

Solution: Behavior Standards

Introduction to Behavior Standards

Leaders may find themselves frustrated with the behavior of their employees. It is difficult to understand sometimes why people behave as they do. To start on the path to improving behaviors (in individuals and in your entire organization), you must clearly state expectations for behavior. Behavior Standards are a great way to do this.

Most healthcare organizations (and other businesses) have a Code of Conduct or certain policies that resemble Behavior Standards. Most often, these codes and policies are found in Handbooks and Policy Manuals – but are rarely found “alive” in the organization. In a journey to excellence, Behavior Standards have a major role as these become the model for daily actions by everyone in the organization. The standards demonstrate a balanced approach – quality, service, people, growth, finance, community – to behaviors across the organization.

Creating Behavior Standards

- The standards are created by an employee group (e.g., your Employee Experience team if you have one).
- Employees should be selected to participate in the development of these standards because they already display behaviors that are positive for the culture.
- Behavior Standards should be simply stated; easily understandable; yet as specific as possible.
- Behavior Standards define how we **do** want our employees, leaders and physicians to behave. Works Rules define how we **do not** want that same group of employees to behave.
- Do not create a standard for something that you are not going to hold people accountable to. It is better to have no standard related to that behavior, than to have a standard that isn't upheld.

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Tips for Utilizing Behavior Standards as a Key Tool for Success

- Once the standards are developed, there should be a commitment event. This is a time for all leaders, employees and physicians to commit to the standards and to celebrate the start of a new culture. The leaders go first in committing to the Behavior Standards.
- The Employee Experience team regularly provides educational reminders to employees regarding the Behavior Standards.
- The Employee Experience team initiates campaigns for standards that require more effort to reach a high level of compliance, such as a Positivity Campaign or a “Hi in the Hallway” Campaign
- Targeted standards can be part of a department-specific commitment event to assist if the team is struggling with behaviors (see Page 6).
- Leaders recognize employees for upholding the Behavior Standards. What is recognized gets repeated. The focus is to bring the Behavior Standards “alive” in a positive way in the culture. The “Compliments to Criticism Ratio” of 3:1 applies to a leaders’ communication with employees regarding Behavior Standards. Therefore, be mindful to provide three times as much recognition as you do coaching.
- The standards are referred to in the work rules and subject to discipline.
- The standards are scored elements on annual performance evaluations.
- Behavior Standards are re-committed to each year.
- Self-evaluations are conducted annually (see example on Page 7).
- The standards should become part of union contracts, if applicable.
- They are part of the application process for new hires. Applicants cannot be interviewed until they have reviewed/signed the Behavior Standards. We often “hire for skill and fire for behavior”; yet, we should “hire for behavior and train to skill”.
- Employee-to-Employee accountability (vs. just Leader-to-Employee accountability) regarding Behavior Standards will develop over time. You know that your culture is changing in a positive way when employees will recognize each other for upholding the standards and/or “call each other out” on violations of Behavior Standards.

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Sample Behavior Standards: OSUHS

Be Committed to Preserving Dignity

- I will call a person by his/her last name, unless the person has given me permission to use their first name
- I will keep confidential information private by not discussing or displaying it inappropriately
- I will ask permission when requesting assistance or involving others, or performing treatment

Explain what you are doing

- I will keep others informed and explain delays, changes or altered expectations
- I will avoid using jargon, acronyms, slang and other confusing forms of communication
- I will inform others that I'm assisting as to what they can expect next

Handle with Care

- I will acknowledge a person's presence when in the same room
- I will use words, body language, and tone of voice that demonstrate kindness and compassion
- I will give my full attention and take my time when assisting others

Apppearance

- I will always maintain eye contact while assisting others
- I will always wear my name badge above my waist and follow the hospital and department policies regarding appropriate dress for my area
- I will maintain a clean and safe environment

Vital Telephone Techniques

- I will answer calls within three rings; identify my area and myself. Then ask, "How may I help you?"
- I will provide the correct number and stay on the line when transferring calls
- I will ask their permission before placing callers on hold

Introductory Impressions

- I will introduce myself by name, title and with a smile
- I will seek out opportunities to help others
- I will anticipate other's needs and offer assistance

Outstanding Assistance

- I will ask, "Is there anything else I can do for you today?"
- I will give customers priority over all personal interactions
- I will find someone who can help, if I cannot
- I will look for opportunities to thank others

Respect/Courtesy

- I will acknowledge others with a smile, a hello, or another appropriate gesture
- I will allow others the right of way when entering or exiting elevators and doorways
- I will treat my co-worker as a valued customer

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Sample Behavior Standards: Sharp HealthCare



It's a Private Matter

Confidentiality — Sharp HealthCare protects customers' confidentiality, privacy and modesty in all situations. We are sensitive to the personal nature of health care, and we do everything we can to earn the trust that others place in us. We strive to promote peace of mind and relieve anxiety.



To "E" or Not to "E"

Email Manners — Using email may save the sender time, but may not always be the most appropriate or expedient way to communicate. Use discretion in sending, responding to and forwarding email. Remember that electronic messages can be subpoenaed and used as evidence in legal proceedings.



Vive la Différence

Diversity — At Sharp HealthCare, we know that our differences, unique talents and varied backgrounds come together to create a stronger whole.



Get Smart

Increasing Skills and Competence — Sharp HealthCare is committed to helping its employees, leaders and physicians learn and grow. Professional development demonstrates a desire to continually enhance the delivery of health care. We encourage innovation and constant improvement in efficiency and effectiveness.



Attitude Is Everything

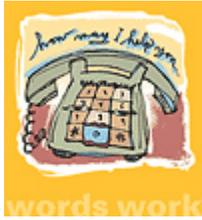
Create a Lasting Impression — We treat every customer as if he/she is the most important person in our workplace. Our behavior and attitude create a positive first impression that is lasting. We strive to exceed expectations.



Thank Somebody

Reward and Recognition — Reward and recognition are central to the Sharp culture. We express gratitude and appreciation to one another. We celebrate our accomplishments and hard work to make Sharp the best place to work, practice medicine and receive care.

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Make Words Work

Talk, Listen and Learn — We communicate with courtesy, clarity and care in all verbal and non-verbal messages. We listen attentively to customers to understand their needs and to ensure they comprehend information we provide to them.



All for One, One for All

Teamwork — Sharp team members share a common purpose: to serve our customers. We build each other up; we share our successes, failures, information and ideas.



Make It Better

Service Recovery — When The Sharp Experience doesn't go right for a customer, we pledge to make things better. We listen and respond with empathy, and apologize for not exceeding expectations. We are proactive in making amends, even in difficult situations.



Think Safe, Be Safe

Safety at Work — It is essential that we provide a hospitable, healing, healthy and safe environment at Sharp HealthCare. We identify and report safety hazards promptly, and apply remedies whenever needed.



Look Sharp, Be Sharp

Appearance Speaks — When we dress, groom and maintain our workplace with care, we show respect for our customers and give them confidence in our ability to care for them.



Keep in Touch

Ease Waiting Times — Keeping our customers informed puts them and their families at ease. We are committed to sharing information and acknowledging the presence of our customers at all times.

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Sample Behavior Standards Department Recommitment

Food and Nutrition Services

Commitment to My Co-Workers

- I will respect my fellow co-workers by not indulging in hurtful conversation (i.e., avoid gossiping, backstabbing and bullying).
- I will not engage in the “3B’s (Bickering, Back-biting and Blaming). I will practice the “3C’s” (Caring, Committing and Collaborating) in my relationship with you and ask you to do the same with me.
- I will always be open to give help, ask for help and accept help.
- I will talk to you promptly in a private location if I am having a problem with you. The only time I will discuss it with another person is when I need advice or help in deciding how to communicate with you appropriately.
- I will remember that neither of us is perfect and that human errors are opportunities, not for shame of guilt, but for forgiveness and growth.
- I will respect and treat all co-workers equally regardless of a person’s work experience or job position.
- I will provide positive feedback to my co-workers for their quality of work and contribution to our organization.
- I will arrive and be ready to perform my job duties at my scheduled time. I will honor the time and attendance policy.
- I will put work first, while on duty.
- I will be a positive example for others.

Attitude

- I will show compassion by accepting others concerns as my own.
- I will show consideration for others by treating everyone as the most important person. Rudeness and sarcasm are never appropriate.
- I will accept constructive criticism.
- I will address problems in a professional respectful manner.
- I will smile and make eye contact.

I am re-committing to the Behavior Standards. In particular, I have re-read the above sections on Commitment to My Co-Workers and Attitude and agree to commit to being part of improving the Work Environment in Food and Nutrition Services Department.

Employee Signature

Date: ____ / ____ / ____

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Appendix: Sample Annual Behavior Standards Evaluation

Standards	Leader		Employee	
	Always	Needs Improvement	Always	Needs Improvement
COMMUNICATION				
I will apply the positive communication standards.				
I will support a free exchange of ideas and opinions at all levels of the organization.				
I will support the flow of information (vertical & horizontal). I will read & respond timely to communications. I will follow telephone & email etiquette.				
I will be responsible for attending and participating in department and other employees meetings				
APPEARANCE				
I will adhere to the dress code (see HR Policy)				
I will keep my work space and the common spaces of the building neat, clean and free of clutter.				
COMMITMENT TO MY CO-WORKERS				
I will respect my fellow co-workers by not indulging in hurtful conversation (i.e., avoid gossiping, backstabbing and bullying).				
I will not engage in the "3B's" (Bickering, Back-biting and Blaming). I will practice the "3C's" (Caring, Committing and Collaborating) in my relationship with you and ask you to do the same with me.				
I will always be open to give help, ask for help & accept help.				
I will talk to you promptly in a private location if I am having a problem with you. The only time I will discuss it with another person is when I need advice or help in deciding how to communicate with you appropriately.				
I will remember that neither of us is perfect and that human errors are opportunities, not for shame of guilt, but for forgiveness and growth.				
I will respect and treat all co-workers equally regardless of a person's work experience or job position.				
I will provide positive feedback to my co-workers for their quality of work and contribution to our organization.				
I will arrive and be ready to perform my job duties at my scheduled time. I will honor the time and attendance policy.				
I will put work first, while on duty.				
INTEGRITY				
I will take ownership of my job duties.				
I will be professional by being trustworthy and honest.				
I will be professional by taking pride in my organization				
I will identify and report safety/quality concerns promptly and apply remedies whenever needed				

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Standards	Leader		Employee	
	Always	Needs Improvement	Always	Needs Improvement
ATTITUDE				
I will show consideration for others by treating everyone as the most important person. Rudeness and sarcasm are never appropriate.				
I will accept constructive criticism.				
SERVICE				
Confidentiality:				
I will follow HIPPA rules and regulations. I will not discuss confidential information in public areas. I will not share information with family, friends or community members. I will not divulge or seek to collect patient information unless it relates to my job duties. I will not access department census information unless it is required to do my job. I will place appropriate material with patient/employee identifying information in the appropriate receptacle for shredding.				
Customer First:				
I will treat everyone as if they are the most important person in our facility. I will be courteous and friendly. I will use good manners (Please, thank you, excuse me) I will ask people in the hallways who appear to need assistance, if I can help them. I will acknowledge patient dissatisfaction; apologize for the inconvenience, strive to remedy the situation. If I am unable to remedy the situation, I will find someone who can. I will make every effort to respect patient privacy and treat all with dignity (Close curtains, bathroom doors, gowns, offer choices, blankets, etc.) I will be sensitive to everyone's physical, emotional and psychosocial needs. I will make every effort to assure patient comfort.				

Self Evaluation Score

4+ Opportunities to Improve	2-3 Opportunities to Improve	One Improvement Opportunity	ALWAYS	Teaches/Role Models/Promotes
1	2	3	4	5

Leader Evaluation Score

4+ Opportunities to Improve	2-3 Opportunities to Improve	One Improvement Opportunity	ALWAYS	Teaches/Role Models/Promotes
1	2	3	4	5

Comments:

_____ Date: ___/___/___
Employee

_____ Date: ___/___/___
Leader