

STANDARDS OF PERFORMANCE

TOTAL CUSTOMER SATISFACTION

MISSION

(insert your mission, vision and values statement here.)

RESPECT

At St. Vincents Westchester we believe that our reason for existence is to serve our customers. Our customers are defined as patients, patients' family members, physicians and their staff, vendors, visitors, and fellow colleagues.

Their most basic expectation is to be treated with dignity and courtesy. We are committed to providing the highest quality of service and meeting our customers' needs with utmost care, courtesy and respect.

This commitment must be reflected in the behavior of every colleague as follows:

- Promptly welcome all customers in a friendly manner, smiling warmly and introducing yourself. Do not allow anyone to feel ignored.
- Listen carefully to what customers have to say. Avoid interrupting people unnecessarily.
- Treat everyone as if he or she is the most important person in our organization.
- Rudeness is never acceptable.
- Meet the customer's immediate need or gladly take him/her to someone who can.
- Apologize for any perceived problem or inconvenience.
- Thank customers for choosing our health system.
- Exceed customers' expectations whenever possible.
- Recognize that our customers have a sense of urgency, and show them that we value their time. Customers are not an interruption of our work; they are the reason we are here.

APPEARANCE

Your appearance represents St. Vincents Westchester to the public. Your grooming and dress reflects your respect for our customers.

While on hospital property, colleagues will consider customers' expectations in how we

present ourselves. Our manner and expression will convey our concern for and willingness to serve our Customers.

We will take pride in our facility and do our part to maintain an uncluttered and litter-free workplace.

Personal Appearance

- Dress attire will always be professional, tasteful, tidy and in accordance with departmental policy.
- All customers will be greeted with a warm and friendly smile.
- Identification badges will be properly worn.
- Dress code policies will be followed. (Proper uniform and clothing, jewelry, perfume/scents).
- Good personal hygiene is expected.

FACILITY AND ENVIRONMENT APPEARANCE

- When colleagues come across litter in any building or on the grounds, it is their responsibility to pick it up and dispose of it properly.
- When you see spills or other soiled areas in our buildings, you are to notify the Housekeeping Dept. immediately for cleaning.
- As a commitment to our colleagues, be certain that equipment and supplies are returned to their proper place immediately after use.
- No equipment and supplies will be stored in the hallways where patients or visitors may see them.

COMMUNICATION

The goal of communication is understanding. We must be committed to listening attentively to our customer in order to fully understand their needs. Close attention should be given to both verbal and non verbal messages.

Messages to customers should be delivered with courtesy, clarity and care. Speak in terms customers can easily understand.

GREETINGS AND INTRODUCTIONS

- Every customer will be greeted with a warm and friendly smile.

- Colleagues will introduce themselves properly. This includes a smile, eye-to-eye contact, and an appropriate greeting.
- Colleagues will use the customers' names whenever possible.
- Use "please" and "thank you" and address customers as "Mr., Mrs., Miss., Ms." unless invited to do otherwise.
- Listen to customers' concerns in ways that show them you care.

Telephone Etiquette

- All colleagues must know how to operate telephones in their work areas.
- Calls must be answered within 3 rings.
- Answer all calls by identifying your department, yourself and asking, "How may I help you?" Speak slowly and clearly.
- If a wait is necessary, ask the caller if s/he would prefer to hold or leave a message. If you place the caller on hold, always use the hold feature on the telephone. Thank the caller for holding when you return to that line. If the caller opts to leave a message, be sure that it is promptly conveyed to the appropriate colleague.
- Callers on hold will be acknowledged periodically (every 30 seconds), given the status of their call, and asked if they wish to continue holding. Offer to take a message if the caller chooses not to hold any longer.
- Before transferring a call, explain to the caller why the call is being transferred. Give the caller the name, department, phone number and extension number of the person to whom the call is being transferred. Describe the caller's needs to the second person before releasing the call.
- When dealing with an irate caller, remain calm. Do not become defensive, understanding that the caller is not angry with you personally. Listen carefully to what the caller is saying, demonstrating that you want to hear what the problem is and are willing to help. The caller wants to be heard and understood.
- Refrain from speaking on the phone while eating or drinking. Gum chewing is not permitted at any time.
- Remember that you are not speaking to the phone. You are speaking to a customer. Smile when you speak on the phone. The tone and tenor of your voice will reflect a cheerful, positive attitude.

- Whenever you know the caller's name, be sure to use it in your conversation.
- Remember, St. Vincents Westchester phones are for business use. Whenever you use a hospital phone for personal purposes, you prohibit a customer from making a contact with our organization. Be certain that you limit personal calls to emergency situations.
- When taking messages for a colleague, be sure to get the full and correct name of the caller, a concise, accurate message, the urgency of the call, when the caller may be reached for a return call, and the date and time of the call. Sign messages that you take so when questions arise they may be addressed to you.
- Voice mail will be used only when colleagues are away from the phone or speaking to another caller. Recorded voice mail messages will be kept short and to the point. Avoid leaving complex voice messages.
- Return calls promptly. All calls should be returned the same day that they are received.
- When a colleague covers the phones in your area, be certain that they have been informed of any calls you are expecting along with pertinent information. If possible, the colleague covering the phones should know the following information:
 - How long you will be gone
 - A phone number where you can be reached if necessary
 - Whether to take messages or transfer calls to you.

GIVING DIRECTIONS

- Observe customers. If someone appears to need directions, offer to help. Let customers know that you will assist them in their destinations. If you are unable to personally escort a customer, take him/her to someone who can. Once the customer has been escorted to their destination, link him/her with someone who can help.
- Offer customers a map of St. Vincent Westchester buildings and grounds when appropriate.

CUSTOMER INFORMATION AND EDUCATION

- Collaborate with each patient's physician to help reinforce information that physicians provide, as appropriate.
- Use easily understood and appropriate language when giving patients information about health, special diets, tests, procedures, medications, etc. Avoid technical or professional jargon.
- Reinforce verbal instruction with teaching sheets or other written material whenever possible.

- A multidisciplinary approach will be used when providing patients and their families with information regarding tests and procedures.
- Customers with special needs (i.e. translators for non-English speaking customers, interpreters, amplification devices and closed-captioned television for the hearing impaired) will have those needs addressed by the Patient Services Dept.

CONFIDENTIALITY

- Information about patients is strictly confidential. Each colleague is responsible for insuring that is not compromised.
- Information about patients and their care must never be discussed in public areas such as elevators, lobbies, cafeteria, waiting rooms, or in any area where such discussion can be overheard by other employees, patients, or visitors.
- Information regarding the business of the hospital is not to be discussed in areas where such conversation may be overheard by patients, visitors or others.
- Only the _____ department is authorized to release information regarding patients and their conditions.

FOLLOW-THROUGH

- All colleagues will provide appropriate information to their supervisor's to Ensure that the best decisions are made on behalf of patients and the organization.

RESPONDING TO CUSTOMERS

Understanding that our customers are the most important people in our organization, they will be acknowledged and assistance offered as soon as they present themselves to a department.

- Colleagues will be alert to customers entering their area.
- When a customer enters any area of the organization, it is the responsibility of every colleague to greet that person and ask if they need assistance.
- Wait time must be kept to a minimum. Each department of the organization will develop and abide by standards that reflect reasonable wait times.
- Whenever a customer must wait for any reason, colleagues of that department will explain the reason for the delay and keep the customer updated every 15 minutes.
- Colleagues are expected to anticipate customer needs and make every attempt to see that they are met even before requested.

- If a colleague must leave the area or department before the customer has been attended to, s/he must explain to another colleague the status of customers who are waiting.

COMMITMENT TO COLLEAGUES

At St. Vincents Westchester, colleagues are linked together by a common purpose; to serve patients and the community. Our colleagues, therefore are our teammates. They deserve to be treated with respect and professionalism. Without their contributions we could not do our job. Just as we rely on them, they rely upon each of us. Each of us has obligations to our colleagues.

It is expected that every colleague will make this commitment to his/her teammates.

As colleagues with a shared goal of providing excellent health care services for our customers, I commit to the following:

- I will accept responsibility for establishing and maintaining healthy interpersonal relationships with you and every other colleague of this organization. I will talk to you promptly if I am having a problem with you. I will maintain confidentiality in issues that we discuss unless given permission to discuss with another individual.
- I will establish and maintain a relationship of functional trust with you and all other colleagues. My relationship with each of you will be equally respectful, regardless of job titles or levels of educational preparation.
- I will not engage in the bickering, backbiting or blaming.
- I will not complain about another team member.
- I will accept you as you are today, forgiving past problems.
- I will be committed to finding solutions to problems rather than complaining about them or blaming someone for them.
- I will affirm your contribution to quality customer service.
- I will remember that neither of us is perfect, and that errors are opportunities not for shame or guilt, but for forgiveness and growth.

OUR MISSION AND VALUES WILL GUIDE IN THE FOLLOWING:

- Rudeness is never appropriate. We must treat one another with courtesy and respect at all times.
- Treat every colleague as a professional. Recognize that we each have an area of

expertise.

- Show consideration. Be sensitive to a fellow colleagues inconvenience. Avoid eleventh hour requests. Consider one another's priorities in addition to your own.
- Be tolerant of fellow colleagues. Recognize that conflicts may exist among colleagues, but professional courtesy is expected. Set aside differences when working together for the benefit of the customer.
- Be supportive of fellow colleagues. Offer help when possible. Cooperation is expected in the workplace.
- Be loyal to the hospital and colleagues. Do not undermine other people's work. Be sensitive about what you say with regard to decisions made and activities sponsored by the organization.
- Welcome new colleagues. Demonstrate that our organization is a supportive environment in which to work.
- Be honest in all interactions.
- Respect the privacy of colleagues.
- Address problems by talking with your supervisor or human resources staff. Non supervisory colleagues may not have the authority to make procedural changes.
- Show respect and cooperation to colleagues by promptly returnING equipment and supplies to the appropriate place after use.

CUSTOMER WAITING

At St. Vincents Westhcester we recognize that customers' time is valuable. We strive to provide our customers with prompt service, always keeping them informed for delays and making them comfortable while they wait.

- In the event that a wait is necessary, the customer is to be advised of how long the wait will be.
- Waiting areas will be clean, uncluttered, and comfortable environments.
- If it becomes apparent that a scheduled service will be delayed, the customer is to be informed as soon as possible. In the event of an outpatient service delay, the customer may decide whether to wait, come later, or make a new appointment.
- Every department will have a maximum standard for acceptable waiting time for scheduled appointments. However, customers may experience further delays due to

multiple tests, or while patients with more serious conditions are being treated. In such situations, customers must be updated about their status at least every 30 minutes. (You decide what the standard will be here).

- Refreshments and reading materials will be offered to waiting customers, when appropriate.
- Always thank customers for waiting due to unforeseen delays.

HANDLING CUSTOMER COMPLAINTS

A complaint from a customer is a gift. It has been said that a dissatisfied customer will generally tell ten other people about their unfortunate experience. When a customer comes to us with their complaint, they are giving us the opportunity to correct the situation—a second opportunity to provide an excellent experience. We must respond quickly and appropriately to customer complaints in a systematic and organized manner. Any St. Vincent's Westchester colleague may be approached by an unhappy customer. Every St. Vincent's Westchester colleague is expected to do whatever is necessary to help the customer reach a satisfactory resolution to the situation.

VERBAL COMPLAINTS

- When complaints are verbalized, either in person or by telephone, colleagues are expected to make every effort to resolve the complaint immediately.
- Colleagues accepting the verbal complaint will listen attentively, asking clarifying questions. Make eye contact. Avoid interruptions. Accept and acknowledge the customer's feelings. Apologize for the inconvenience. Reinstill his/her understanding of the problem to be certain that it was clearly understood. Thank the customer for bringing this to your attention. Take appropriate action to assure that the situation is quickly corrected. Process the complaint according to the St. Vincent's Westchester complaint management systems.
- In the event the complaint requires intervention by a supervisor or another department, a Complaint Intake Form will be completed and forwarded to the _____ Department. The caller will be informed of the action and assured that they will receive a response the next business day.
- For complaints of an urgent nature received during non business hours, colleagues will forward the Intake Form to the _____ office. This office will immediately handle the complaint.
- Resolution of the complaint will be documented and forwarded to the _____ office for tracking.

WRITTEN COMPLAINTS

- Written complaints may be received by three means: Press, Ganey surveys, letters, or 3-C cards. All written complaints will be forwarded to the ____ dept. and will be processed within one business day of receipt.
- Resolution will be coordinated with the appropriate colleagues and documented for tracking purposes.

CUSTOMER PRIORITY LINE

- A toll free customer service hot line is available 24 hour a day, seven days a week for all customers.
- The hot line number is posted in all patient rooms and at all check out points through the health system.
- The customer hot line is intended to be one option for customers to express a concern or ask for assistance with a problem concerning our services. Colleagues are not to defer verbal complaints to the customer hot line. Whenever a colleague is approached with a verbal complaint, every effort is to be made to resolve the situation involving as few people as possible.

3-C CARDS

- 3 C Cards are available to customers throughout the organization. These cards are intended to provide customers with the opportunity to express their Concerns, Complaints, and Compliments.
- These cards will be reviewed regularly and complaints/concerns will be handled according to our standards.
- Compliments will be forwarded to the appropriate colleagues for recognition.

DIFFUSING THE ANGRY CUSTOMER

Due to the intensive environment of healthcare, and personal issues at stake, customers' emotions are often on edge. Occasionally these emotions evolve into anger or frustration. At St. Vincents Westchester it is our intention to treat every individual with respect, dignity and compassion.

- When an angry customer confronts a colleague with a problem, the colleague will stop what s/he is doing, maintain eye contact, and listen closely to what the customer is saying. If the customer is on the telephone, the colleague will make appropriate remarks of acknowledgement and understanding.
- Allow the customer to completely voice his/her concern without interruption. Do not

argue with the customer or become defensive.

- Accept and acknowledge the person's feeling. For example, "I can see that you are very frustrated by this situation. I would be, too, if that happened to me."
- Ask questions to gather as much information about the situation as possible. Try to sort out the emotion from the actual issues. Stick to the issues, bringing the customer's focus back as necessary.
- Speak calmly and slowly as you respond to the customer. Express that you are sorry for the inconvenience that they experienced and that you want to do whatever you can to resolve the problem.
- Suggest solutions to the problem at hand, making certain that any promises made are within your scope of authority to carry out. Get the customer's agreement on a solution. If you promise to follow up with the customer on a defined date/time, be certain that you do so.
- Thank the customer for giving you the opportunity to resolve the situation.
- If you need assistance with the resolution, bring it to the attention of your supervisor.
- Always document complaints, follow up and submit the complaint form to the ____ department for tracking.

ELEVATOR ETIQUETTE

Elevator etiquette can create a favorable impression for patients, visitors, and colleagues. Good elevator manners contribute to patient satisfaction and smooth transportation.

- Whenever possible, colleagues will take the stairs in order to free elevators for patients, family members, and other visitors to our organization.
- When colleagues use elevators, they are expected to use this as an opportunity to make a favorable impression. Smile and speak to fellow passengers.
- Do not discuss patients, their care, or organization business on elevators. This is important to maintain confidentiality and organization integrity.
- When transporting patients in wheelchairs, always face the patient toward the elevator doors.
- When a patient on a bed or stretcher is being transported by elevator, do not allow the patient to be surrounded by other visitors or colleagues. Politely ask others to wait for another elevator.

- Pause briefly before attempting to board an elevator and hold the door or "open door" button for other passengers.
- Colleagues are expected to step to the site of the elevator, allowing patients and people with disability to be near the doors.
- When escorting someone, colleagues are expected to hold the elevator doors and allow the individual to enter first. When leaving the elevator, hold the "open door" button for others to exit, then exit last.
- When escorting a patient or visitor who is leaving the building, colleagues are expected to walk the individual to the elevators.

PRIVACY

We will ensure our customers' right to privacy and modesty by creating and maintaining a secure and trusting environment. When entrusted with a customer's affairs, we will treat all information as confidential. Discussion of these matters will be restricted to situations where information is necessary to meet the customer's health needs.

Our concern for privacy will promote peace of mind and lessen their anxiety.

CONFIDENTIALITY

- Do not discuss customers in public areas (elevators, hallways, cafeteria, outside patient rooms, waiting areas).
- Interview customers in private. Close doors if available, close curtains when indicated, and keep a distance between customers when conducting the interview.
- Respect the privacy of customers when communicating with them.
- Respect colleagues privacy by eliminating gossip. Customers also hear this unprofessional and demeaning talk.
- Patient records must be kept confidential.

MODESTY

- Always knock before entering a room.
- Provide proper sized gowns and robes for patients.
- Provide a robe or blanket when ambulating a patient or transporting in a wheel chair, bed or gurney.

- Close curtains or doors during examinations.

SAFETY AWARENESS

Safety and the maintenance of an accident free work environment is the responsibility of all colleagues. "Think safe, act safe, be safe, stay safe" is the safety awareness creed. That is a fundamental part of your job. Accidents are result of actions and attitudes that you can help eliminate.

MAINTAIN A SAFE ENVIRONMENT

- Report all accidents promptly and completely.
- If you see a safety hazard, correct it if possible, report it if not.
- Do not take unnecessary chances.
- Know the policies and procedures, both organization-wide and departmentally, relating to safety issues.
- Protect your back when lifting, pushing, pulling or carrying. Get help when necessary.
- Be aware of potential chemical hazards.
- Respect all machinery. Be sure it is in good working order and use it in the proper manner.
- Prevent slips, trips and falls.
- Be prepared for emergencies and know the correct and prompt actions to take.
- In in doubt, ASK.

SENSE OF OWNERSHIP

Every colleague must feel a sense of ownership toward his or her job. This means taking pride in what we do, feeling responsible for the outcomes of our efforts, and recognizing our work as a reflection of our ourselves.

Take pride in this organization as if you owned it.

- Be sure you know and understand the responsibilities of your job. Take charge of and accept these responsibilities.
- Adhere to organization and departmental policies regarding tardiness, breaks and time clocks. Do not "ride" time clocks by leaving your work area early and waiting at the time

clock to punch out.

- Keep your work area and surrounding environment clean and safe. No food or drink in your work area should be visible to any visitor or customer.
- Strive to do the job right the first time. Focus on customer needs.
- Do not say, "it is not my job." If you are unable to meet a request, be responsible for finding someone who can.
- Perform your work in a timely manner. Meet customer needs as soon as possible.
- Complete tasks. If interrupted, return to the job as soon as possible. If you are unable to finish a task, find someone who can.
- Conduct yourself as a professional.
- Live the values of the organization.