

Standards of Excellence



EMPLOYEE REFERENCE GUIDE

Campbell County Health

Excellence Every Day

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STANDARDS OF EXCELLENCE

Service Excellence	5-12
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- Provide excellent service by following AIDET.
- Treat patients, customers and coworkers with courtesy, respect and caring.
- Respond quickly and appropriately to customer requests.
- Anticipate customer needs and initiate action to meet those needs.

Communication	13-20
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- Demonstrate active listening skills.
- Provide timely feedback in a clear and concise manner.
- Ensure an appropriate level of privacy and confidentiality is maintained.
- Demonstrate constructive problem solving skills.

Safety	21-22
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- Communication is key in providing safe care.
- Share safety stories and messages.
- Responding appropriately to errors encourages a culture of safety.

Self Management	23-26
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- Personal appearance will be professional, safe and functional.
- Contribute to the professional appearance of any CCMH facility and grounds.
- Demonstrate a sense of pride and ownership in the organization.
- Exhibit compliance with safety and infection control standards.
- Pursue personal and professional growth within the organization.

Teamwork	27-29
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- Work cooperatively within your department and with other departments.
- Accept responsibility and hold yourself accountable.
- Recognize and support the skills and qualities of others.
- Exchange appropriate and professional information with co-workers.

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- Cell Phone Etiquette
- Dress Code
- Elevator Etiquette
- Excellence Every Day
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Mission & Vision



Mission

Serving our community by providing a lifetime of care with dedication, skill and compassion.

Vision

Campbell County Health will be the first choice for healthcare and wellness in Wyoming by providing Excellence Every Day.

Campbell County Health believes we are here to serve our patients and customers. Our mission is serving our community by providing a lifetime of care with dedication, skill and compassion. We will live this mission through utmost care, courtesy, integrity and teamwork every day! Treat 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 CCH. A personal commitment to our Standards of Excellence is required to partner with CCH.

www.cchwyo.org/standards

Letter from Leadership



Dear Colleague,

As employees of Campbell County Health, 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. That’s the reason more of us choose a career in healthcare. But working at CCH 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 CCH leadership. It is designed to show how we define excellent service, safe practices and quality care. They are our standards of behavior, and we are all expected to read and 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 until they become part of our culture.

Sincerely,
Andy Fitzgerald, FHFMA
Chief Executive Officer

How to Use this Guide

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

Although we have different roles within CCH, including Campbell County Medical Group, Campbell County Memorial Hospital, The Legacy Living & Rehabilitation Center (Pioneer Manor), we all have customers. That might mean patients and other employees inside the organization, or it could refer to those from outside CCH 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 is divided into four service standard categories:

1. Service Excellence
2. Communication
3. Safety
4. Self Management
5. Teamwork

Each category is defined by four of five service standards. 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 CCMH 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

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- 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.

Maintain dignity and privacy.

- Knock, announce yourself and ask permission before entering someone’s room or office.

“Hello, Mr. Jones, I am _____ a nurse 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.

Communication

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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.”

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

Teamwork

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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 432."

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."
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."*

Appendix

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Cell Phone Etiquette

1. 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.
2. 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.
3. If a personal call or text is necessary, it should be conducted in a non-public area.
4. 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 48*.
 - b. Keep your phone on courtesy 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 phone use while driving any CCH vehicle is prohibited.
5. Employees who use a personal cell phone to access confidential CCH information must protect the integrity of confidential information per policy.
 - a. Lost or stolen cell phones that contain confidential CCH information must be reported to Information Systems as soon as possible.

For more information: Refer to the Telephone Use Policy in Policy Manager and your department specific policy.

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Dress Code *continued*

- 8. Employees have the option to participate in the Denim Day fundraiser for the GIVE Grant, which allows employees to wear denim on Fridays if appropriate for their department. Denim must be medium-wash, boot cut or straight fit, mid or high rise styles, and without any holes. Employees must maintain a professional appearance at all times. Clothing that incorporates the CCH approved logos may also be worn.
- 9. Shirt length is required to ensure coverage of the torso. If wearing leggings or jeggings, the shirt must cover the buttocks—mid-thigh length is appropriate.

For more information: See the Company Store page on the Intranet (Staffnet), or refer to the Uniform Policy, Dress Code Policy and/or Denim Day Policy in Policy Manager, as well as your department specific policy.

Elevator Etiquette

- 1. Hold the door open for approaching passengers. Ask others, “What floor do you need?” if you are near the buttons.
- 2. Wait until those on the elevator exit before entering.
- 3. Step aside or to the back of the elevator to make room for others entering.
- 4. Allow guests to enter the elevator first.
- 5. Make positive eye contact, smile and speak to fellow passengers.
- 6. Safeguard patient confidentiality. Do not have discussions on elevators about patient care.
- 7. Do not have personal conversations when a customer is on the same elevator.
- 8. Patient transport has the right of way in elevators. If you see a patient being transported in a bed or on a stretcher, step off or wait for another elevator.

Appendix

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Studer Group Terms *continued*

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.

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.

highmiddlelow® (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.

Leader Evaluation Manager® (LEM): Studer Group’s Leader Evaluation Manager® is a web-based application that automates the goal setting and performance review process for all leaders, while ensuring that the performance metrics of individual leaders are aligned with the overall goals of the organization.

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Telephone Etiquette

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

With the exception of Pioneer Manor, all departments should answer phones with the following standardized statement when answering calls made from outside the organization:

- “Thank you for calling Campbell County Health, this is {insert name}, how may I help you?”
- Or, “Thank you for calling Campbell County Health (Department name), this is {insert name}, how may I help you?”

For all CCMG Clinics:

- “Thank you for calling Campbell County Medical Group, 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, “Community Relations, 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).

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Telephone Etiquette *continued*

- 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.
- 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: Refer to the Telephone Use Policy in Policy Manager and your department specific policy.

Notes

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Campbell County Health
Excellence Every Day

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