

Your Guide to

# Service Excellence

at Summa Health System



Standards of Behavior  
for Team Members



**SUMMA**  
Health System

Excellent care. Exceptional people.

# You are Summa

You are what people see  
when they arrive here.

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

Yours 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 appointments that could affect  
their destinies. And what they hear  
after they leave those appointments.

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

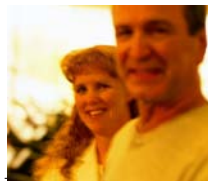
Yours is the intelligence and caring  
that people hope they'll find here.

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.*



# Table of Contents

Introduction

3



Embrace the Golden Rule

4

Make Communications Meaningful

7



Service Excellence to Patients, Guests and the Summa Team

12

Practice Professionalism and Excellence with a Team-Centered Approach

15



Safety Awareness in the Clinical Areas

19

Service Excellence

23



At Summa Health System it is our mission to provide the highest quality, compassionate care to our patients and members and to contribute to a healthier community.

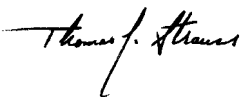
This culture of caring is felt throughout the organization with our physicians, employees and volunteers and it supports our mission by embracing a concept called Servant Leadership. Servant Leadership is alive and well at Summa Health System. It has been a staple of our history for more than 100 years. Today, this philosophy of leadership is embraced by Summa's management team and summed up by the mantra that, "If you are not serving the patient, you had better be serving someone who is."

All of us at Summa are here to first serve our patients and guests. Our guests may be our patients' families and friends, or business and community members that come to our hospital. It is important to acknowledge the power of everyone at Summa who is the face of Summa, with each one of us having a dramatic impact on the lives of our patients, members and guests.

Furthermore, the Summa team supports one another to ensure other team members have the assistance they need to serve our patients and guests. The Summa team develops partnerships to work together to deliver exceptional patient care and service.

At Summa Health System our patients and guests are our first and highest priority. We celebrate our individual responsibility in contributing to a healthier community both within and outside of Summa. We want to empower you to take whatever steps necessary to meet the needs of our patients and guests.

Sincerely,



Tom Strauss  
President & CEO  
Summa Health System



Kathleen Rice  
President & COO  
Cuyahoga Falls  
General Hospital



Bob Harrigan  
President & COO  
SHS Hospitals



## Embrace the Golden Rule — *Making A Memorable Impression*

*“Your image of yourself is different in your mind than in the minds of others.”*  
— Unknown

‘The Golden Rule’ is defined as treating each other with respect, courtesy and kindness in the same manner as you would expect your family to be treated.

### Welcoming

- Greet each person you come in contact with a smile and ask, “How may I help you?”
- Possess a positive attitude, smile and be sincere with your assistance.

### Introductions

- Greet everyone by providing them with your first name.
- Ensure that you are wearing your Summa ID Badge so that it is clearly visible with your name, position and photo ID per current HR policy.
- Provide your position, or role, at Summa and how you will be assisting them.

## Providing Assistance

- If anyone needs directions, stop and offer your assistance.
- If you can, take them directly to the area they need to be. If you can't take them yourself, find someone who can escort them to the nearest Information Desk in a timely manner.
- Many people get confused regarding where they've parked. When assisting a guest from a Summa entrance, clarify their parking location prior to taking them to their destination.

## Elevator Etiquette

- A 'golden' opportunity to provide a favorable first impression.
- When transporting patients use only the designated patient transport elevators.

### When Entering an Elevator:

- ◆ Pause before entering.
- ◆ Allow passengers to exit.
- ◆ Provide assistance to anyone needing it (e.g. back guests in wheelchairs onto the elevator, help with equipment).
- ◆ Enter and step to the right, near the control panel.
- ◆ Hold the door open.
- ◆ Make room for others.
- ◆ Ask which floor all passengers need.

### While on the Elevator:

- ◆ Never discuss patient specific information with anyone.
- ◆ Position anyone with special needs near the front of the elevator.
- ◆ Provide a friendly reminder to staff who may be incorrectly transporting patients via the public elevator.
- ◆ Maintain a quiet tone of voice if engaging in personal conversation with others, without slang or profanity.
- ◆ Remind others who may be discussing confidential information that it is not appropriate to do so in a public location.

### While Exiting the Elevator:

- ◆ Hold the door open.
- ◆ Allow patients and guests to exit first and assist anyone with special needs to enter.
- ◆ If needing to exit before others, say 'Excuse Me' as you carefully work your way out of the elevator.



## Personal Appearance

- Dress appropriate to your role and per department guidelines.
- Appearance should always be neat and clean.
- Clothing should be of appropriate fit (e.g. not binding, revealing or baggy).
- Do not eat or drink in nondesignated areas per department guidelines.
- Limit gum chewing to just that, no bubbles, cracking or popping of gum.
- Perfumes, colognes and scented lotions should be kept to a minimum.
- Hair is to be clean and neat; secured near areas of equipment and when caring for patients.
- Nails are to be kept neat and trimmed per Human Resources policy.
- Jewelry should be simple, moderate, and in good taste. All jewelry must meet safety guidelines appropriate to the job.

## Environmental Appearance

- Provide and maintain a safe and clean environment for our patients, guests and the Summa Team.
  - ◆ Pick up and discard visible trash.
  - ◆ Keep hallways clear of obstruction.
  - ◆ Contact the appropriate department to:
    - Repair equipment
    - Clean up spills
    - Empty trash and recyclables
    - Return equipment no longer being used.

## Smoking

- Smoking is prohibited in and on all Summa property for the safety and health of our patients and guests.

## Cell Phones

- Using a cell phone in the presence of patients, guests, and the Summa Team is discourteous.
- Cell phones should be turned off and not used during work hours, except during designated break times.





## Make Communication Meaningful!

*“The basic building block of good communication is the feeling that every human being is unique and of value.”*

— Unknown

Sincerity and warmth should be understood in all communications, to our patients, to our guests and to staff.

*“Wherever there is a human being, this is an opportunity for kindness.”*

— Seneca

- Immediately acknowledge the presence of arrivals to your department or area, greet them with a warm smile in a respectful manner.

*“Words are, of course, the most powerful drug used by mankind.”*

— Rudyard Kipling

- Every patient or guest should be approached within the first minute of entering your department or area, even if it is just to smile warmly and say, “I will be with you in one minute, please have a seat.”
- No matter how your day is going, provide the patient with your undivided attention while you are with them.

*“They may forget what you said, but they will never forget how you made them feel.”*

— Carl W. Buechner

## Provide information

Always communicate information about what is going to happen, be it a delay, or recovery time from a procedure, or transfer to a different department. Provide a specific time you will return with updates and by all means “keep to your word.”

- Delays for a procedure should be communicated before the delay happens. Explain the delay, and let the patient know you will return within 15 minutes to update them. Provide alternatives for delays in outpatient testing sites. Can the patient get the test today at a site closer to their home? Do they want to reschedule? Before you leave, see that the patient is comfortable, and offer a phone to inform family or friends. Provide reading material and location of the nearest restroom.
- Thank the patient or family for their patience and apologize for the delay.

*“The most important thing in communication is to hear what isn’t being said.”*

— Peter F. Drucker

## Service Response

- Answer call lights promptly:
  - ◆ When answering a call light, take a moment to knock and respond with “Hello, My name is \_\_\_\_\_. How can I help you?”
  - ◆ If you do not feel qualified to carry out the request, find someone who can.
  - ◆ Check back to see if request was completed to the patient’s satisfaction.
  - ◆ Ask “Is there anything else I can do for you.”
- While you are walking throughout the hospital, be on the look out for lost patients or families. Ask them if you can help them find a location.

*“One of the most valuable things we can do to heal one another is to listen to each other’s stories.”*

— Rebecca Falls



# Confidentiality

- Medical information should be conveyed in a private room or location. If family or friends are present, ask the patient if you can speak to them in private, offer the patient a seat and sit across from them at the same eye level.
- If you must speak to a patient about medical information in a less than private location, take patient aside, and in a low tone speak to the patient.
- Confidentiality or medical issues should be respected and not discussed in elevators, cafeteria lines, public halls or restrooms.
- Keep charts closed or turned face down on counter. If you pass an open chart cupboard, please close it.
- Computers or electronic patient information should be closed out before leaving the area.

- Utilize a confidentiality agreement for private information being sent by fax transmission and when medical information is transported to another area.
- Treat patient medical information as you would like your own medical information respected.

# Risk Management

There are phone numbers for assisting in regulations for medical information. Should a patient express concerns about their privacy, or a breach in confidentiality, notify the nurse caring for the patient. Below are numbers that should be made available to all patients.

*Patient Liaison  
Akron City or  
St. Thomas .....330-375-3925*

*Cuyahoga Falls....330-971-7115*

*Ohio Department of Health,  
Complaint Unit.....1-800-342-0553*

*HIPAA  
Privacy Line .....330-375-6665*

*Compliance  
Hotline.....1-800-421-0925*

*Joint Commission Accreditation  
of Hospitals complaint line  
(JCAHO) .....1-800-994-6610*



## Maintain Privacy and Dignity

- Announce yourself to the patient as you enter the room, tell them who you are and why you have come to see them.
- Provide the patient with privacy to change for examinations, supply a gown that will insure coverage and modesty. Be available to tie gown if needed. If requested, provide robe, pajama bottoms and foot covers.
- Offer coverage for transporting out of room or in hallways.
- Respect the patient's privacy. Keep curtains drawn for all procedures and tell the patient, "I'm going to close the curtain to allow us privacy." Ask the patient if they would like the curtains reopened at completion.
- Provide a secure place for clothing and personal belongings.

## Communication Board

- Each room should provide the patient and family with daily updates. Ask the patient if posting updates is acceptable.

Today's date,

Names of staff caring for them.

Procedures or tests scheduled for that day.

A place for visitors to leave a message if you are out of the room.

- A simple "Hello" can set the tone of the day.



# The 4 C's of Summa Health System

## *Caring - Commitment – Confidentiality*

### Caring –

- Staff will provide exceptional quality care with emphasis on patient safety.
- A warm caring smile, a hello and “How may I help you?” will be our caring way.
- Staff will listen attentively to your concerns.
- You will be offered a robe or blanket for transporting outside of your room.

### Commitment –

- We commit to making your visit as comfortable as possible. We will provide you with gowns that fit and are tied; non skid slippers; and a robe, if needed.
- Personal belongings will be kept in a secure cabinet.

- Your environment will be secure, with trusted staff.
- Call lights will be responded to promptly.


### Communication –

- All communication will be timely and accurate; information about delays will be conveyed promptly.
- The communication board in your room will be updated daily with names of staff, and other pertinent information.
- Communication with your family will be at your request.
- Information about important events, surgery, procedures, diagnostic testing, medication changes, etc., will be discussed when ordered by your physician.

### Confidentiality –

- Confidentiality will be maintained at all times. In respect to medical information, discussions will be in a private location.
- Personal privacy in your room will be respected.
- Staff will identify themselves to you upon entering the room.





## Service Excellence to Patients, Guests, and the Summa Team requires effective skills in every type of communication.

*“It is the province of knowledge to speak and it is the privilege of wisdom to listen.”*  
— Oliver Wendell Holmes

### Be a Good Listener

1. **Listen:** Be attentive and allow others to express themselves without interruption. Use words and tones that express respect.
2. **Validate:** Repeat what you heard to the patient, guest or Summa Team Member.
3. **Clarify:** Ask more questions, if necessary.
4. **Take Action:** Address the needs of your patient, guest or Summa Team Member.
5. **Ask for Help:** If you need help to meet the patient or guest needs, ask.
6. **Never Argue.**
7. **Use Positive Body Language** and easy to understand words.

### Use Clear and Understandable Communication

1. Use the patients' preferred name: Use “Mr., Mrs., or Ms.” Unless the patient invites you to use their first name. Be professional. Do not use terms of endearment, such as: Honey, Sweetie, You guys, Dear.
2. Establish Trust: State clearly what you intend. Let them know when you will get back to them. Provide updates as needed.
3. Avoid technical or professional jargon. Reinforce verbal instructions: Use written materials whenever possible.
5. Pay close attention to special needs: Interpreters, amplification devices, etc.
6. Explain procedure **before** you begin.
7. Ask the patient how he/she is feeling throughout procedure or treatment.
8. Explain everything and encourage questions.

## Use Telephone Etiquette

1. **Be Prepared:** Be ready and willing to help the caller as quickly as possible.
2. **Be Prompt:** Answer the phone before the third ring.
3. **Identify Yourself:** Give your name and your department, and ask “How may I help you?”
4. **Be Cheerful:** Answer the phone with a positive tone of voice. Smile through the telephone.
5. **Speak Clearly:** Pronounce words clearly.
6. **Be Sincere:** Put the caller’s needs ahead of your own – be a good listener.
7. **Be Expressive:** Vary your tone of voice.
8. **Be Natural:** Keep language simple and avoid jargon and slang.
9. **Be Courteous:** Use good manners throughout the conversation. End on a pleasant note and say “thank you”.
10. **Follow through** on the caller’s request.
11. **Get the caller’s permission** before putting them on hold and thank the caller for holding when you return. Don’t leave the caller on hold any longer than one minute.
12. **Inform the caller** where and to whom you are transferring them.
13. **Ensure the caller** speaks to an informed staff member.
14. **Ask the permission** of the caller to use the speaker phone. Use the speaker phone with discretion and ensure that others can not hear confidential information.





## Use E-Mail Etiquette

1. When addressing an e-mail message using a contact, verify that the display name is in proper format (Jolin B. Smith). Consider that people have differences in names.
2. Messages should always include a subject line which is short and concise.
3. Choose a font and color which is easy to read with a recommended font size of 10-12 points.
4. Typing the message in all upper case letters is extremely difficult to read and is interpreted as shouting.
5. Greetings should always be used in e-mail communications.
6. Always review your e-mail, checking spelling, accuracy and clarity before sending.
7. Use "Out of Office Assistant" as a notification of your absence which eliminates the need for sending a group e-mail message.
8. Remember, e-mail is not a confidential source of communication and should never be used to disclose patient information.



## Practice Professionalism and Excellence with a Team-Centered Approach

*“Imagine for yourself a character, a model personality, whose examples you determine to follow, in private as well in public.”*  
— Epictetus

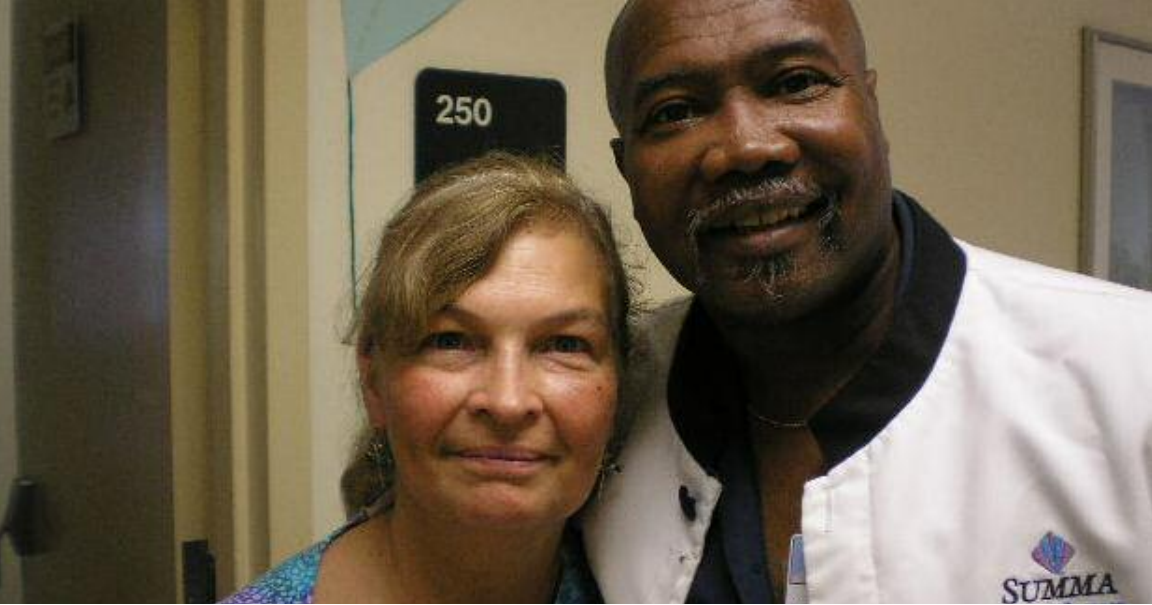
### Demonstrate Professionalism

- Keep the patient informed at all times regarding their care and services.
- Never say, “It’s not my job,” or “We are working short staffed today.”
- Know and understand the responsibilities of your position and maintain accountability for your actions.

### Common Courtesies

- Remember patients and their families are our #1 priority.
- Our job is to serve our patients, families and team members and provide high quality service with care and courtesy.
- Always thank our patients and families for choosing our hospital for care and services.
- Keep noise to a minimum to provide rest and relaxation for our patients.
- Always K = Knock
  - I = Introduce yourself
  - T = Tell the patient information as needed
  - E = Exit “Is there anything else I can do for you, I have the time?”

*“Excellence is not a skill. It is an attitude.”*  
— Ralph Maiston



## Commitment to Co-Workers

- Welcome newcomers. Introduce yourself and offer assistance.
- Treat one another as professionals deserving courtesy, honesty and respect.
- Do not chastise or embarrass fellow team members in the presence of others.
- Mentor and coach team members needing encouragement and direction on a daily basis.
- Be a team player and a listener.

*“If I am walking with two other men, each of them will serve as my teacher. I will pick out the good points of the one and imitate them and the bad points of the other and correct them in myself.”*  
— Confucius

## Be a Role Model for Co-Workers

- Choose to have a positive attitude.
- Identify opportunities for improvement along with solutions.
- Promote the spirit of cooperation and teamwork.
- Always be prepared to lend a helping hand to support the team.

## Meeting Etiquette

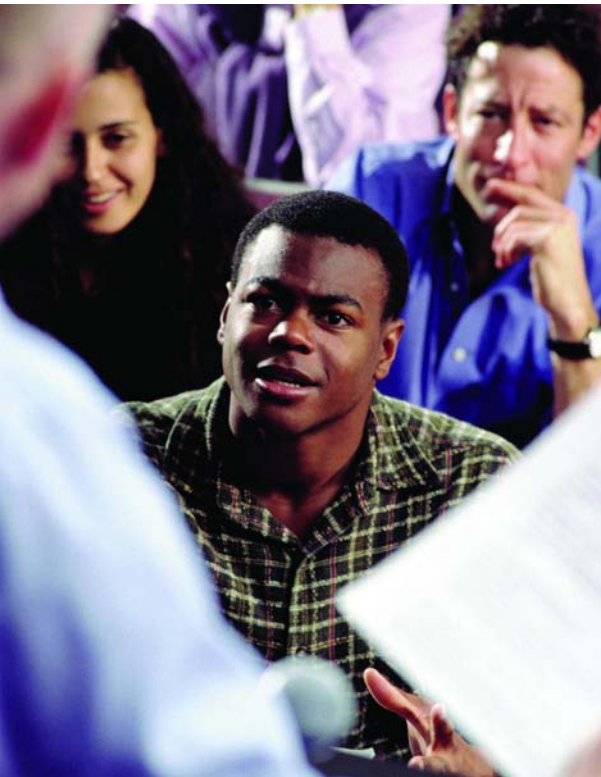
- Begin and end meetings on time.
- Have a prepared agenda and record minutes of the meeting.
- Call or email in advance if you cannot attend a meeting.
- Follow up on action items after the meeting.

## Sense of Ownership

- Inspire confidence by making positive comments about our system, our hospitals, your own department and others.
- Take personal responsibility for making improvements.
- Know and understand the responsibility of your job. Take charge of and accept these responsibilities:
  - Be Accountable!
  - Know your organizational and departmental policies and follow the policies.
  - Keep your work area and surrounding environment safe and clean.

## Conflicts of Interest

- All team members should act in the best interest of Summa Health System.
- No team members should engage in any outside business or financial activity that may interfere with their ability to fulfill their obligations or perform their duties.
- Team members are prohibited from giving or accepting money, gifts, favors or anything of value where the intent or effect might be or might appear to be the exertion of undue or improper influence on a business decision. Only gifts that are ordinary, customary expressions of social or business friendship or courtesy (meals, entertainment, golf, etc.) may be accepted.



## When You Believe There May be a Problem

- If you believe you have information about individuals engaging in improper types of activities or arrangements, report your concerns to your immediate supervisor or the Corporate Compliance Officer (Example: conflict of business interests).
- Team members may also call the Compliance Hotline 24 hours a day seven days a week to report any improper conduct, violations of law, regulations and policies (Example: abuse of a patient). You may leave an anonymous message. Reporting information will not result in any kind of reprisal or retribution.

ACH/STH/CFGH campus  
call: 1-800-421-0925

*“Every job is a self-portrait of the person who does it. Autograph your work with excellence.”*  
— Unknown

### What to do when a patient or guest expresses a concern.

Patients and guests who voice a concern are allowing us an opportunity to improve our services. They truly believe in us and want us to succeed. Service recovery means taking our patients and guests seriously and treating them with respect. We can learn by listening.

Problem Solving Skills: Be H.E.R.O.E.S.

Service Recovery steps for resolving patient and guest issues are:





## Safety Awareness in the Clinical Areas: *The 6 R's*

### Right Patient

*"Statistics are no substitute for judgment."  
– Henry Clay*

- Always utilize two (2) patient identifiers.
- Patient's name is primary identifier.
- Additional identifiers are patient's date of birth, medical record number, driver's license.
- Address patient by full name.
- Compare name on ID band with other documents.

### Right Procedure, Right Time, Right Place

Utilize the appropriate identification process according to your department policy and procedure such as time out procedure, checking two patient identifiers.

Perform Time Out before every appropriate procedure to confirm right patient, right site and right procedure. The objective is to prevent wrong site, wrong procedure, and wrong person.

*"Everyday is an opportunity to change things for the better."  
– Don Ward*



## Read Backs

**Why:** Correct procedure on correct patient at correct site.

**Who:** Designated Summa Team Member calls for time out. Entire team participates in process of identification.

**When:** Time out is done for all non emergent procedures before local or anesthetic sedation is administered.

*“If you haven’t got the time to do it right, when will you find the time to do it over?”*

– Jeffrey Mayer

- Authorized person enters order directly on physician order form documenting time and date of order.
- Place order in PLATO. This will document the verbal/telephone order through the selection of the physician by name and choosing the source, verbal and telephone. For non-PLATO units this will be documented on patient chart.
- Read back the order to the Physician/APN.
- All verbal medical orders will be flagged and countersigned by the Physician/APN in accordance with JCAHO requirements.

*“Commit to your job and your work, whatever it is. Believe in it more than anything else. If you love your work, you’ll be out there every day trying to do the best you can, and pretty soon everybody around you will catch the passion from you . . .”*

— Sam Walton

## Reduce Risks

*“As you move forward, check each step for error, if you don’t catch it, you inherit it.”*  
— Don Ward

Look for ways to reduce risk to patients and visitors.

Examples:

- Follow Time Out Protocol
- MRI Screening
- Medication Administration
- Restraint Documentation
- Falls Prevention

## Performance Excellence

*“The difference between good and great is just that little extra effort.”*  
—Duffy Daugherty

Make sure the orientation process is thorough and sufficient to allow Summa Team Members the ability to perform procedures and care for patients as expected.

*“If you have knowledge let others light their candles at it.”*  
– Margaret Fuller

Provide quality preceptors and peers to train and develop via educational programs and workshops.

Provide recognition of the preceptor's and peer's efforts that assist in developing quality employees.

*“We are closest to people when we help them grow.”*  
– Milton Mayeroff

- Hold all Summa Team Members accountable for patient safety.
- Wash hands thoroughly after patient contact.
- Report medication errors or near misses via medication safety hotline.
- Reinforce need to actively participate in methods to correct problems rather than blame and shame.
- Be proactive in creating and participating in programs that encourage development.

## Maintain a Safe Environment

Support A Drug Free, Alcohol Free and Tobacco Free Workplace

- Report practices or conditions that may adversely affect one's health or safety.
- Prevent slips and falls not only in your department and for your patients, but throughout the System.
- Report all accidents promptly.
- Protect yourself as well as others through proper body mechanics when lifting, pulling or carrying.
- Make the extra effort to keep entire facility safe.

*“It's your life, your one and only life — so take excellence very personally”*  
– Scott Johnson





# Service Recovery

## Be “H.E.R.O.E.S.”

- Hear the issue
- Empathize
- Responsibility
- Offer Apology
- Explain Process
- Solution/Resolution

## Hear the issue:

- Remain calm and focus on the person with the issue.
- Actively listen to what is being said (try not to interrupt but let them know you are hearing what they have to say.)
- Try not to take the issue personally.
- Stay unbiased. (Remember the person with the issue believes what they perceive.)
- Refer the situation to your supervisor.

## Empathize:

- Use direct eye contact.
- Try to put yourself in the patient’s shoes.
- Body language speaks volumes.
  - Nod your head to show you are hearing what is being said.
  - Use direct eye contact to show that you are focusing on what they are saying;
  - Follow the person’s lead regarding position – if they are sitting or laying you sit, if they are standing you stand; hands and arms should be in a relaxed position vs. crossed or folded.)

# Service Recovery

## Responsibility:

- Repeat back what you have just heard (to confirm that you did not overlook anything.)
- Let person know their issue is important to us (and we will address it.)

## Offer Apology:

- Apologize.
- Try not to become defensive and begin to place blame or make excuses.
- Thank the person for bringing the issue to our attention and allowing us an opportunity to succeed.

“People do not care what you know until they know that you care.”

## Explain Process:

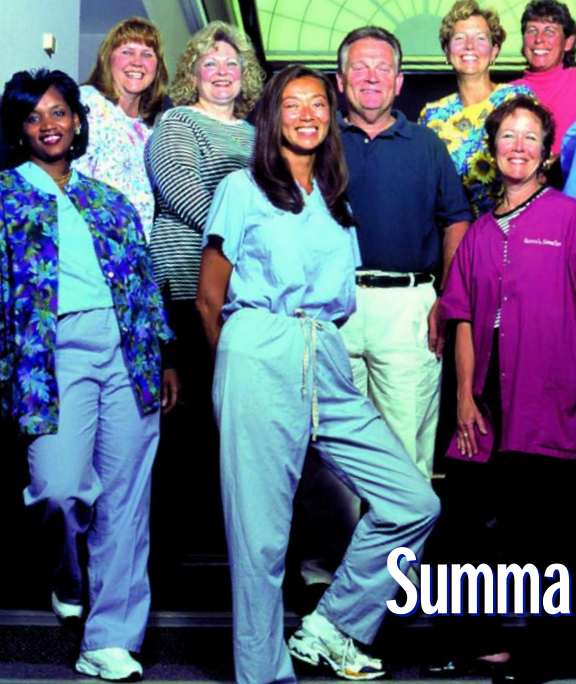
- Ask the person their permission to conduct an investigation and then explain steps you will take next, (i.e. refer to appropriate staff to conduct investigation, etc.)
- Ask the person what their expectations of the outcome are.

## Solution/Resolution:

- Fix the problem, now if possible, while the person is still here.
- Ask if there is anything else you can do for them.
- Again, thank person for allowing Summa the opportunity to resolve the issues while they are still here. The supervisor will follow up with results of investigation with the person.

*“When our patients or guests like SHS they will tell three friends; if they do not like us they will tell eleven friends. For every one complaint we hear, there are five we never know.”*

*“Treat each patient/guest as if for life – not just for the time being.”*  
— Tom Peters



# Summa Health System

Summa Health System is one of the largest organized delivery systems in Ohio. The system encompasses a network of hospitals, community-based health centers, a health plan, a physician-hospital organization, an entrepreneurial entity, research and medical education and a foundation. Summa is renowned for excellence in patient care and for exceptional approaches to healthcare delivery. Working collaboratively with many other healthcare institutions, Summa is a member of the Cleveland Clinic Health Network, the largest provider network in Northeast Ohio.

The System represents more than 1,200 licensed, inpatient beds on the Akron City, St. Thomas and Cuyahoga Falls General hospital campuses. In addition, outpatient care is extended throughout Summit County in four health centers. The Summa Health System Foundation, the system's philanthropic entity, provides vital funding for medical education, research and patient-care initiatives and contributes close to \$4 million annually to the system. Summa Health Network, Summa's physician-hospital organization, represents more than 1,500 physicians. The Summa Enterprise Group creates for-profit

opportunities to bring health-based products to market. Summa's Akron City and St. Thomas hospitals are teaching affiliates of the Northeastern Ohio University College of Medicine (NEOUCOM), including 13 accredited residency training programs. Cuyahoga Falls General Hospital is a teaching affiliate of the Ohio University College of Osteopathic Medicine (OUCOM) and the Center of Osteopathic Research and Education (CORE) offering seven accredited residencies. SummaCare, the system's health plan, received the highest accreditation from the National Committee for Quality Assurance (NCQA) and provides medical care for nearly 150,000 members in Northeast Ohio.