Standards of Behavior

“acts of excellence”
We are pleased to share with you Summa Health System's Standards of Behavior.

Based on our philosophy of “servant leadership”, to serve the patient, or to serve those who do, these standards were developed by our fellow employees throughout our health system to ensure we provide the highest level of compassionate care to our patients, their families and members of our communities.

Our Standards of Excellence distinguish us among our peers in the healthcare industry. These guidelines promote the best in ourselves and each other. By practicing these behaviors and coaching each other to achieve these standards, we enhance each patient’s experience and create a positive, productive and respectful working environment for ourselves.

Each of us is the face of Summa. We are the individuals our patients look to – and count on – during their most difficult hours. We are grateful for your commitment to honor these standards and thank you for your continued, unwavering dedication to our mission, vision and values.

It all begins with “I will…”

Our Standards of Excellence distinguish us among our peers in the healthcare industry. These guidelines promote the best in ourselves and each other. By practicing these behaviors and coaching each other to achieve these standards, we enhance each patient’s experience and create a positive, productive and respectful working environment for ourselves.

Each of us is the face of Summa. We are the individuals our patients look to – and count on – during their most difficult hours. We are grateful for your commitment to honor these standards and thank you for your continued, unwavering dedication to our mission, vision and values.

It all begins with “I will…”
You are what people see when they arrive here.

Yours are the eyes they look into when they’re frightened and lonely.

You are the voices people hear when they ride the elevators and when they try to sleep and when they try to forget their problems. You are what they hear on their way to their destinies. And what they hear after they leave those appointments.

Yours are the comments people hear when you think they can’t.

Yours is the intelligence and caring that people hope they’ll find here.

If you’re noisy, so is the hospital. If you’re rude, so is the hospital. And if you’re wonderful, so is the hospital.

No visitors, no patients, no physicians or coworkers can ever know the real you, The you that you know is there — unless you let them see it. All they can know is what they see and hear and experience.

And so we have a stake in your attitude and in the collective attitudes of everyone who works at the hospital. We are judged by your performance. We are the care you give, the attention you pay, the courtesies you extend.

Thank you for all you’re doing.
acts of EXCELLENCE

APPEARANCE AND ATTITUDE 7

COURTESY, CONCERN AND COMMUNICATION 9

TEAMWORK 13

SAFETY 15
I will help create a welcoming environment by greeting everyone I encounter throughout my workday and demonstrate respect and compassion through my words, tone of voice and body language.

I will be respectful of diversity among all patients/customers/employees/volunteers and members by demonstrating sensitivity based on race, color, national origin, religion, sex, sexual orientation, gender identity or disability.

I will maintain a pleasant attitude and be approachable at all times while at work.

I will be proactive with my patients/customers/members and offer assistance, including wheelchair assistance, before being asked, especially to those who appear to be in need of special assistance or are physically challenged.

I will eliminate phrases such as, “That’s not my job, I’m busy, I don’t have time, or we are short-staffed” from my vocabulary. If I am unable to meet a patient/customer’s request, I will find someone who can help.

I will “manage up” (speak positively) of other employees, departments and entities when talking to our patients/customers.

I will ensure my appearance is clean, professional and in accordance with Summa Health System.

At all times, I will wear my identification badge above my waist with my photo facing outward.

I will not eat, drink or chew gum during any patient/customer interactions.

I will assist in maintaining a quiet, calm and professional environment.

When representing Summa Health System outside of the workplace, whether it is a speaking engagement, fundraising event or athletic competition, I will be responsible for my actions. I am Summa!
I will offer to assist people who look lost or those who ask me for help by taking them directly to their destination. If I am unable to escort them, I will find someone who can escort or take them to the nearest staffed information desk.

I will be conscientious of confidential and sensitive information; therefore, I will not talk about any patient/customer/member or employee in any public area including hallways, elevators and food service areas. I will respect privacy by knocking and identifying myself before entering any doors or curtained areas.

I will address all issues with patients, families, visitors, members, physicians, co-workers and others discreetly so I do not interfere with the service of other customers.

I will follow the existing HIPAA policies and protect patient’s, member or employee privacy by not discussing confidential or sensitive information that may be overheard in any public area, including hallways, elevators, and/or eateries.

When holding conversation on an elevator, I will use a quiet tone and not discuss patient information.

I will acknowledge patients/customers/members, employees and volunteers in the hallway with a smile and/or greeting.

I will take pride in my environment by helping to maintain an organized, uncluttered and clean environment and will pick up litter using appropriate infection control techniques.

I will not eat or lounge in any public area, i.e., lobbies; waiting rooms, etc.

In a parking deck/lot, I will drive at a safe speed and only park in designated employee areas.

I will allow others to exit the elevator prior to inviting waiting patients, guests and employees to enter the elevator ahead of me. I will pay close attention and offer assistance to those with special needs.

I will use designated elevators for transporting patients and/or specimens where applicable.

I will follow the components of the AIDET model of communication in appropriate situations at all times:

- **A**cknowledge
  - Eye contact + Smile + Greet
  - I will promptly welcome people in a friendly manner, smile warmly and maintain eye contact.

- **I**ntroduce
  - First Name + Role/Purpose
  - I will address people formally, using Dr., Mr., Mrs., Miss, Ms., unless permission is given to address them differently—avoiding terms such as “honey”, “dear” or “sweetie” as these terms are sometimes considered disrespectful.

- **D**uration
  - Talk about Time & Delays
  - I will show respect for people’s time by informing them of anticipated wait times and the cause for any delays. I will provide them with periodic status updates and thank them for waiting.

- **E**xplanation
  - Offer Explanations & Keep It Simple
  - I am Summa, I will do whatever it takes to satisfy my customer.

- **T**hanks
  - Show Appreciation & Gratitude
  - I will end my customer encounters by asking “Is there anything else I can do for you?” or a similar statement.
Communication - Telephone

Telephone conversation is a “Moment of Truth” that forms our customer’s first impression; therefore, I will use the following guideline as my initial greeting:

- **Internal call** – Begin with department, my first name, “How may I help you?”
- **External call** – Begin with “Thank you for calling Summa (campus), department, my first name, “How may I help you?”

I will determine the urgency and meet the needs of the caller, if possible.

There will be no “blind transfers.” Prior to transferring any call I will provide the correct telephone number to my caller. When actually transferring a call I will wait until someone answers the call. If I should receive voice mail, I will ask the caller if they wish to leave a message. I will then follow the needs of my customer.

If I need to place the caller on hold, I will first obtain the caller’s permission. I will not lay the phone down. I will acknowledge the caller repeatedly while they are waiting. When retrieving a call on hold I will always thank the caller for waiting.

After ensuring all needs of the caller are met, I will close the call by asking, “is there anything else I can help you with? Thank you for choosing Summa Health System.”

If I need to leave a voicemail message I will speak slowly, clearly, and concisely. The message also will include the name of my department, my full name, my complete phone number and a descriptive message of why I called.

Communication (Specific to cell phone usage)

Use of cell phones is limited and subject to the following guidelines: (Departments may establish more stringent guidelines for cell phone usage as necessary.)

**Business:**
- I will use discretion in public areas when using my cell phone to respond to e-mails, pages, etc.
- When in a meeting, I will use discretion when responding to urgent emails, texts or pages.
- As a courtesy, I will set my phone to silent alert mode.

**Personal:**
- All urgent personal calls and texts are to be kept to a minimum. Abuse of this privilege will lead to disciplinary actions.
- Employees may discretely use cell phones during lunch and/or break periods in designated areas. All other locations are prohibited.
- Cell phones are to be silenced when not in use.
- Picture taking and/or recordings with cell phones is strictly prohibited.
- Use of Summa outlets to recharge cell phones in public areas is prohibited.

Communication (Specific to Email)

I understand my email account was provided to me as a means of business communication and/or departmental operation. I will not abuse this account by using it for personal or social reasons.

I will check my email several times throughout the day and respond as soon as possible, being respectful of private and confidential information.

I will consider a different means of communication when three or more email messages have been exchanged in an attempt to reach a conclusion.

I will use the “reply to all” function only when necessary and avoid sending one word replies like OK and thank you unless it is necessary.

I will use the “Out of Office” function to notify others when I am away for a period of time and indicate what steps to take if assistance is needed.
I will take full responsibility for my own actions, decisions and performance and welcome constructive feedback and suggestions if improvement is needed.

I will work in collaboration with my co-workers, positive in finding solutions and support a blame-free environment.

I will “manage up” other employees and departments, creating a great working relationship.

I will welcome new team members and make every effort to help them be successful in their role.

I will arrive on time to all meetings and other scheduled events. Doing this demonstrates respect and courtesy to the leader and/or speaker.

I will be mindful of operational differences between Summa entities and provide complete phone numbers, full names with job titles and maps when communicating.
Our Safety Behaviors

What We Believe

Practice with a Questioning Attitude
Think critically about the things seen and heard during the work day.

1. Reflect and resolve
2. Stop in the face of uncertainty

Communicate Clearly
Engage through professional, clear and complete verbal and written communications.

1. Repeat back/read back with phonetic and numeric clarifications
2. Ask clarifying questions
3. Use SBAR-Q to transfer information

Focus on the Task
Take the time to carefully attend to important details.

1. Self-check using STAR
2. Crosscheck and coach

Support Each Other
Be accountable not just for our own actions but for our teammates’ as well.

1. Speak up for safety using ARCC

What We Do

1. Repeat back/read back with phonetic and numeric clarifications
2. Ask clarifying questions
3. Use SBAR-Q to transfer information

• SBAR-Q = Situation, Background, Assessment, Recommendation, Questions
• STAR = Stop, Think, Act, Review
• ARCC = Ask a question, Request a change, Communicate a CONCERN, use Chain of Command
I have read and understand Summa Health System’s Standards of Behavior. I agree to demonstrate them consistently with all customers, including:

Patients, families & visitors
Health plan members
Co-workers
Summa employees in other departments and entities
Physicians
Volunteers
Vendors

Anyone with whom I come in contact during the course of my workday is a customer.

I have read and understand Summa Health System’s Standards of Behavior. I agree to demonstrate them consistently with all customers, including:

Patients, families & visitors
Health plan members
Co-workers
Summa employees in other departments and entities
Physicians
Volunteers
Vendors

I commit to practice these standards daily and understand that failure to do so may result in disciplinary action up to, and including, termination of employment.

Printed Name: ____________________________
Employee ID Number: ____________________
Signature: _______________________________
Campus: _________________________________
Department: _____________________________
Date: _________________________________
Summa Health System is an Integrated Healthcare Delivery System that provides coordinated, value-based care across the continuum for the people and populations we serve. We hold ourselves clinically and financially accountable for health outcomes in our communities.