



# Standards of Behavior

# You Are Summa

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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.

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Pictured are some of the over 100 team members who participated in many work sessions to create the Service Excellence Standards of Behavior. A complete listing of all Standards Development team members can be found on pages 22 and 23.

## Summa Health System Entities, Affiliates And Joint Partnerships

Summa Akron City Hospital

Summa Barberton Hospital

Summa St. Thomas Hospital

Summa Wadsworth-Rittman Hospital

Robinson Memorial Hospital

(An affiliate member of Summa Health System)

Summa Western Reserve Hospital

(joint partnership with Summa Health System)

Crystal Clinic Orthopaedic Center

(joint partnership with Summa Health System)

SummaCare

Summa Foundation

Summa Health Network

Summa Physicians, Inc

***It all begins with “I will...”***

What will you do today in your work?

Will you solve a problem? Will you give your undivided attention to someone needing your help? Will you comfort a family grieving a loss? Will you reach out to a co-worker who's had a disagreement with you?

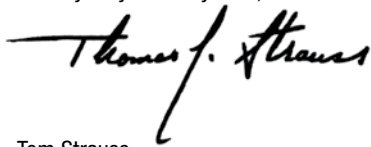
A job description tells what we do – while the “Standards of Behavior” tell us how we are to do it. They give us clear direction on how to approach our jobs as we interact with patients, visitors, members and co-workers.

At Summa, we place the patient at the top of the organizational chart – with all of us in the role of “servant leaders.” That means we each share a responsibility to serve the patient or to serve those who do. That's what makes us Summa – and that's what allows us to fulfill our mission to provide the highest quality, compassionate care to our patients.

We ask for a commitment from each and every employee – to help us build this culture of collaboration and respect. You are held accountable for living out these standards – and you are expected to gently remind co-workers when you witness an action or decision that does not meet Summa's standards of behavior. Not only managers, but all employees share this responsibility to inspire and guide each other.

I hope these standards will guide and inspire your day-to-day decisions – because you are the face of Summa. We rely on you to make Summa one of the finest health care organizations in the country.

We rely on you to say “Yes, I will...”

A handwritten signature in black ink, reading "Thomas J. Strauss". The signature is fluid and cursive, with the first name "Thomas" and last name "Strauss" clearly legible.

Tom Strauss  
President and Chief Executive Officer  
Summa Health System



# Appearance and Environment

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- I will maintain a quiet, calming and professional environment.
- I will wear my identification badge at all times. It will be clearly visible and fastened above the waist with the photo facing outward. I will not remove any information from my badge or cover information on my badge.
- I will turn in my badge for a replacement whenever my information changes and whenever my photo or name is no longer clearly visible.
- I will always make sure my appearance is clean and professional and in accordance with the applicable dress code policy.
- I will use personal products that contain fragrances sparingly knowing that some people have physical conditions that make them sensitive to strong scents. Some areas restrict the use of any fragrance; I will follow the policy in place for my work area.

- 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, drink, or chew gum during any customer moment.
- I will only use posters, flyers and other printed material for public viewing that meet the standards of Marketing and Communications.
- I will park in employee parking areas leaving convenient and designated parking spots for patients, members, visitors and other customers.



*Summa Akron City Hospital*

# Attitude & Courtesy

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- I will treat everyone as the most important person I will see today.
- I will maintain a pleasant attitude and be approachable at all times while at work.
- I will never say, “That’s not my job.” If I am unable to meet a request, I will be responsible for finding someone who can assist.
- I will never say, “I’m busy” or “I don’t have time.” When I am unable to meet a customer request due to another work task, I will find someone who can help.
- I will look for moments to speak highly of our patients, members, employees, physicians and departments.



*Summa St. Thomas Hospital*



- I will act responsibly when wearing Summa apparel outside of work and whenever representing Summa at community activities.
- I will demonstrate respect and compassion with my words, my tone of voice and my body language.



“Attitudes are contagious. If you go beyond doing just the minimum and bring a sense of respect and courtesy to all you do – people around you will catch it. You can create a positive workplace – just with your attitude.”

*Unhee Kim*

*System Vice President, Services Lines and Ancillary Services  
Summa Health System*

# Communication

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- I will promptly welcome people in a friendly manner; smiling warmly, maintaining eye contact and by introducing myself by my name and my role as appropriate.
- I will show courtesy with my words by using phrases such as, “nice to meet you”, “certainly”, “I’ll be happy to”, and “it’s my pleasure.”
- I will address people formally using Dr., Mr., Mrs., Miss, Ms., unless permission is given to address them differently.
- I will not use terms like “honey”, “dear” or “sweetie” with anyone.
- I will set my pager and any other wireless device to the silent alert mode when interacting with others to show courtesy, and will be sensitive to the impression I make when using any of the above.
- I will assume responsibility for knowing what is going on in the organization by attending department meetings, employee forums, reading the intranet, my e-mails, bulletin boards, newsletters and all other communication tools.
- I will attempt to resolve any conflicts/disagreements I have by first discussing it with those involved.

- I will never use offensive language. If I learn that I have offended someone, I will offer an apology.

- I will meet deadlines and keep the promises I make to others.

- I will not gossip or spread rumors.



*Summa Wadsworth-Rittman Hospital*

“Our words have the power to lift others up – or to tear them down. We can all strive to respect the power of what we say – and how we say it.”

*T. Clifford Deveny, M.D.  
President, Summa Physicians Inc.  
Vice President Physician Alignment  
Summa Health System*

# Teamwork

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- I will treat all other Summa team members as professionals and show respect and appreciation for what they do.
- I will welcome new team members and make every effort to help them be successful in their role.
- I will ask for guidance or help when necessary.
- I will be mindful of operational differences between Summa entities and will provide complete phone numbers, full names with job titles and maps if needed when communicating with people who work at a location different than mine.
- I will work in collaboration with my co-workers, being positive in finding solutions to problems and supporting a blame-free environment.
- I will take responsibility for my decisions, actions and performance, welcoming constructive feedback and suggestions.
- I will demonstrate good working relationships with other departments.

- I will do my best to arrive on time to meetings and other scheduled events.

- I will make the effort to start my meetings and end them as scheduled.



*Summa Western Reserve Hospital*

"The experience that we provide our customers will indeed set us apart from any hospital or health system in the region. It takes the entire Summa family working together demonstrating kindness, care, and passion for service, with every customer, every day!"

*Kyle Klawitter*

*System Vice President, Human Resources  
Summa Health System*

# Customer Service

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- I will provide my customers with my undivided attention while I am with them, regardless of how my day is going.
  - I will attempt to anticipate the needs of customers and offer assistance before being asked.
  - I will offer to assist physically-challenged persons and others who look to be in need of special assistance.
- I will be respectful of the diversity within our patient, member and employee population. I will be sensitive to culture, age, gender, sexual orientation, education, religion and all other forms of diversity.



*Robinson Memorial Hospital*

- I will show respect for people's time by informing them of anticipated wait times and the cause for any delays. I will periodically provide them with a status update and thank them for waiting.

- I will look for ways to make visitors more comfortable by providing locations of vending areas, restrooms, cafeterias, gift shops, reading materials and other information as requested.

- I will end my customer encounters by asking "Is there anything else I can do for you?" or a similar statement.

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

- I will be attentive to any unanswered call light when passing a patient's room. Once trained to do so, I will enter, identify myself and inform the patient that I will direct their request to the appropriate caregiver.

# Confidentiality and Privacy

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- I will protect all patient, member, employee and business information in a manner that is consistent with policy.
- I will respect privacy by knocking and identifying myself before entering any doors or curtained areas.
- I will not talk about any patient, member or employee in hallways, elevators, cafeterias or any public area where confidential or sensitive information may be overheard.

“It’s a lot like being in a family. At Summa we all play a role in creating a sense of trust, where people can feel secure and safe. It’s a responsibility we share.”

*Charles Vignos, Vice President  
Summa Health Network*



*Summa Barberton Hospital*



# Safety

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- I will be responsible for creating a safe, secure and accident-free environment.
- I will address any safety hazards I notice. If I am unable to correct the hazard, I will report it immediately and secure the area to protect others.
- I will notify the appropriate party when I observe burned out lights or damaged furniture, linen, equipment, etc.
- I will request help whenever necessary to ensure my own safety. This includes asking for an escort from Protective Services or assistance lifting/moving an item.
- I will follow my organization's hand hygiene policy.
- I will follow the posted speed limit signs in all parking garages and lots. If a sign is not visible, I will drive under 15 miles per hour.

“We are the eyes and ears of Summa – and must always be alert to situations that can threaten the safety of our patients, our visitors and our co-workers. We are trusted with people's lives – and need to live up to that trust.”

*Lanie Ward, R.N., MBA, CNAAB-BC  
Vice President & Chief Nursing Officer  
Summa Health System*

# Hallway Etiquette

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- I will acknowledge people in the hallway by smiling and making eye contact within ten feet and will offer a simple greeting within five feet of them.
- 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 cannot take them I will find someone who can escort them or take them to the nearest information desk or map.

“We can build a culture of compassion each day – just with the simplest acts of kindness and respect. Whether we’re at the bedside, in the hallway or around a meeting table, our actions and words define the values of Summa.”

*August A. Napoli, Jr.  
President and Chief Operating Officer  
Summa Foundation*



*Jean B. and Milton N. Cooper Cancer Center*

# Elevator Etiquette

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- I will use the elevator as an opportunity to make a favorable impression by acknowledging other passengers.
- I will invite patients, members, guests and visitors to enter and exit elevators first.
- I will allow others to exit before I enter the elevator.
- I will hold the elevator door for others and will offer assistance to those with special needs.
- I will say “excuse me” when I need to exit before other passengers.
- I will use designated elevators for transporting patients and specimens.
- I will use a quiet tone of voice when engaging in conversations on elevators.

# Telephone Etiquette

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- I will use a positive tone of voice that portrays a smile through the phone.

- I will silence or turn off my personal cell phone during work hours and will use it only during designated break times. Some areas do not allow personal use of cell phones; I will follow the policy of my area.

- I will answer the phone within three rings when possible and identify myself and my department and ask, “How may I help you?” or the equivalent.

- I will use the caller’s name during the conversation and

will end the call with a courteous closing.

- I will make every effort to return calls within 24 hours and will create a voicemail greeting informing callers when I will be out of the office and unable to return the call within 24 hours.

- I will take responsibility for getting callers to the correct destination by providing them the correct phone number prior to transferring.

- I will help other team members and departments by providing them with a caller’s information before transferring.

- I will get permission to place callers on hold and will acknowledge them periodically while they are waiting. I will not lay the phone down without putting the call on hold. When retrieving a call on hold, I will thank the caller for waiting.

- I will speak slowly, clearly and concisely when leaving a voicemail and will include my full name and complete phone number.



*The SummaCare Building*

“Phone calls bring us right into people’s homes and businesses. When a customer or a member calls – or when we speak with other employees – our voice and our words deliver a powerful first impression.”

*Martin Hauser, President  
SummaCare/Summa Insurance Company*

# Email Etiquette

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- I will read and answer emails as soon as possible.
- I will use a font and color which is easy to read.
- I will complete the subject line with a short clear description of the content, being mindful of confidential information.
- I will use the “reply to all” function only when necessary and will avoid sending one word replies like “OK” and “thank you” unless it is necessary.
- I will use language that is courteous when sending e-mails.



- I will avoid using all upper case letters, knowing it can be extremely difficult to read and can be interpreted as shouting.
- I will use the “Out of Office” function to notify others when I am away for a period of time that would affect my customers.
- I will consider a different means of communication when three or more email messages have been exchanged in an attempt to reach a conclusion.

“We have incredible technology at our fingertips. But no matter how high-tech we become, our values at Summa are still “high-touch.” We can use the tools of technology to create a more civil, more caring, more effective health care organization.”

*Greg Kall, System Vice President  
Information Technology and Services, and Chief Information Officer  
Summa Health System*

# Frequently Asked Questions

## 1. Why do we need to have Standards of Behavior?

Standards help us achieve our Mission and Vision and describe what our Values look like. Having Standards of Behavior ensure that everyone can hold themselves and others accountable to meeting organizational expectations. Standards may be common sense, but they are not common practice.

## 2. Where did these standards come from?

Summa Health System team members were selected by leadership to participate in standard development sessions. There were seven sessions conducted with over 100 team members representing each Summa entity and a variety of roles. They created the standards. You can see who participated as they are acknowledged in the Summa Health System Standards of Behavior / Service Excellence Guidebook.

## 3. We already had good standards in place, why did they change?

Standards should be reviewed and updated every few years to make sure that they best reflect the organization, the current market and best meet the expectations of our customers. Summa Health System has expanded and changed significantly over the last few years, making the time right for standards to be revised.

## 4. If a standard was removed, does that mean I no longer need to demonstrate that behavior?

No, not necessarily. Please discuss the specific standard you are referring to with your manager. They can let you know whether it is appropriate to stop or continue the behavior.



5. What do I do when another Summa team member is not following the standards?

If you have a concern with another team member, you have committed to talk with them in a discrete and respectful manner about it.

6. What do I do if talking with them doesn't solve the problem?

Speak with the person you report to and if that does not seem to help, discuss the situation with Human Resources.

7. A manager that I don't report to spoke to me about not following a standard (they told me to wear my badge) – shouldn't my manager be the one to tell me this?

No. All of us are responsible to coach all Summa team members about the Standards of Behavior.

8. What if it is a member of the management team that does not follow the standards?

You should talk to the manager in a discrete and respectful manner about it. If necessary, speak with your manager or with Human Resources.

9. What happens to those who sign the commitment form but fail to meet the standards?

Failure to adhere to the standards may result in progressive discipline up to and including termination.

10. What if I do not sign the commitment form?

Everyone who works and volunteers at Summa Health System is expected to comply with the Standards. The Standards apply to all employees, volunteers, and students regardless of whether they choose to sign the commitment form.

# Summa Health System Standards Development Participants

## (listed according to location)

### Standards Development Facilitators

Laura Bomgardner, Sarah Bates,  
Melissa Otanicar

### Summa Akron City Hospital

Dawn C. Abbott  
Coordinator, Service Excellence

Carl Aquila  
Executive Director, Marketing & Communications

Becki Brown  
Coordinator, Guest Services/Cancer Resource Library

Sherry Betts  
Registrar, Patient Access

Kathy Bezbatchenko  
Communications Specialist, Corporate Communications

Dr. Troy Bishop  
Associate Director, Internal Medicine

Sharon Boggs  
Unit Manager, T3

Jayne Bower  
RN/ Patient Care Coordinator, 6 West

Melissa Carowick  
Patient Liaison

Dr. Carrie Caruso, MT (ASCP)  
Resident, Internal Medicine

Dr. Ron Conner  
Resident, Internal Medicine

Don Conrad  
Food Cart Attendant, Food & Nutrition

Sandra R. Cox  
Manager, Emergency Department

David Davis  
Chief, Protective Services

MaryLou DiFeo-Madden  
Guest Services Associate, Service Excellence

Deborah Dixon  
APN Educator, Emergency Department

Carolyn Dyer  
Registration Specialist, Patient Access

Jennifer Gardner  
RN, Emergency Department

E. Randy Hayes  
General Sterilization Mechanic, Facilities Engineering

Jeanie Jones  
Registration Specialist, Patient Access

Pat Kadar  
Registrar, Patient Access, Same Day Surgery

Vicki Knapp  
Patient Care Coordinator, CCU

Daniel Lane  
Unit Manager, 5 North

Amy Palmer  
RN Coordinator, SACH OR

Zachary Quick  
Captain, Food and Nutrition

Rebecca Rosario  
Unit Manager, 5 East

Cathy Rosenthal  
RN BSN, OB Care Manager

Melissa Sauer  
Unit Manager, Rehab and APCU

Kim Sweeney  
Librarian, Medical Library

Karen Walters  
Director, Home Infusion

Abigail Wright  
Scheduler, Front Street

### Summa St. Thomas Hospital

Diana Darrah  
Manager, Patient Access

Dameion Jones  
Captain, Food and Nutrition

Peter Marshall  
Associate Unit Manager, CSW

Kimberly Sims  
Secretary, Maternal Home Care

### Summa Western Reserve Hospital

William Arndt  
Unit Manager, ICU

Cathy Bissonnette  
RN, Emergency Department

Dr. Pat Blakeslee  
Chair, Internal Medicine

LaDonna Carr  
Receptionist, Surgical Services

Paul Clawson  
Materials Management

Sandee Costello  
Manager, Ambulatory Centers

Layla Czirok  
Receptionist, Environmental Services

Jennifer DeLapa  
RN, 2 West

Julie Mundorf  
Physical Therapist, Natatorium

Dr. Shorin Nemeth  
Chief Resident

Jalisa Orasko  
Staff Accountant, Financial Reporting

Kathy Romito  
Coordinator, Volunteer Services

Christine Wierzbowski  
RN, Pain Management

### Summa Barberton Hospital

Richard Adams  
Director, LabCare Plus

Teresa Bako  
RN, Psychiatric Unit

Tammy Chaboudy  
RN, Nursing Department, Telemetry

Sam Courie  
Manager, Radiology

Candy deCourville  
Lactation Consultant RN, FCMC Unit

Pam Goode  
Operator, Telecommunications

Mary Jo Goss  
Risk Management Specialist, Risk Management

Kathy Ingram  
RN, Emergency Department

David Kellogg  
Programmer/Analyst, Information Technology & Services

Jan Leary  
Sleep Lab Coordinator, Sleep Disorders Lab

Carol Macko  
Physical Therapist Assistant, Physical Therapy Department

Deb Miller  
LPN, Float

Debra Molnar  
Manager, Marketing and Communications

Frank Neal  
Core Lab Supervisor, Laboratory Department

Melissa Otanicar  
RN Case Management Coordinator, Quality/PI/  
Case Management Department

Dr. Ramesh  
Resident, Family Practice Center

Kathy Roberts  
Medical Office Clerk, Family Practice Center

Debbie Scafate  
Certified Occupational Therapy Assistant/Occupational  
Therapy Department

Dr. Lisa Schroeder  
Assistant Director, Family Practice Center

Susan Shea  
RN, Family Practice Center

Patty Smead  
Respiratory Therapist, Cardio-Pulmonary Rehabilitation

Debbie West  
Nurse's Aide, Nursing Medical Unit

Marquita Whatley  
Histologist/Phlebotomist, Laboratory

### Summa Wadsworth-Rittman Hospital

Carolyn Bates  
Accounting Analyst, Accounting

Sarah Bates  
Director, Laboratory Services

Bonnie Gifford  
Executive Assistant, Administration

Linda Grajzl  
Community Relations Coordinator,  
Marketing and Communications

Bill Johnson  
Director, Radiology

Jeannie Klinger  
Coordinator, Patient Financial Services

Melissa Loftis  
Director, Emergency Department &  
Center for Corporate Health

Karie Miller  
Director, GM Environmental Services

Silvia Reed  
RN, Obstetrics

Cindy Robinson  
LPN, Quality/Point of Care

Catherine Rohr  
Physician Rep, Medical Affairs

Laurie Sickels  
Benefits Coordinator, Human Resources

Micky Watterson  
CNP, Center for Corporate Health

Kim Wood  
RN, Home Care

### SummaCare

Corneliu Chira  
PC Technician/IT Technical Operations

Pamela Cornell  
Director, Corporate Training/Compliance

J. Olyvia Frederick  
Provider Service Rep, Provider Support

Desiree Lee  
Customer Service Rep III, Customer Service

Connie Milliron  
Sales Facilitator, Sales/Individual Products

Roxanna Sielski  
Payroll Coordinator, Budget and Reporting

Andrea Verroca  
Director, Human Resources

Susan Vue  
Claims Processor, Claims

Elizabeth Woodburn  
Broker Service Rep, Sales/Commercial Products

Diana Yusko  
Care Assistant/Clinical Management

Regina Johnson  
Quality Assurance Specialist, Quality & Performance Improvement

### Summa Health Network

Tracy Fuller  
Provider Enrollment Specialist, SHN

Debra Gentner  
Managed Care Ancillary Contracting Specialist, SHN

Karen Murphy  
Executive Assistant to SHN President

Frances Silva  
Provider Relations Rep, SHN

Jessica Zemla  
Managed Care Payment Analyst, SHN

### Summa Physicians Inc.

Dr. Ron Jones  
Associate Director/Resident, Internal Medicine

Mary Jane Zarach  
Manager, Human Resources

### Summa Foundation

Siomara Marquetti  
Coordinator, Volunteer Services

### Robinson Memorial Hospital

Tami Lewis-Hunt  
Director, Service Excellence

Tom Conner  
Director, Cardiovascular and Pulmonary Services

Lauren Weaver  
Patient Care Assistant, Stepdown Unit

Renee Hysel  
Manager, Patient Registration

Tabitha Lohr  
Clerk, Patient Financial Services

Terri Schrey  
Manager, Patient Accounts

Susan Bowers  
Coordinator, Lab Services

Pamela Belfiore  
RN, Staff Nurse, Cardiovascular Services

Michele Smith  
Business Coordinator, Robinson Health Affiliates

Tracie Martin  
Department Secretary, Health Education

Sherry Sommers  
RN, Manager, Patient Care Services

Jerri Ferguson  
Supervisor, Nutrition Services

# Commitment to the Standards of Behavior

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I have read and understand Summa Health System’s Standards of Behavior. I agree to demonstrate them on a consistent basis with all customer types including:

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

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

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.

Name: \_\_\_\_\_

ID Number: \_\_\_\_\_

Signature: \_\_\_\_\_

Summa Entity: \_\_\_\_\_

Department: \_\_\_\_\_

Date: \_\_\_\_\_

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*Patients, families & visitors*

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*Co-workers*

*Summa employees in other departments & at other entities*

*Physicians*

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Name: \_\_\_\_\_

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Signature: \_\_\_\_\_

Summa Entity: \_\_\_\_\_

Department: \_\_\_\_\_

Date: \_\_\_\_\_





# SUMMA

## Health System

### OUR VISION

Summa Health System will be recognized as one of the finest health care organizations in the United States and will be the preferred provider of health care services in our area.

### OUR MISSION

*The mission of Summa Health System is to provide the highest quality, compassionate care to our patients and to contribute to a healthier community.*

### OUR VALUES

Our values provide the framework for each of us to support the mission in our day-to-day work by emphasizing the beliefs and attitudes which govern the operations of the system. They are affirmation of what is most important for the success of our organization and reflect a belief that success is a personal standard compelling us to strive to reach our highest potential as individuals in service to our community.

- ◆ We believe in the highest standards of **personal and organizational integrity**. Honesty and fairness are expected from all of us.
- ◆ We believe in **valuing one another**. Each of us will value the knowledge, experience and ability of other employees and the contribution that each make to Summa.
- ◆ We believe in **teamwork**. We value the participative process and consensus building. It is through cooperation that our greater successes will be derived.
- ◆ We believe in preserving a **quality, caring organizational environment**. Each of us will take responsibility for continuously improving the quality of care and service he or she provides.
- ◆ We believe that we all deserve **respect and fair treatment**. Each of us will support these fundamental premises by being an example of this positive behavior.
- ◆ We believe in **community service**. We encourage all of our employees to be good community citizens and seek opportunities of service to others.
- ◆ We believe in **excellence in leadership** throughout the organization. All who lead must also facilitate the efforts of our employees in best serving our patients, as well as serve in a mentoring and educating role to support all employees in achieving their full potential.
- ◆ We believe in **open communication**. Each of us will continually strive to remove communication barriers. Group participation is encouraged in the resolution of issues.
- ◆ We believe in **individuality**. We value diversity in experience and perspectives at all levels of our work force. Differing points of view will be sought and respected.

### OUR COMMITMENTS

- ◆ Summa will, in partnership with our physicians and other caregivers, dedicate appropriate resources to provide high quality health care services; which preserve and enhance the health and well being of the citizens of our community.
- ◆ Summa will develop a strong partnership with it's medical staff by involving physicians as active partners in making decisions, supporting a variety of practice arrangements, maintaining the professional values of the private practice of medicine, aligning performance goals for the medical staff and the System and generating the highest possible levels of physician satisfaction.
- ◆ Summa will be financially prudent as a steward of community resources by operating in a cost effective fashion, protecting and enhancing existing assets and wisely planning for their future use.
- ◆ Summa will strive to meet the changing medical and social needs of our community by providing or arranging for a full continuum of health care services (including preventative services and health education), improving access, advocating that individuals take responsibility for their own health, and, when in the best interests of the community, using a collaborative approach with health care related organizations which share our core values.
- ◆ Summa will maintain a leadership position for the education of, and research by, physicians and other health professionals – under both the Allopathic or Osteopathic College of Medicine, the Centers of Osteopathic Regional Medical Education and the Ohio University College of Osteopathic Medicine.
- ◆ Summa will engage the community in growing the assets available to Summa to support its mission.
- ◆ Summa will provide a working environment that fosters compassionate, patient-focused care, generates the highest levels of patient and employee satisfaction, allows all employees to share in the rewards of the System's success and encourages all employees to reach their potential as individuals in service to patients and the community.

# About Summa Health System

Summa Health System is one of the largest integrated delivery systems in Ohio. Encompassing a network of hospitals, community health centers, a health plan, a physician-hospital organization, a multi-specialty physician organization, research and multiple foundations, Summa is nationally renowned for excellence in patient care and for exceptional approaches to healthcare delivery. Summa's clinical services are consistently recognized by U.S. News and World Report, Thomson Reuters and The Leapfrog Group. Summa also is a founding partner of the BioInnovation Institute in Akron.

For more information,  
visit [www.summahealth.org](http://www.summahealth.org).

