



Standards

of Behavior

*Special thanks to the SMHCS
Customer Service Standards of
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A Note for Employees

Sarasota Memorial Health Care System maintains extensive policies that provide employees with detailed information regarding their responsibilities and their work. The *Standards of Behavior* booklet is intended to provide helpful information to employees, but is not exhaustive and does not override or replace any health system policies. If an employee perceives a conflict between a system policy and this handbook, the employee should follow the system policy and report the perceived conflict to the Human Resources Department.

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The standards

described in this book are based on specific customer service behaviors essential to achieving our Vision, Mission and Values. All Sarasota Memorial employees are required to commit to following them.

Introduction

By incorporating these behaviors into daily practice:

SMHCS will excel in patient, staff and physician satisfaction.



SMHCS will deliver top-quality care
that emphasizes patient safety.



SMHCS will have a strong and positive image with our customers:
patients, families, volunteers, community, physicians and staff.



Physicians, patients and other organizations
will actively seek SMHCS' services.



SMHCS will maintain financial success.



SMHCS will be a nationally recognized organization
for positive clinical and non-clinical outcomes.



SMHCS will be an employer of choice.

Standard 1

Promote And Demonstrate A Patient-Centered, Patient-Safe Attitude And Approach To Your Work

Every department ultimately serves the patient and has an important role in making Sarasota Memorial Health Care System a patient-centered and patient safe-environment.

1. Before you begin any task, always make sure you are doing the RIGHT THING for the RIGHT PATIENT at the RIGHT TIME.
2. Before you provide care, correctly identify patients each and every time. Please state "Patient safety is very important to us. May I check your wristband?"
 - Use active communication by asking the patient to state his or her name. Don't ask, for instance, "Are you Mr. Smith?"
 - Always use two (at a minimum) separate forms of identification.
 - The patient's full name is the primary identifier.
 - The patient's date of birth, hospital number and/or social security number should be used as the second form of identification.

Did you know ... Sarasota Memorial has been awarded Magnet Nursing Services Recognition - the nation's highest honor for excellence in nursing. Magnet recognition means that Sarasota Memorial provides a supportive environment that attracts and retains the best and brightest caregivers.



- Make sure all of the information on the patient ID band is accurate and spelled correctly.
- Compare the name of the ID band with the chart or other documents.
- For areas that do not use ID bands, be sure to correctly verify that you have the right patient by, at a minimum, asking the patient to state their name and date of birth.
- Follow all safety policies.

3. The patient care team must perform a “time out” before every procedure to confirm they have the RIGHT patient in the RIGHT place for the RIGHT procedure with the RIGHT equipment.

- Document the appropriate form or checklist that you have verified the correct patient and procedure.

- Know and follow policies related to identifying patients and marking surgical sites correctly.
4. When scheduling patients or generating ID bands, please be aware that Sarasota Memorial has many patients with the same or similar names.
 - Be sure you have the correct patient name and spelling.
 - Ask patients to state and confirm their name, spelling, date of birth, etc.
 - Be sure to select the correct encounter for the patient if you are using the computer. Our patients may have several distinct inpatient and outpatient visits listed.
 5. Perform “read backs” when receiving verbal or telephone orders to confirm information. Be sure to read aloud the patient name, the order or test result to the person requesting it.
 6. Be sure to communicate pertinent patient information when patients are transferred from one treatment area to another.
 7. Challenge the status quo. Look for ways to reduce risks. Standardize the use of time outs, checklists and other patient safety tools in your area.



Performance Excellence

Sarasota Memorial is the only hospital in the region ranked repeatedly among “America’s 50 Best Hospitals.”

8. Know how to perform processes and procedures correctly. If you aren't sure of a step, STOP and ask before moving ahead.

9. Hold your co-workers and leaders accountable for patient safety. Look for solutions rather than blaming individuals. If you or your co-workers are involved in an error, offer support and participate in the analysis of the error.

10. Wash your hands thoroughly after every patient contact, even if you've worn gloves. (Wash your hands after removing gloves.)

11. Report all errors and near-misses. Look at near-misses as "golden opportunities" to improve the quality and safety of your work. Reporting a near-miss today may prevent an injury tomorrow. Medication near-misses should be reported to the Medication Safety Hot Line, ext. 2880.

12. Get involved! Participate on committees or teams focused on improving patient safety.

13. Remain focused on your work and pay attention to every detail.

14. Be aware of how rushing, fatigue, frustration and complacency can lead to errors.

Maintain a Safe Health Care Environment

Providing a safe environment for our patients, their families and our staff is the responsibility of every SMHCS staff member.

- Support an alcohol and drug-free workplace by not tolerating the manufacture, possession, distribution or use of illegal drugs or other inappropriate substances on the premises or while on duty.
- Beware of signs and symptoms of impaired providers and

Sarasota Memorial is proud of the comprehensive methods it has available to receive, interpret and evaluate input about quality and patient safety. Through an extensive array of committees and analytical processes, identified problems are objectively assessed and resolution sought. All employees, medical staff and volunteers have an opportunity to provide input if they have concerns. However, external agencies dedicated to safe, high quality patient care are also available for concerns that employees, medical staff and volunteers feel are not sufficiently addressed. We will take no disciplinary action because an employee, medical staff member or volunteer reports safety or quality of care concerns to these external agencies. External agencies overseeing our quality and safety include:

Joint Commission (800-994-6610)

report any concerns to your supervisor and/or Human Resources.

- Correct safety hazards immediately. Report to your supervisor any practice or condition that might affect the health and safety of anyone who is on Sarasota Memorial premises.
- Prevent slips, trips and falls. Keep hallways clear and orderly at all times. Contact appropriate departments to clean spills and remove obstructions from halls. Pay special attention to those spills that may cause someone to slip and fall.
- Report all accidents promptly and accurately.
- Don't take unnecessary chances. When in doubt, ask.

- Protect your back when lifting, pushing, pulling or carrying.
- Respect all machinery. Be sure it is in good working order and use it properly. Remove broken equipment and furniture from service.
- Use protective clothing and equipment when appropriate.
- Be prepared for and know how to react in emergencies.
- Protect your area and equipment from damage and theft. Put things back where they belong.
- Comply with laws and regulations concerning the handling and disposal of hazardous waste.
- Use products and equipment only for their intended purpose. Provide medical services and products that are considered safe for their intended use and are in compliance with all applicable laws and SMHCS policies and procedures.
- Never eat or drink in patient care areas.
- For safety reasons, be sure to clock out when leaving SMHCS facilities. This will alert security whether you are on or off campus should an evacuation become necessary.



Rated Top Notch By Nurses ...

Florida nurses selected Sarasota Memorial as one of the top 3 hospitals in the state in a recent survey by "ADVANCE for Nurses" magazine, earning us a spot on the Reader's Choice Honor Roll.

Standard 2

Always Make A Positive Impression

Treat others as you would like others to treat you and those you love. We are the hospital's hosts. Offering a warm welcome and compassionate care gives patients a feeling of comfort and lets them know they have chosen the right place for their medical needs.

- Introduce yourself by your first name. Tell your customer who you are and what you will be doing.
- Wear your Sarasota Memorial Health Care System ID badge in a visible place near your face. Make sure your photo is displayed in front, unobstructed by stickers, pins, photos or other items, and that the SMHCS emergency color code chart is displayed in the back of your badge holder. You may be sent home to get your badge if you forget to bring it to work. You must have your ID to receive employee discounts in various areas.
- Warmly greet customers, smile and ask, "How may I help you?" Convey your willingness to help through your attitude and actions.
- You are a reflection of Sarasota Memorial. Please present a clean, professional, well-groomed image.

Take Responsibility for a Clean Environment

- Pick up and dispose of trash properly.

- Contact appropriate departments to clean spills.
- Return equipment to its proper place.
- Keep hallways neat, tidy and free of clutter.

Call the following support numbers as needed:

Maintenance - extension 1793

Environmental Services/Housekeeping - extension 2058

Provide Clear Directions

- Offer assistance to patients and visitors who appear to need directions. Walk them to their destination.
- If you are unable to personally escort a customer, take him or her to someone who can.

Professional Image

- Always be professional in your image, attitude and work.
- Your personal appearance should always be tidy and adhere to the SMHCS dress code and your own department's expectations.
- Clothing should not be tight, revealing or baggy. There should be no visible tattoos or body piercings.
- Practice good personal hygiene and grooming, wear clean clothes and avoid chewing gum in public areas.

- Staff should wear very minimal perfume and cologne, or avoid them altogether. In some patient care areas, perfumes and aftershaves may not be permitted.
- Keep hair neat, clean and safely secured in patient care areas and around equipment and/or machinery.
- Follow the SMHCS policy on artificial nails and nail length.

Elevator Etiquette

- Our customers always have the right of way while entering/exiting elevators and navigating hallways. Use the elevator as an opportunity to make a favorable impression.
- Safeguard patient confidentiality. Never discuss patients or private information while in elevators or hallways.
- When transporting patients in wheelchairs, always face them toward the elevator door when inside the elevator.
- When a patient on a bed or stretcher is being transported by elevator, politely state to others entering the elevator, "For our patient's privacy, please use the next elevator."
- Pause before attempting to board an elevator. Stand to the side and allow passengers to exit first. Allow patients and anyone with a disability to be near the elevator door.
- Make room for others and hold the door to allow visitors to enter and exit. Ask, "Which floor, please?" and press the button for them.

Smoking

In an effort to reduce health-related risks associated with tobacco products, SMHCS provides a tobacco-free workplace and environment and offers resources to assist patients, employees, physicians, volunteers, contract workers, students and visitors in adhering to this policy. Use of all tobacco products is prohibited in all buildings and grounds on the campuses of SMHCS, including its outpatient facilities, business offices, parking lots, garages and sidewalks within the campus or property lines of SMHCS leased or owned properties. The policy also applies to SMHCS owned/leased vehicles. It excludes common areas and parking lots shared with other agencies or considered public property. If you see a visitor or patient using tobacco, please politely remind them that SMHCS is a tobacco-free campus if you are comfortable doing so. If you are not comfortable, advise a supervisor or contact the Security Department. Members of Security have been trained in how to address this issue appropriately. Other than a polite reminder, staff should not attempt to enforce the policy with visitors or patients.



Regional Referral Center

Founded in 1925, Sarasota Memorial is the region's health care leader, offering the area's only Level III Neonatal Intensive Care Unit, only obstetrical unit, pediatric unit and acute-care psychiatric unit.

Standard 3

Make Communication Effective

The goal of effective communication is to provide information and to listen to and understand the views and feelings expressed by others.

- Listen attentively to customers without interrupting.
- Use positive body language and easy-to-understand words; never use profanity.
- Acknowledge your customer's point of view.
- "Inquire before customers require." Ensure that you have taken care of the customer's needs by asking, "Is there anything else I can do for you?"
- Keep tone of voice and personal conversations in hallways to a minimum.

Greetings and Introductions

- Greet every customer with a warm and friendly smile.
- Always introduce yourself promptly and explain what you will be doing and why.
- Introduce your co-workers.

Good Listening Skills

- Listen first to understand the customer's words, intent and feelings.

- Validate what you heard the customer say by repeating it to them in your own words.

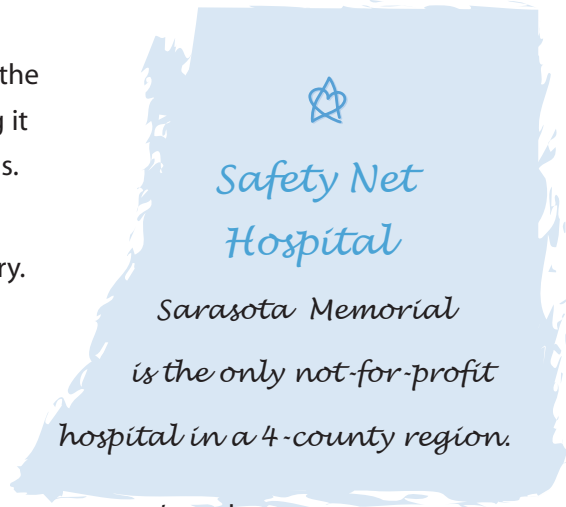
- Clarify their needs with more questions if necessary.

- Address the customer's needs and take action if appropriate.

- If necessary, ask co-workers to help meet customers' needs.

- Never argue with your customer.

- Prevent a negative message by being sensitive to your own body language.



Clear and Understandable Communication

- Use customers' preferred names when addressing them. "Mr.", "Mrs." or "Ms." should be used unless the customer invites you to use their first name. Never use familiarities such as honey, sweetie, dearie, etc.

- Establish trust with your customer by stating clearly what you intend. Let them know when you will get back to them. Provide updates as needed (See Page 19).

- Avoid technical or professional jargon. Use easily understood language and terminology when giving patients information.

- Reinforce verbal instruction with written materials whenever possible.

- Pay close attention to customers with special needs. Arrange for an interpreter, amplification device, closed captioned television, etc., as needed.
- Tell patients ahead of time about any noise or discomfort they may experience during a procedure.
- Make sure the patient understands a procedure or treatment before you begin.
- Ask patients how they are feeling throughout their care, particularly during a procedure. Ask “Are you comfortable? Are you warm enough?”
- Explain everything you can and encourage questions.
- Give your customer choices.

Telephone Etiquette

- Answer phones promptly (within four rings) and professionally.
- Identify your department, your name and ask, “How may I help you?”
- Speak clearly and courteously.
- Be a good listener.

Caring & Committed Staff

Sarasota Memorial is Sarasota County's second-largest employer with over 10,000 employees, 750 physicians and 1,000 volunteers. In 2014, Sarasota Memorial was the only hospital in the region to be named a "Top 100 Hospitals" in a special Forbes.com online business survey.

- Follow through on the caller's request.
- Get the caller's permission before putting them on hold and thank the caller for holding when you return. Don't leave customers on hold longer than one minute.
- Inform customers where and to whom you are transferring their call.
- Ensure the caller speaks to an informed staff member.
- Ask the caller's permission to use the speaker phone. Use the speaker with discretion – ensure others cannot hear confidential information.
- Return calls promptly.
- Ask, "Is there anything else I can do for you?" upon completion of the conversation. Thank the caller before hanging up.
- If you are going to be out of the office, leave a voice mail message informing callers.
- Make personal phone calls while on breaks and in a "staff only" area.
- I-pods, M-P3 and other music players should be used only during break times and not in public places.
- SMHCS cell phones should be used for business purposes only.

*largest employer, with more than 4,000 staff
 2008, thanks to their combined efforts,
 region listed among "America's Safest
 report.*



Email Etiquette

As a public hospital, Sarasota Memorial is subject to the same public records laws as other public institutions. That means that any individual or media representative has the right to request (and publish) copies of your personal emails and other documents created at work, or work-related emails or documents you create at home or on non-SMHCS computers.

Deleting email does not provide confidentiality and anonymity. Once the send button is hit, a permanent record of the correspondence exists. Be aware that messages may be forwarded to intended or unintended recipients.

Follow these rules of thumb when using email:

- Reply to sender only – don't "reply to all" unless appropriate. Always put a subject in the subject line and include your phone extension on email messages.
- Always review your own messages, checking for accuracy and clarity before hitting the send button.
- Use "high priority" flags only when necessary.
- Avoid shouting (using all capital letters) in emails.
- Create an automated "out of office" message if you will be away from work or unable to check your emails for a day or longer.
- Do not forward or send non-business related emails to or from your Sarasota Memorial account. That includes emails you send or receive from friends that may contain jokes, inspirational or spiritual messages or other seemingly friendly emails shared within and outside of the organization. Spammers frequently use these chain e-mails to target large organizations.

Indeed ... our employees' commitment to high quality care and customer service has earned Sarasota Memorial the National Research Corporation's 2008/2009 Consumer Choice Award winner for the Sarasota-Bradenton-Venice metropolitan area for the 10th year in a row.



Communicate Early and Often to Waiting Customers

Our customers' time is valuable and we strive to provide prompt service. Always keep patients and visitors informed of delays and make them comfortable while they wait.

- Explain wait times to patients and families before they occur (i.e., set-up, recovery period, transfer to a different department, etc.).
- Provide an update every 15 minutes to patients waiting for service. Provide updates every half-hour to family members waiting for a patient undergoing a procedure.
- Immediately inform patients about delays in scheduled exams and procedures. In the case of an outpatient procedure, let the patient decide whether to wait or make a new appointment.

- Provide a comfortable atmosphere for waiting patients and families.
- Whenever possible, offer refreshments and reading materials to waiting families.
- Always thank customers for waiting and apologize for delays.

Respond Promptly to Call Lights

Sarasota Memorial staff strives to answer call lights in a way that demonstrates the care, courtesy and respect our customers deserve.

- All SMHCS employees (clinical and non-clinical) are responsible for answering call lights.
- When answering a patient call light, knock, introduce yourself and ask, "How may I help you?"
- If you are unable to meet the needs of the patient, convey the message to the proper caregiver.
- Check back with the patient to make sure their needs were met.
- Offer to help other staff members respond to call lights.
- Check on patients 30 minutes before shift change to minimize patient requests during shift change.
- After responding to a customer's request, always ask, "Is there anything else I can do for you?"

Confidentiality, Privacy and Respect

SMHCS takes the security of our patients' and employees' personal and medical information very seriously. Everyone who works at

Corporate Volunteers

Through the hospital's "Corporate Volunteer" program, employees donate thousands of hours to worthwhile events and causes each year.

Call ext. 6693 to join our team. .



SMHCS - either as an employee, physician, physician representative, contracted service provider or volunteer – has a legal and ethical responsibility to help safeguard the privacy of our patients and maintain the confidentiality of their Protected Health Information (PHI). PHI includes information in any form that identifies a patient or describes his/her health status, age, sex, ethnicity or other personal information, including Social Security Numbers, passwords, credit card or other financial information. Anyone who violates hospital policy and/or state and federal regulations related to HIPAA, PHI and patient privacy are subject to immediate termination and criminal prosecution. Following are some of the important practices all SMHCS employees are expected to follow to help safeguard confidential information:

- Never access, disclose or discuss confidential information, including financial or personal health records, tests and results, unless it is necessary to do your job. That includes current or previous patient cases, as well as your own personal or family records. All patients and employees may request a copy of their medical records from the Health Information Management Department. For information, call ext. 1313.

- Do not discuss information about patients, or co-workers' patients, in public areas such as elevators, lobbies, hallways, the cafeteria, waiting rooms or outside the hospital. Avoid discussing hospital business or posting sensitive information in public areas.
- Be careful not to let others hear confidential information when speaking on the phone; adhere to SMHCS policy when faxing protected health information (OO.ADM.27). Never e-mail protected health information or social security numbers.
- Ensure that patients' computerized medical and billing information is protected with screen savers while not in use. Position screens away from public view whenever possible.
- Always discard paper containing confidential information in a locked recycling bin, never a regular trash receptacle. Keep a clean desk, protecting medical record charts and billing information that may identify a patient. If a locked bin is not available, call ext. 4443.
- Use the privacy document on charts when the medical record is being transported to Health Information Management. Always use a tracking service when mailing confidential or protected health information.
- Never disclose or share your username/passwords (except to appropriate Information Systems staff).
- Refer to Risk Management any concerns about patient privacy violations.

Keep Patients' Modesty and Personal Needs in Mind

- Knock on a patient's door before entering the room and ask, "May I come in?"
- Close curtains or doors during exams and procedures. Tell the

patient, "I'm closing this because I'm concerned about your privacy."

- Ensure that all personal belongings remain with the patient throughout the course of his or her treatment.
- Create and maintain a secure and trusting environment.
- Ensure the patient's gown is closed properly when the patient is walking or in a wheelchair. Add a gown if necessary.
- Provide sheets or blankets when transporting patients.

Communication Boards

Communicating with patients and their families is a very important part of their care.

- Use the white communication boards in patient rooms to identify direct caregivers' names.
- Inform patients of important events such as lab draws, procedures, medication changes, diet changes, etc.

Principles of A-I-D-E-T

Acknowledge: How are you today? For your safety, may I have your name please.

Introduce: My name is _____ from FNS. I will be serving your meals today.

Duration: Your BLD is served at _____ times.

Explanation: Your doctor has ordered a _____ diet for you. Brief detail. If you need additional information, I can request a dietitian to assist you. Ensure the patient understands he has choices if he dislikes the chef select.

Thank You: Check back with patient for overall satisfaction. Is there anything else I can do for you.

Standard 4

Practice Professionalism And Excellence With A Team- Centered Approach

Our customers' most basic expectation is to be treated with courtesy and respect. Our patients' needs always come first. But keep in mind that patients are not our only customers. Physicians, family members and co-workers are our customers too. If you are not serving our patient, you are serving someone who is.

Demonstrate Professionalism

- Do what you say you will do, when you say you will do it.
- Demonstrate job confidence and competence.
- Tell the patient what you are doing and why.
- Never say, "It's not my job," or "We're short staffed." If you are unable to meet a customer request, find someone else who can.
- Hospitalizations can raise anxiety and tension between patients, family members and care providers. If you find yourself in a difficult situation, seek help from a supervisor or use the hospital's Chain of Command policy to help address unacceptable behaviors by patients, family members, physicians or co-workers.

Common Courtesies

- Show your customer that they are important by being courteous.
- Always strive to exceed your customer's expectations at every opportunity.
- Customers are not an interruption of our work; they are the reason we are here.
- Use "please" and "thank you" when speaking with patients, families and co-workers. Use first names when possible.
- Maintain good eye contact and positive body posture when interacting with customers. Attitudes make the difference. It's not just what you say, it's how you say it.
- Rest is very important to our patients. Keep personal conversations and noise to a minimum in hallways and public, patient and nursing areas. Staff should keep beepers and cell phones on vibrate modes.

Commitment to Co-Workers

As SMHCS staff, we are linked to one another by a common purpose: to serve our patients and our community.

- Treat co-workers as a team with professionalism and respect.
- Respect the privacy and confidentiality of fellow staff.
- Rudeness is never appropriate. Be considerate and cooperative. Support fellow staff members with offers to help. Report back promptly from breaks and meal periods.
- Perform your work in a timely manner and avoid last-minute requests unless they are for the benefit of patients.

- Mentor and coach team members needing encouragement and direction on a daily basis. Praise in public; coach in private.
- Hold co-workers accountable for the success of the team. If you have an issue with a co-worker, address them in private. Do not embarrass co-workers in the presence of others.

Be a Role Model for Co-Workers

- Seek opportunities to improve the skills needed to do your job and better ways to serve our customers.
- Promote cooperation and teamwork. Have a positive attitude.
- Act as a resource to solve problems.
- Avoid criticizing, complaining, blaming and gossiping.

• Disrespectful and disruptive behaviors undermine team effectiveness and compromise the safety of patients. Employees, physicians and others granted privileges to work at an SMHCS facility are subject to disciplinary action – including termination and suspension of privileges – for disruptive behaviors or those that contribute to a hostile work environment. Those behaviors include but are not limited to: verbal or physical outbursts, intimidating language or acts, threatening reprisals, sexual harassment or other conduct that causes emotional distress.

Respect Diversity

We are a diverse world and community and expect staff to treat patients, visitors, co-workers and all others who work in or visit our facility with respect and dignity. Please make everyone feel

welcome and comfortable by accepting and understanding the cultural differences between us:

- Avoid stereotyping and jokes that could be offensive, i.e. ethnicity, age, sex, etc.
- Avoid common expressions or jargon that may be misinterpreted, or create friction. If unsure, refrain from saying it.
- Include co-workers in discussions – if you are bilingual, avoid using a foreign language if it excludes co-workers from the conversation (or provide interpreters).
- Ask respectful questions, be open-minded.
- Learn to apologize, if necessary, and appreciate differences.

Meeting Etiquette

- If you're hosting the meeting, have a prepared agenda.
- Begin and end meetings on time. Focus on the issues at hand.
- Agree to disagree.
- Don't interrupt or hold side conversations.
- Call or email in advance if you cannot attend a meeting.
- Record the minutes of the meeting.

Sense Of Ownership

Every Sarasota Memorial staff member should feel a sense of responsibility toward his or her job. Taking pride in what we do, how we do it and what we achieve is a reflection of ourselves.

- Represent SMHCS positively in the community.
- Be sure you know and understand the responsibilities of your job.
- Follow organizational and departmental policies.

- Keep your work area and surrounding environment safe and clean.
- Strive to do what is right for your customer.

Conflicts of Interest

SMHCS staff members are expected to perform duties on behalf of the organization and our patients in a truthful and loyal manner.

- Avoid any actions that may be reasonably construed to cause an actual, potential or perceived conflict of interest with SMHCS or your job responsibilities.
- Act in the best interest of SMHCS whenever dealing with suppliers, customers or governmental agencies. This obligation includes not only those acts formalized in written contracts, but also covers the everyday business relationships with vendors, customers and government officials.
- Do not accept cash gifts from patients or their families in any amount. Instead, encourage them to make their gift to the Auxiliary or the Sarasota Memorial Healthcare Foundation and provide them with information on how to make such a gift. Let them know that you appreciate their kindness and generosity and that these organizations, which directly support the hospital, will also appreciate their gift. Tell them that they can ask these organizations to direct their gift to a specific purpose, such as staff education, or to a specific nursing unit.
- Employees may accept non-cash gifts up to \$100 in value from patients and their families or from SMHCS vendors and business associates. Non-cash gifts in excess of \$100 from any source cannot be accepted. Instead, encourage the giver to donate the gift to the Auxiliary or Foundation as you would with a cash gift. When you accept a non-cash gift of less than \$100 from a patient or their

family, you should let them know that you will provide excellent care and service whether you receive a gift or not. When you accept a non-cash gift of less than \$100 from a vendor or business associate, you should clearly inform them that the gift will not alter your business decisions.

- Do not become involved with an SMHCS competitor, patient or supplier for personal gain.
- Do not use or share inside information that is not otherwise available to the general public for any purpose unrelated to your job.
- Do not place SMHCS business with a family member without prior permission from SMHCS Administration.

When You Believe There May be a Problem

SMHCS encourages employees to report their concerns to their supervisor about improper conduct or violations of laws, regulations or policies. Employees may also report concerns anonymously or confidentially using the Compliance Hotline at 917-CALL(2255). Employees who make good faith reports of such concerns to management or to the Hotline are protected from retribution or retaliation. ■

Standard 5

Develop And Use Problem-Solving Skills: Take H.E.A.R.T.

Service Recovery steps for resolving customer complaints are:

“Take H.E.A.R.T.”

Hear the Complaint
Empathize and Evaluate
Apologize
Resolve
Thank Them



Hear the Complaint

Listen, listen, listen.

Don't interrupt.

Never argue with a customer.

Avoid a defensive response.

Don't take the complaint personally.

Empathize and Evaluate

Put yourself in your customer's shoes.

Evaluate who needs to be involved to resolve the complaint.

Apologize

- Don't make excuses.
- Don't place blame.
- Simply say, "I'm sorry. Clearly, we have not met your expectations."

Resolve with Urgency

- Offer suggestions for resolution.
- Involve the customer in the resolution.
- Find the right people to help resolve the problem.
- Inform the patient/customer what you will do to help them.
- Consider offering "Service Recovery" cards in instances of unavoidably poor service: i.e. for long waits, disruptive construction noise, etc.
- Follow up with the customer to ensure that the concern has been resolved.

Thank Them

Thank your customer for giving SMHCS the opportunity to resolve the issue while they are still here.

Did you know ... 95 percent of customers will return if a problem is resolved within 48 hours? Some customers will become more loyal after experiencing your willingness to correct a situation.

Commitment *(keep for your own records)*

These Customer Service **Standards of Behavior** were developed by staff of the Sarasota Memorial Health Care System.

By incorporating these standards as a measure of overall work performance, Sarasota Memorial Health Care System acknowledges that all staff members are expected to adhere to and practice the standards of behavior outlined within this booklet. I will:

1. Promote and Demonstrate a **Patient-Centered, Patient-Safe** Attitude and Approach Toward my Work.
2. Always Make a **Positive Impression**.
3. Make **Communication Effective**.
4. Practice **Professionalism and Excellence** with a Team Approach.
5. "Take **H.E.A.R.T.**" for Service Recovery.

I have read and understand the Customer Service Standards of Behavior and I agree to comply with and practice the standards and concepts illustrated in this booklet.

Print Your Name

Signature

Department

Date

Commitment (to be signed by staff at their reviews)

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2. Always Make a ***Positive Impression***.
3. Make ***Communication Effective***.
4. Practice ***Professionalism and Excellence*** with a Team Approach.
5. "Take ***H.E.A.R.T.***" for Service Recovery.

I have read and understand the Customer Service Standards of Behavior and I agree to comply with and practice the standards and concepts illustrated in this booklet.

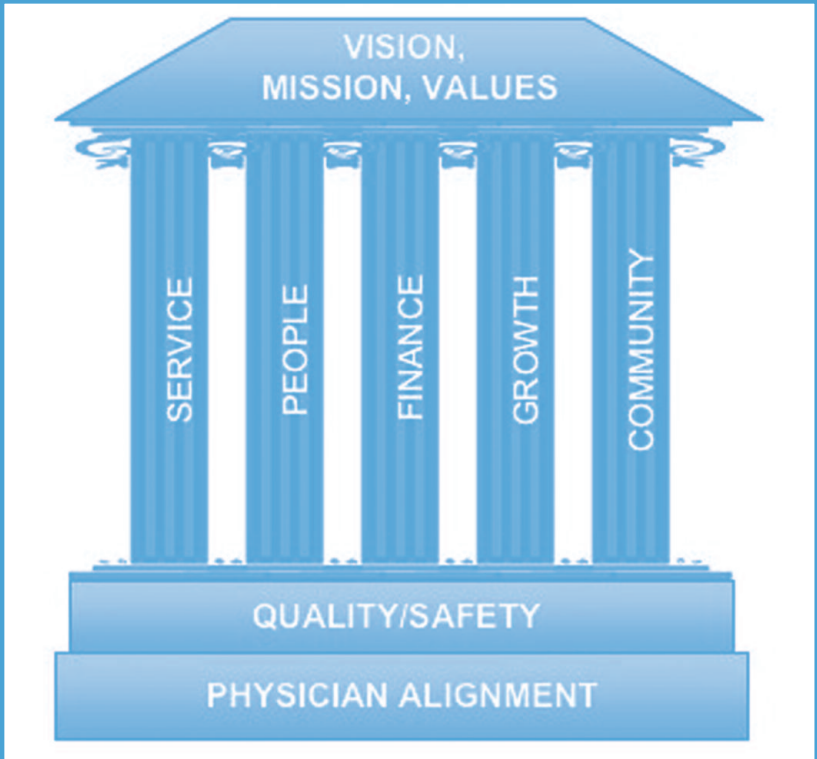
Print Your Name

Signature

Department

Date

OUR PILLARS OF EXCELLENCE



OUR MISSION

To provide health care services that excel in Caring, Quality and Innovation.

OUR VISION

Our community will be served by the best health care system in America. SMHCS will be the best place to be a patient, the best place to work and the best place to practice medicine. Our extraordinary people, our innovative clinical technology, and our effective use of information systems will set us apart.

OUR VALUES

To create an environment that supports and rewards:
Caring & Compassion • Excellence • Teamwork & Trust
Mutual Respect & Recognition • Cost Effective/Ethical Behavior

OUR COMMITMENT TO DIVERSITY

To create an environment where people from all walks of life feel valued and respected.