Ask a question
- R** – Request a change
- C** – voice a Concern
- C** – invoke Chain of Command

We each have a responsibility to assure safety in while being respectful. If you have a safety concern, use ARCC. Be assertive but courteous. This tool allows you to start with gentle questions and escalate as needed. We owe it to our patients and each other to question any safety related issues.

Ask a question: The best way to question a safety issue is by starting with a question: *“Can I ask a clarifying question?”* or *“I just need to clarify...”*

- Make a request: *“I request we stop for a minute and assess where we are.”*
- Voice a concern: Be polite but direct: *“I have a safety concern.”*
- Use the Chain of Command: If you still have a concern you feel is not being addressed, take it up the Chain of Command.

Core Measures: Core Measures are nationally standardized performance requirements. The measures are based on clinical studies that have demonstrated improved patient outcomes. The goal is to lower the risk of surgical complications, lower the risk of mortality and morbidity rates, and implement healthcare standards that will improve the quality of care provided to hospital patients.

Appendix

Other Terms *continued*

PANDA: Handoff effectively using PANDA is to ensure that complete and accurate information is communicated when responsibility for a patient, project, or task transfers from one individual to another.

P – Patient, procedure, physician

A – Assessment

N – Need to know

D – Drains and dressings

A – Allergies

SBAR: The SBAR tool provides a framework for concise communication between members of the team. This tool can be used for critical conversation and setting expectations.

S – Situation. What is the bottom line, immediate problem or concern?

B – Background Review pertinent information. What do you know about the concern?

A – Assessment. What is happening now? What are the facts and urgency of situation?

R – Recommendations. What is next? Suggestions or requests.

Questions

Self-Checking Using STAR:

S – Stop: Pause for 1 to 2 seconds to focus attention on the task at hand

T – Think: Visualize the act and think about what is to be done

A – Act: Concentrate and perform the task

R – Review: Check for the desired result

When you are about to do something that could potentially cause harm to patients, co-workers or yourself you should self-check using this tool. It only takes a few seconds and has proven to reduce the probability of making an error by a factor of 10 or more.

Appendix

Everyday Service Toolkit

What We Believe In	What We Do
Service Excellence	<p>AIDET plus the Promise:</p> <p>A – Acknowledge, Eye Contact, Greet</p> <p>I – Introduce, name and role</p> <p>D – Duration: How long will _____ take</p> <p>E – Explanation: Explain the procedure, process, or situation</p> <p>T – Thank: Thank for choosing WCHCS, allowing us to serve you</p> <p>Promise: Make a personal commitment to engage personally in delivering Excellence Every Day</p> <p>HEAT:</p> <p>H – Hear them out</p> <p>E – Empathize</p> <p>A – Apologize</p> <p>T – and Take responsibility for action</p>
Communication	<p>SBAR:</p> <p>S – Situation</p> <p>B – Background</p> <p>A – Assessment</p> <p>R – Recommendation</p> <p>Questions</p> <p>PANDA</p> <p>P – Patient, procedure, physician</p> <p>A – Assessment</p> <p>N – Need to know</p> <p>D – Drains and dressings</p> <p>A – Allergies Department Huddle Boards</p>

Appendix

Everyday Service Toolkit *continued*

What We Believe In	What We Do
Safety	Department Huddles Boards <ul style="list-style-type: none"> • Include Safety in Departmental Huddles. • Sharing safety stories and messages • Rounding for safety
Self Management	Self-Checking Using STAR: S – Stop: Pause for 1 to 2 seconds to focus attention on the task at hand T – Think: Visualize the act and think about what is to be done A – Act: Concentrate and perform the task R – Review: Check for the desired result Self Checking: The most effective way to avoid slips and lapses. It takes only seconds to do and reduces the probability of making an error by a factor of 10 or MORE!
Teamwork	ARCC: A – Ask a question R – Request a change C – Voice a Concern C – Invoke Chain of Command

Appendix

Telephone Etiquette

All WCHCS employees are required to use the WCHCS Standardized Greeting when answering the telephone.

All departments should answer phones with the following standardized statement when answering calls made from outside the organization:

- *“Thank you for calling Wayne County Hospital and Clinic System, this is {insert name}, how may I help you?”*
- *Or, “Thank you for calling the Wayne County Hospital and Clinic System (Department name), this is {insert name}, how may I help you?”*

For all Clinics: use the name of your clinic

- *“Thank you for calling Humeston Family Medical Clinic, this is {insert name}, how may I help you?”*

When answering calls made from inside the organization, please use:

- *“Department Name, this is {insert name}.” For example, “Laboratory, this is Felicia.”*

Greeting the Caller

- *Answer the phone within three (3) rings.*
- *Use a pleasant, caring and sincere tone of voice and an unhurried pace.*
- *Use the standard greeting outlined above.*

Being a Good Listener

- *Listen carefully to understand the caller’s words, intent, feelings and needs.*
- *Validate what you heard the caller say by repeating it in your own words.*
- *When giving information, use easily understood and appropriate language (e.g., no incorrect grammar, slang, medical terminology or abbreviations)*
- *Address the caller’s needs and take whatever action is necessary. Ask others to help you if necessary.*
- *Check for understanding and ask, “Do you need any more information?” “Do you have any more questions?”*

Appendix

Telephone Etiquette *continued*

Placing a Call on Hold

- *Always ask if the caller is able to hold, and wait for a response.*
“Mrs. Jones, would you mind holding while I research that information for you?”
- *Tell callers why you need to put them on hold.*
- *Let callers know how long they will be on hold.*
- *Check back every 30 seconds, give the status of the call, and see if the caller can continue to wait. If not, ask for the caller’s phone number and return the call.*
- *Thank the caller for holding.*
“Mrs. Jones, thank you for holding. Ella is still on the other line. She knows you’re holding and expects to be finished in another minute or so. Would you like to continue to hold, or would you like me to have her call you right back?”

Transferring a Call

- *Always ensure that callers understand why they are being transferred.*
- *Ask their permission to transfer and wait for a reply.*
- *Explain where the call is being transferred and to whom.*
- *Give the caller the number for future reference, and in case you are disconnected.*
- *Give information about the call to the person receiving the transfer.*
- *Remain on the line until a connection is made.*
“Hello, Mr. Jones, thank you for holding. I spoke to Medical Records. They have your chart and will be happy to help you with your concern. I am going to transfer you. I will stay on the line to make sure you get through, but let me give you their phone number just in case.”

Taking a Message

- Obtain the following information and write it down:
 - Name of person being called.
 - Caller’s name and phone number.
 - Time and date of call.
 - Purpose of the call.

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- Restate the message to check for accuracy.
- Put your initials on the message.
- Make sure it reaches the appropriate person.

Ending the Call

- Use an appropriate phrase such as:
“Is there anything else I can help you with today?” “Thank you for calling the unit.”

“If we can be of further assistance, please give us a call.” “Have a nice day.”

“Good bye” (not “Bye-bye”).

- Make certain the caller hangs up before you do. This ensures that the call is over.

For more information, check with your manager for your department specific policy.

THEN



NOW



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As a representative of Wayne County Hospital and Clinic System, I agree to abide by, and be held accountable to these Standards of Excellence.

Signature

Date



Extraordinary People, Caring for Extraordinary People

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