



Performance Standards of Excellence

Performance standards have been developed for all AVH team members to follow. These standards establish specific behaviors that team members are required to practice while on duty. Compiled by team members themselves, these behaviors are demonstrated by Androscoggin Valley Hospital's conscientious and caring work force. By incorporating them as standards of excellence, we reinforce these behaviors, make it clear that they are expected, and encourage team members to be diligent about practicing them.

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Dear Fellow Employees:

Androscoggin Valley Hospital is dedicated to providing a welcoming and safe environment in which all employees respect each other's unique qualities, skills, and contributions. We are committed to fostering a healing environment where our performance standards are an essential part of our culture and daily life. These Performance Standards will effectively define you as an individual and us as an organization. It will serve to set us apart with a generosity of spirit and propel us to greater heights in our effort to serve our patients.

Thank you for helping to make AVH a special part of our community.

A handwritten signature in black ink, appearing to read 'Russell G. Keene', with a stylized initial 'R' and a horizontal line at the end.

Russell G. Keene
Chief Executive Officer

Sense of Ownership

Every AVH team member must feel a sense of ownership toward his or her job. By this we mean taking pride in what we do, feeling responsible for the outcomes of our efforts and recognizing our work as a reflection of ourselves.

Take pride in the organization as if you owned it.

- Be sure you know and understand the responsibilities of your job. Take charge of and accept these responsibilities.
- Do not say, "It's not my job." If you are unable to meet a request, be responsible for finding someone who can. Be a team player. Be productive and efficient.
- Adhere to organizational and departmental policies regarding tardiness, breaks, lunch periods and time clocks. Do not "ride" time clocks by leaving your work area early and waiting at the clocks until it is time to punch out.
- Keep your work area and surrounding environment clean and safe.
- Strive to do the job right the first time. Focus on customers' needs.
- Look beyond your assigned tasks. Your responsibility does not end where your co-workers' responsibilities begin. In most situations, responsibilities merge and blend. When it is appropriate for you to perform a service, do so.
- Perform your work in a timely manner. Meet customers' needs as soon as possible.
- Pay attention to details.
- Complete tasks. If interrupted, return to the job as soon as possible. If you are unable to finish a task, find someone who can.
- Always conduct yourself as a professional.
- Live the core values of the organization.

Attitude

As team members of AVH, we are committed to providing the highest quality of service by meeting our customers' needs with utmost care and courtesy. This commitment must be reflected in our behavior:

- Exceed our customers' expectations by going above and beyond and consistently practicing AIDET.
- Recognize that our customers have a sense of urgency and show them we value their time. Customers are not an interruption of our work; they are our reason for being here.
- Promptly welcome customers in a friendly manner, smiling warmly and introducing yourself. Don't allow anyone to feel ignored.
- Listen carefully to what our customers have to say. Avoid interrupting people unnecessarily.
- Treat everyone as if he or she is the most important person in our facility. Treat all people with respect.
- Rudeness is never acceptable.
- Meet our customers' immediate need or gladly take him or her to someone who will.
- Apologize for problems and inconveniences.
- Utilize the AVH Service Recovery Program for unexpected inconveniences.
- Thank our customers for choosing our Hospital.

Commitment to Team Members

As AVH team members, we are linked to one another by a common vision and mission:

“Leading the Way to a Healthier Future”

- Treat one another with courtesy and respect. Rudeness is never acceptable.
- Treat every co-worker as a professional.
- Show consideration. Avoid eleventh hour requests. Consider another’s priorities in addition to your own.
- Be tolerant of fellow employees. Recognize that conflicts may exist among co-workers, but professional courtesy is expected. Set aside differences when working together. Realize we all have personal shortcomings. Realize we all have personal strengths.
- Be supportive of fellow employees. Promote teamwork and offer assistance. Work to productively resolve conflicts within and between departments.
- Be loyal to your co-workers and AVH. Don’t undermine other people’s work. Be tactful in what you say.
- Welcome new team members. Be supportive by offering help and setting an example of the cooperation expected in the workplace.
- Be honest in all interactions with co-workers.
- Respect the privacy of fellow employees.
- Do not chastise or embarrass fellow workforce members in the presence of others.
- Promote respectful and professional discussion. Comments or jokes regarding race, sex, religion, color, national origin, age, sexual orientation or disability will not be tolerated.

Communication

We must be committed to listening attentively to our customers in order to fully understand their needs. Close attention will be given to both verbal and nonverbal messages. Our messages to customers should be delivered with courtesy, clarity and care. Use AIDET.

Greetings and Introductions:

- Every customer will be greeted with a warm and friendly smile.
- Employees will introduce themselves promptly.
- Use “please” and “thank you” in all conversations when appropriate.
- Listen to your customers’ concerns in ways that show them you care.

Telephone Etiquette:

- All employees must know how to operate the telephones in their areas. When transferring a call, first provide the caller with the correct number in case the call is lost.
- Attempt to answer calls within three rings or as soon as possible.
- Answer all calls by identifying your department and yourself, asking “How may I help you?” or the equivalent. Speak clearly and use a pleasant tone.
- Get the caller’s permission before putting him or her on hold and provide them with a brief explanation as to why they are being put on hold when appropriate. Thank the caller for holding when you return to that line.
- Acknowledge callers on hold. Give the status of their calls and ask if they want to continue to hold.
- Phones will be placed on voice mail only when necessary.
- Limit personal phone calls. Comply with the cell phone policy.

Giving Directions:

- Observe customers and visitors. If someone appears to need directions, offer to help. Personally escort customers whenever possible.

Customer Information and Education:

- Help reinforce information that the physician/practitioner provided.
- Use easily understood and appropriate language when giving patients information about their healthcare. Avoid technical or professional terminology.
- Reinforce verbal instruction by providing visual and/or written material whenever possible.
- Whenever possible, a multi-team approach will be used when providing patients and their families with information regarding tests and procedures.
- Customers with special communication needs will have those needs addressed appropriately by team members.

Privacy

Our concern for customers' privacy will help promote peace of mind, lessen their anxiety, and enhance AVH's reputation for professionalism.

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 circumstances where the information is necessary to meet the customers' health needs.

Confidentiality:

- Information about patients is strictly confidential. Every employee is responsible for ensuring that confidentiality is not compromised.
- Information about patients and their care must never be discussed in public areas such as hallways, lobbies, the cafeteria or waiting rooms. Likewise, hospital business must not be discussed in public areas.
- Release of information may be done by any trained hospital team member in accordance with hospital policies and procedures.
- Interview customers in privacy. Close curtains or doors during examinations, procedures or when otherwise needed.
- Communicate with our customers' families and significant others in a private manner. Conversations between employees and customers should always be conducted with discretion.
- Patient records must be kept confidential.
- Do not participate in gossip. This is neither good for staff or customers to hear.

Modesty:

- Always knock before entering.
- Provide proper size gowns for customers.
- Provide a robe or second gown when a customer is ambulating or in a wheelchair. Provide sheets or blankets when a customer is being transported.

Customer Waiting

At AVH we recognize that our customers' time is very valuable. We strive to provide our customers with prompt service, always keeping them informed of delays and making them comfortable while they wait. Our goal is to minimize the amount of time a customer has to waste while waiting for service.

- If it appears that treatment may be delayed, inform the customer prior to the appointment, if possible. Let the customer decide whether to come in later or reschedule the appointment. Apologize for any inconvenience.
- If the treatment will be delayed, inform the customer. Explain that you anticipate a delay. Ask the customer to let you know if the wait is greater than 15 minutes.
- Apologize for the delay. Offer an explanation and update anticipated wait time if known/available.
- Provide a comfortable atmosphere for waiting customers. Show family members where they can find refreshments and reading materials. Despite the 15 minute courtesy update, be certain to provide customers with a formal update every 30 minutes.
- Always thank customers for waiting and apologize for delays.
- Utilize the service recovery program, if appropriate.

Hallway Etiquette

Hallway etiquette can create a favorable impression for our patients, visitors and co-workers. Good hallway manners contribute to patient satisfaction.

- Use the hallways as an opportunity to make a favorable impression. Smile at, acknowledge and speak to fellow employees, visitors and patients.
- Do not discuss patients, their care or hospital business in the hallways.
- When transporting patients in wheelchairs, move in a slow, steady movement and talk to the patient.
- When transporting patients through hallways, make sure their attire is appropriate to maintain modesty and that their comfort level has been met.
- When entering a hallway with a patient in a wheelchair or on a bed or stretcher, always make sure the way is clear before pushing the patient through.

Call Lights

We will answer call lights in a way that demonstrates the care, courtesy and respect our customers deserve.

- The appropriate caregiver will respond with a solution to a patient's call or request promptly. If the caregiver is busy with another patient, an appropriate co-worker should meet the request. Help one another.
- Ensure continuity of care by properly reporting to relief caregivers before leaving the nursing unit for breaks, meals or other reasons. Return from breaks and meals promptly.
- Notify the patient when you will return rather than having the patient call back.
- Adhere to one-hour rounding schedule to address routine patient needs.

Appearance

Our appearance represents AVH. Grooming and dress reflect the respect we have for our customers. While on duty, we will first consider our customers' expectations in how we present ourselves. Our words and actions will convey a willingness to serve the customer. We will take pride in our facility and do our part to maintain a clean and organized work place.

Personal Appearance:

- Our dress will always be professional, tasteful, tidy and discreet.
- All customers will be greeted with a warm and friendly smile– great customer service.
- Identification badges will be properly worn at all times while on duty and not defaced.
- Departmental policy dress code will be followed (proper uniform/clothing, footwear, jewelry, perfume/scents).
- Good personal hygiene is expected.
- Clinical staff will not wear artificial nails.

Facility and Environmental Appearance:

- Take ownership for the appearance of AVH campus by picking up and disposing of trash inside and outside of the facility.
- When we spot spills, we will see to it that they are cleaned up. We will be especially concerned about any debris or spill that could cause someone to slip and fall.
- Equipment will be returned to its proper place.
- Equipment should never be left in front of a doorway for patients or employees to have to go around.
- Workstations should be kept neat and orderly.
- Avoid eating in public areas. Take breaks away from the view of customers.
- Take responsibility for reducing noise in patient care, work and public areas. Minimize chatter.
- Park in designated areas to maximize customer and visitor convenience.

Safety Awareness

Safety must be the responsibility of all AVH team members to ensure an accident-free environment. This responsibility is a fundamental part of your job performance. Accidents are often the result of fatigue, frustration, complacency, and rushing.

Maintaining a Safe Environment:

- Report all accidents and incidents promptly and thoroughly.
- If you see a safety hazard, correct if possible; report if not.
- Know and comply with the policies and procedures, both hospital-wide and departmental, relating to safety issues.
- Practice safety as a courtesy to your co-workers, your patients and all others.
- Protect your back when lifting, pushing, pulling or carrying. Use lifting equipment and get help if necessary.
- Be aware of potential chemical hazards, as it is your right to know. Know how to access and use Dolphin software to locate MSDS (Material Safety Data Sheet) information.
- Be sure all machinery is in good working order and use it in the proper manner. Utilize lock out, tag out, as appropriate.
- Use protective clothing and equipment (PPE) when appropriate. Always use standard precautions when caring for patients to protect you and your patient.
- Be aware of your surroundings.
- Prevent slips, trips and falls.
- Wear appropriate footwear.
- Comply with hand hygiene requirements.
- Be prepared for emergencies and know the correct and prompt actions to take.
- Know all Hospital codes.
- Look out for fellow employees. Encourage safe practices. If you witness potentially hazardous situations, be sure to address them.

Organizational Values

1. **Quality and Service**: AVH will provide compassionate care and service exceeding healthcare industry benchmark results in clinical outcomes, patient safety and service.
2. **People**: AVH will be the employer of choice within the Berlin community and a leader in employee satisfaction and Medical Staff relations. The Hospital will create a supportive organizational culture by promoting leadership development and employee retention.
3. **Finance**: AVH will achieve stable and positive financial results so that it may fulfill its mission and sustain future viability.
4. **Community**: AVH will achieve community respect by building credibility with regard to the services offered, demonstrating good corporate citizenship/leadership, and differentiating itself from competing area healthcare providers.
5. **Growth**: AVH will strive to achieve fiscally responsible growth in volume and services, while ensuring quality care and patient satisfaction.



Performance Standards of Excellence

ACKNOWLEDGMENT

I have read and understand the Performance Standards of Excellence developed by my peers.

By signing this document, I agree to meet or exceed in the areas of excellence defined in this handbook.

I agree to hold myself and encourage other staff members to be accountable to these standards.

Employee Signature

Date

Please clip and forward this signed Acknowledgment page to Human Resources. Thank you.

AIDET

AVH team members are required to use AIDET.

A	Acknowledge	Greet customers in a pleasant manner.
I	Introduce	Share your name and years of experience and highlight your skills and expertise to increase credibility.
D	Duration	Share your length of service/process.
E	Explanation	Provide customers with details of the procedure/process.
T	Thank You	Thank customers for choosing AVH. Ask if you could be of further assistance.

“I have the time.”



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Produced by the
AVH Standards Team

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