



HENRY FORD HOSPITAL &
HEALTH NETWORK



Standards of Excellence





At Henry Ford Health System:

Each patient is the center of our
universe, the guest in our home,
and the reason we are here.

THE HENRY FORD EXPERIENCE

Service Excellence Commitment to OUR customers:

- Creating first and last impressions that are superb.
- Valuing patients and family members as partners in their care.
- Providing outstanding clinical outcomes.
- Having world-class processes in place.
- Delivering high-touch care that is reliable, responsive and coordinated.
- Focusing on constant innovation.
- Celebrating our diversity with sensitivity and understanding.
- Embracing the idea that we are all owners of our health system.

Service Excellence Handbook Introduction

Henry Ford Health System has developed service standards for all employees to show our commitment to superior customer service. To accomplish this, employees from various disciplines across Henry Ford Hospital and Health Network and other business units, worked together to develop the service standards outlined in this handbook.

The purpose of these standards is to support continuous improvement in the service provided to patients. Our goal is to be the preferred health care provider by all of our customers.

Table of Contents	pages
Service Standards of Excellence	3-23
Service Recovery	24-26

Service Standards of Excellence

Each employee plays an important role. Fostering a culture of service excellence is solely dependent on the level of commitment and teamwork from each employee.

The following 11 standards of excellence apply to each individual working for Henry Ford Hospital and Health Network.

Employee Standards of Excellence	page(s)
1. Display Positive Attitude	4-5
2. Respond in a Timely Manner	6-7
3. Offer Open & Constructive Communication (AIDET)	8-9
4. Maintain a Clean & Safe Workplace Environment	10-11
5. Take Ownership & Be Accountable	12-13
6. Take Pride in Personal Appearance	14-16
7. Honor & Respect Diversity	17
8. Respect & Be Sensitive to Patient Privacy	18
9. Foster & Support Innovation	19
10. Commitment to Team Members	20
11. Be Courteous & Practice Established Etiquette	21-23

Display Positive Attitude

Having a “can-do” attitude.

Contributing to a positive work environment where people feel supported to do their best.

Attitude is everything.

Create a lasting impression.

Our customers are not an interruption to my work; they are the reason for my work! I will serve them by providing high quality service with care and courtesy.

I will:

- smile every time I greet someone and every time I answer the phone (I know that a smile can be heard as well as seen).
- be sincere, courteous and friendly in all my interactions with patients, customers and co-workers.
- be aware of and respect the religious and cultural difference of patients, families and co-workers.
- take pride in my work and in our health care system. Show confidence knowing that what I do is important and essential. Build confidence in others by showing support and appreciation for their work.

- talk positively about other areas of the System and the care at Henry Ford to reassure patients and family members that they are in the right place for their care.
- tell patients and others what I can do for them, not what I can't do for them. Never take the attitude of "it's not my job."
- be aware of my "mood elevator" and how I influence others. I will choose to push the "up" button and not allow the negativity of others to influence me.
- choose to cast a positive shadow.

Is there anything else I can do for you? I have the time.



Respond in a Timely Manner

We are all responsible for answering patient/customer requests, irrespective of our job or role.

I will:

- anticipate patient needs and respond courteously to requests.
- commit to rounding on each patient on a regular schedule to help anticipate needs and decrease the need for using call lights.
- inform patients of when shift-change will occur and who their replacement caregivers will be.
- make rounds no less than every hour to assess patient needs.
- make sure that call light buttons are placed within patient reach at all times.
- make every effort to answer patients' call lights within one minute and respond to the patient's request in less than five minutes. If I am unable to do this, then I will inform the patient of the delay and let them know when I will be able to respond to their request.

- inform patients/customers of the approximate length of time for appointments tests or procedures, prior to providing care, and that we will provide them “very good care.”
- as a caregiver, ensure that my assigned patients are ready for transport to tests/procedures when the transporter arrives.
- if possible, call the outpatient at home and inform them of delay and, if necessary, offer a new appointment.
- start work-related (patient and family) meetings on time.
- as a non-nursing employee, assist patients with the following requests:
 - proper placement of call light
 - placement of bedside table
 - basic comfort needs — supplies (tissues, toothpaste, brush, comb); retrieval of dentures, eyeglasses
 - inform the nursing staff of all other requests.

Every interaction is important!

Offer Open & Constructive Communication

(The AIDET approach)

I will communicate respectfully with patients and customers paying close attention to both verbal and non-verbal messages.

I will keep the patient and/or customer updated on what is going on when there is any delay in service and when they should expect another update.

I will:

- **A**cknowledge each patient and guest with a smile and a greeting.
 - maintain positive eye contact during face-to-face interactions (It lets people know that I am interested and that I care about them).
- **I**ntroduce myself (name and position) to my patients and their family members.
 - address patients by Mr./Mrs./Miss and their last names, unless the patient requests otherwise.
 - provide a comfortable atmosphere for the waiting patient and their visitors by using the amenities provided by the department.
- provide a **D**uration to patients and guests - an estimated length of time for services whenever possible.
 - apologize if a test, appointment or, procedure is delayed, and update the patient and/or family as to the status of the delay

at least every 15 minutes. I will simply and honestly state “we are running behind” (by stating there is “not enough staff” raises the patient’s and family’s level of anxiety and fear).

- **E**xplain what I am about to do and provide clear, thorough and understandable information to patients and their designated family members, when appropriate, regarding procedures, tests and processes. Medical abbreviations and terminology, if used, will be fully explained.
- use “please” and “**T**hank you” frequently.
- “Be Here Now,” “listen to understand” and not interrupt.
- welcome patients and customers to Henry Ford and thank patients and customers for using our facilities.
- maintain positive communication by being aware of my non-verbal communication, such as my eye contact, posture, tone of voice and facial expressions.
- not use my cell phone for personal use during working hours. If I have to use my cell phone during a break, I will make any necessary calls in non-patient areas.
- close each patient interaction by asking if there is anything else I can do for them.

Maintain a Clean & Safe Workplace Environment

Promote and maintain a clean environment

I will behave like an owner of Henry Ford Hospital and Health Network by taking accountability for its appearance.

I will:

- pick up litter and trash from the floor – never walk past it (use universal precautions).
- clean up spills immediately and report large spills to Housekeeping.
- store equipment in its appropriate location. If equipment must be stored in the corridor, it will be placed on one side and neatly arranged.
- identify waiting areas which are the special responsibility of my department and help maintain the condition of that area frequently by arranging furniture, discarding outdated magazines and newspapers, and adjusting the volume of television sets and radios to an appropriate level.
- keep workstations neat and tidy by keeping personal items to a minimum and consuming snacks and beverages in break areas or cafeteria.
- keep walls and doors free of taped-up memos.

- help clean and update bulletin boards often — removing old messages in a timely manner.
- not post hand-written messages and notices in the work areas that have not been approved by the manager.
- not post advertisements, solicitation or other formal notices (non-hospital related) unless they are officially approved by Public Relations.
- only enforce the smoking policy in designated locations and will properly dispose of cigarettes and related trash.
- remember that public spaces are to accommodate patients and visitors only. Employees should go to the cafeteria or work area lounges for meals and breaks.

Take Ownership & Be Accountable

Act as an ambassador of Henry Ford Hospital and Health Network by living the values and taking pride in the organization.

I will:

- ask each patient if there was anything that could have made their visit or stay even better.
- do whatever I can to help and actively explore what more I can do to get the desired results.
- own the issue until it is resolved. This includes appropriate follow-up in a timely manner.
- remember that while I am in my workplace and even on break, my actions and behavior reflect Henry Ford. Therefore, I will be mindful of my surroundings and who can see or hear me. Non-work related or personal discussions will be restricted to non-public areas.
- admit to mistakes. Apologize and take action to correct (no one expects perfection, but they do expect honesty).
- fully accept the responsibilities of my job.
- always make the effort to anticipate and exceed my customers' needs and expectations.

- choose a responsible attitude and not act like a victim by blaming others.
- ask people who appear in need of assistance prior to them having to ask for it. I will physically escort a 'lost person' to his/her destination rather than pointing. If escorting someone will compromise patient care, I will find another person who can help him/her.
- report all risks, customer service violations or incidents.
- ensure the safety of patients, visitors and colleagues.
- make recommendations and offer suggestions for improvement ideas.
- document all patient/customer feedback.



Take Pride in Personal Appearance

Look the Part. Dress for respect and success!

I will behave like an owner of Henry Ford Hospital and Health Network by taking accountability for my appearance.

- Attire may be personalized, yet should remain modest.
- Dress to show respect for our customers, patients, colleagues and ourselves.
- Take the extra steps to represent ourselves to others in a manner that states: “We dress this way because we respect you.”
- Be sensible. Review the impact of the specific duties of your department when deciding uniform standards.

Review department-specific policies

Overall clothing:

Clean, neat, pressed, in good repair and appropriate size.

Unacceptable: Soiled, wrinkled, torn, noticeably worn, too tight or too loose, see-through or revealing.

Name tags:

Worn at all times when on duty in an easily visible spot. Name and picture must be visible (HIPAA regulations require badges be worn above the waistband).

Unacceptable: No name tag, or worn in a place that is difficult to read.

Hair:

Direct patient care and food service areas: hair longer than shoulder length should be confined so it will not interfere with customer service. Hair nets where appropriate in food service areas.

Men: Hair longer than shoulder length should always be confined in a neat manner. Beards, sideburns and mustaches must be neatly trimmed.

Unacceptable: extreme hair color. Women: Large, elaborate hair accessories. Men: Poorly groomed facial hair or loose, long hair.

Nails:

Should be short, trimmed and clean. Those providing direct patient care must follow the Infection Control Policy.

Unacceptable: Dirty, ragged nails, acrylic nails for patient care services. Caregivers: No nail accessories.

Personal and oral hygiene – perfume, after-shave, deodorant:

Use of deodorant and light, mild perfume or after-shave.

Unacceptable: Excessive or heavy scent.

Makeup:

Complementary to natural features.

Unacceptable: Excessive makeup.

Hosiery:

Hosiery or socks required.

Jewelry:

Complementary to the clothing; not excessive. Patient care areas refer to Infection Control Policy.

Unacceptable: Facial piercing or piercing of other visible areas unless of known cultural requirement.

Shoes:

Clean, polished, moderate to low heels. Style appropriate as defined by department dress code. Shoes complement the clothing.

Unacceptable: Scuffed, dirty, unpolished, untied, heels higher than 2 ½ inches. Open-toed shoes in direct patient care areas.

Pants/slacks and skirts/dresses:

Long, tailored pants or skirts and dresses no more than 2 inches above the knee.

Unacceptable: Jeans, stretch pants, stirrup pants, leggings, sweatpants or sweat outfits, shorts, short skirts.

Shirts:

Per department standard. System image apparel.

Unacceptable: Shirts with inappropriate sayings, logos, or advertising. No low-cut or cropped shirts.

Tattoos:

Large tattoos must be covered.

Honor & Respect Diversity

Respect the diverse needs and expectations of patients, customers and team members.

I will:

- recognize and respect that patients/customers have diverse expectations based on their culture, race, socioeconomic status, gender, age, religion, etc.
- listen without judgment.
- practice patience and understanding.
- anticipate how others might feel as a result of what is said or done.
- avoid stereotypes.
- be aware of my tone of voice and body language.
- be considerate of different views of health care and healing.

For specific behaviors and information see the System's Diversity Resource Guide

Respect & Be Sensitive to Patient Privacy

It's a private matter.

I will respect the need for privacy in all instances.

I will:

- keep all patient information confidential.
- always knock and ask permission to enter the patient's room or care area prior to entering.
- always close curtains around the patient and tell the patient "I am closing the door/curtain for your privacy."
- always comply with HIPAA regulations and maintain the strictest confidentiality regarding patient information and records by demonstrating the following behaviors:
 - I will not discuss patient information in hallways, elevators, cafeteria, smoking areas, or any other place where conversations can be overheard.
 - I will respect and preserve patient confidentiality and privacy. It may be necessary to ask visitors/family to step out of the room. In doing this, my statement will be: "Out of respect for patient confidentiality and privacy, I will need you to step out of the room for a few moments. I will let you know as soon as you are able to return."
 - I will turn my computer screen away from public view and patient information will not be left on the screen when not in use.
 - I will only release patient information according to the hospital policy.

Foster & Support Innovation

Be innovative.

I will:

- be open to new ideas, change and new ways of doing things.
- seek out creative ways to solve problems and encourage and respond to new ideas.



Commit to Team Members

Be a team player and know that by helping each other, we help our patients.

I will:

- welcome and support new employees and help them become part of the work team.
- offer my help to fellow employees whenever possible.
- praise my co-workers often.
- ask permission to provide coaching and feedback to my co-workers and help build confidence in others by providing appreciative feedback and saying “thank you.”
- treat co-workers with honesty, courtesy and respect, and work with them as a team.
- assume innocence, realizing that my assumptions of someone’s motive may not be accurate.
- not participate in gossip.
- respect the diversity of my team members.

Be Courteous & Practice Established Etiquette

Treat people with courtesy.

Telephone Etiquette:

I will:

- answer the phone by the third ring.
- answer the phone with a smile.
(yes, it really does make a difference)
- identify myself, my department and ask “How may I help you?”
- identify my location (i.e. Henry Ford Hospital followed by my name, department), if it is an external call.
- ask their permission, before placing the person on hold.
- go back to the person on hold every 30 seconds, apologize for the delay and appraise them of how much longer it will be.
- if I need to transfer a call to another department/area, make sure the transfer is complete. If I reach voice mail, I will ask the customer if they would like to leave a voice mail message, if they would like me to take a message or if they would prefer to call back.
- close all telephone transactions with “Thank you,” and if appropriate, “Thank you for choosing Henry Ford.”

Hallway Etiquette:

I will:

- exhibit good hallway etiquette by utilizing the 10/20 rule when I approach anyone in the halls. The rule is – at 20 feet, I will make eye contact, and at 10 feet, I will make a verbal acknowledgement.



Elevator Etiquette:

I will:

- remember to allow others to exit the elevator before I enter. I will not block the exit.
- hold the door open for others and allow patients to enter/exit first, assisting them if needed.
- upon entering the elevator, acknowledge others with a smile and a “good morning/afternoon/evening,” as appropriate.
- if I am transporting a patient in a wheelchair, always face them toward the door and exit with care. If transporting a patient in a bed or stretcher, I will politely ask others to wait for another elevator.
- maintain patient confidentiality in any elevator conversation, making sure that my elevator conversation is non-patient and non-work related.
- when there is a patient on a stretcher needing transportation, I will give that patient priority and take another elevator.

Service Recovery

Henry Ford Hospital & Health Network Service Recovery

Service Recovery is the art of responding to a patient/customer whose expectations have not been met in a way that helps us repair and maintain the relationship. It helps us provide each patient with the quality of care and comfort we want for our families and ourselves.

Responsibility for service recovery lies with each employee. Every employee is empowered and expected to take action if a patient or family member has received less than “very good” service and take steps to prevent it from happening again. You are an ambassador of Henry Ford.

Utilize the HEART approach to service recovery:

- **H**ear the concern or the complaint. Be Here Now for the patient/customer and practice active listening. Make sure you understand what you are being told by paraphrasing and summarizing back to the patient/customer what you've heard and clarify that it is correct. For example, “What you are saying is important to me. Let me make sure I have this correct. You feel...”
- **E**mpathize with the patient/customer. Try to put yourself in their position and understand how you might have felt in that situation. Validate their feelings by acknowledging their emotional reaction to the situation.

For example, “I understand that you are upset, or I understand that this was frustrating for you.” Avoid saying, “I understand how you feel.”

- **A**pologize regardless of the situation or who is at fault. Take responsibility for the patient/customer’s satisfaction. An apology is not about guilt. It is about meeting the patient/customer’s expectations. Use statements like: “I’m sorry that we did not meet your expectations,” or “I’m sorry for your inconvenience,” or “I’m sorry for the misunderstanding.”

Don’t shift the blame to the customer, another employee, or department.

- **R**espond by reassuring the patient/customer that you will either take care of the problem immediately or follow-up to make sure that the problem is addressed. When possible, offer a reasonable explanation for the breakdown. For example, “That is not a standard here but I need to follow up to find out why this happened.” If someone else will be following up with patient/customer later, please make sure that you follow up with them to make sure that the communication has happened as planned. Most patient/customer complaints come with the hope that the problem will not happen to someone else. Ask yourself, “What needs to be done to prevent this from happening again?”

- **T**hank the patient/customer. Most patients leave without ever saying anything about their dissatisfaction. They just never come back and tell many others about their negative experience. We need to thank our patients and customers for giving us feedback and allowing us an opportunity to correct problems.

Use your own judgment as to when other means of service recovery (i.e. gift cards) are appropriate, however in most cases, a sincere apology is enough.

If the problem is not easily handled by yourself, but requires the involvement of other departments, make sure you document the event and the resolution in Radicalogic. If you need assistance to do this, please notify your manager.

Remember that the patient/customer's perception is their reality. It is our role to acknowledge that their perception is important. Avoid making any judgments about right and wrong. Your goal is to make the patient/customer happy with our service. If you feel that you can't handle the situation, please get help from a leader, supervisor or the Service Excellence Director by calling (313) 916-2178.

“Too often we underestimate the power of a touch, a smile, a kind word, a listening ear, an honest compliment, or the smallest act of caring, all of which have the potential to turn a life around.”

--Leo Buscaglia

We're Henry Ford
We Can