Performance Excellence
Mission, Vision & Values

Our Mission Statement:
Froedtert & the Medical College of Wisconsin advance the health of the communities we serve through exceptional care enhanced by innovation and discovery and teaches the next generation of health care professionals.

Our Vision Statement:
Froedtert & the Medical College of Wisconsin will be the region’s premier health system by demonstrating superior value through an academic-community partnership and aligning health care delivery across the region.

Our Values:

**Partnership**
Partnering with patients, families and other organizations; collaborating with co-workers and colleagues

**Responsiveness**
Meeting the needs of the community in prevention, wellness and providing integrated care for all ages

**Integrity**
Using resources wisely; building trust

**Dignity and Respect**
Creating an inclusive and compassionate environment for all people

**Excellence**
Demonstrating excellence in all we do
**Purpose**

Performance Excellence describes how we do our work. The purpose of our Standards is to guide us in all interactions, so we develop, maintain, and/or improve relationships with every one of our customers*. Our goal with every interaction is to create a positive memorable experience. These Standards can be summed up in the Platinum Rule: treat others as they want to be treated.

**Definition**

A customer is anyone who has an expectation. In addition to patients and families, we serve and partner with others such as visitors and suppliers who are customers in the traditional sense of the word. We also serve customers who work inside our system and rely on us for the services, products, and information they need to get their job done. We provide the same level of care and consideration to all customers.

**Accountability**

All staff are involved in supporting our service culture. We choose to be accountable for fulfilling our responsibilities to our customers and each other. Our actions demonstrate our personal commitment and responsibility to the success of patient outcomes and the organization. In doing so, we follow through on our promises and commitments, take ownership in resolving concerns or problems and hold each other accountable for following policies, organizational initiatives and customer service standards.

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*Please note this not an exhaustive list of customer service standards associated with working at Froedtert Health.*
Professionalism
• I maintain a positive attitude, accept new ideas and embrace change.
• I interact with all customers in a courteous and professional manner.
• I stay informed of organizational changes, policies and information by attending meetings and reading internal communications.
• I always wear my ID badge above my waist, so customers can easily identify me by name.
• I park in my designated parking area, leaving closer parking for patients and visitors.
• I escort individuals, if necessary, to their final destination or find someone else who can.
• I utilize resources wisely and look for ways to reduce cost.
• I continuously learn so I’m able to improve the quality of my work.
• I am sincere, respectful and non-judgmental with others including during times of stress and conflict.
• I arrive at my work station on time, prepared to provide excellent service.
• I am engaged and attentive during meetings and educational sessions.

Safety and Environment
• I follow proper hand washing techniques to reduce the risk of infection.
• I correct and/or report all safety concerns to prevent incidents.
• I follow all safety and staff health guidelines according to policy.
• I proactively work to maintain a clean and quiet environment.
• I actively involve patients to assure a safe experience.
• I pick up debris in public areas.

Teamwork
• I collaborate with others to meet or exceed customer expectations in a timely manner.
• I help new team members to feel welcomed and supported.
• I am flexible in meeting work demands and willingly assist team members.
• I view challenges as opportunities for improvement and foster the spirit of teaching and learning from each other.

Communication
• I use AIDET (Acknowledge, Introduce, Duration, Explanation, Thank) throughout my interactions.
• I “manage up” by communicating positively to build trust and confidence in the organization and staff.
• I communicate delays and provide assistance as needed, demonstrating a sincere desire to help.
• I communicate in a respectful and genuine manner.
• I use words patients and customers will understand, at an appropriate pace.
• I listen attentively, with concern and sensitivity.
• I use appropriate body language and tone of voice.
• I use L.A.S.T (Listen, Apologize, Solve, Thank) for service recovery.
• I ask, “Is there anything else I can do for you?” prior to ending my interactions.

Confidentiality and Privacy
• I only access, use, disclose or share confidential information when carrying out legitimate job functions (this includes organizational, departmental, personal and patient information).
• I validate patient identifiers before disseminating confidential information to prevent it from being handed out, mailed, faxed or e-mailed to the wrong patient.
• When patients are someone I know, I acknowledge them when seen, but do not inquire about the reason for their visit nor seek or access information about them.
• I will safeguard confidential information, not leave it in plain sight or insecure (e.g. computer screens, computer reports, employee information).
• I knock and announce myself before entering a room.
• I close curtains and doors to protect patient privacy.
• I take preventive measures to limit others from overhearing private conversations.

Dignity and Respect
• I value, support and promote workforce and supplier diversity in our organization.
• I value diversity and understand it means more than race or gender: age, lifestyle, beliefs, language, financial status, education, race, communication style, etc.
• I practice the Platinum Rule (treat others the way they want to be treated) to ensure expectations are met or exceeded.
• I encourage an environment where all individuals are able to contribute their skills and talents and reach their fullest potential.
• I use appropriate interpreters and translated documents, when needed, to assure accurate and complete communication.
• I refuse to engage in, and will “call out” behavior such as gossip, talking behind someone’s back or bullying.
• I do not use language or terms that are hurtful, disrespectful or discriminatory to others.
• I will not make assumptions and judgments about people based upon their appearance.

Etiquette
• I use common terms of courtesy such as “please,” “thank you” and “excuse me.”
• I answer external phones utilizing organizational telephone standards.
• I return phone messages and reply to e-mails within 24 hours during the regular business week.
• I keep my voice mail message greeting current and always include:
  o my name, organization and department
  o how caller can have immediate needs met
• I provide the correct number before transferring a call.
• I ask permission before putting a call on hold or transferring to voice mail.
• I send e-mails that are courteous, brief and to the point.
• I use appropriate words when sending e-mail and will not type in all CAPITALS.
• I follow the Froedtert & the Medical College of Wisconsin Meeting Rules and Guidelines document.
• I pause to allow others to enter or exit the elevator before me.
• I make room for others in the elevator and hold the door open as others board.
• I use designated elevators appropriately.
• I silence electronic devices during meetings and educational sessions.
• I only leave meetings and educational sessions to answer urgent pages and phone calls.
Communication with Patients: AIDET

AIDET* is a framework for staff to communicate with patients and their families as well as with each other. This framework can be used as we communicate with other staff and colleagues, especially when we are providing an internal service.

* AIDET copyright: Studer Group

A = Acknowledge - Acknowledge patient by name. Make eye contact, smile, and acknowledge everyone in the room (patient & families).

I = Introduce - Introduce yourself, your skill set, your professional certification, and experience. Managing up reduces patient anxiety.

D = Duration - Give an accurate time expectation for tests, physician arrival, and identify/communicate next steps. When this is not possible, give a time in which you will update patient on progress.

E = Explain - Explain step by step what will happen, answer questions, and leave a way to contact you, such as nurse call button or phone number. Use language a patient can understand. No abbreviations.

T = Thank You - Thank the patient. You may thank them for choosing your hospital, and for the communication and cooperation. Thank the family for assistance and being there to support the patient.

KeyWords that Work:

For your safety, I’m washing my hands.
I have time to answer your questions.
I want to be sure I explain everything.
For your comfort, I have ordered...
I want to keep you informed...
For your privacy (close curtain).
I want to make sure we are thorough.
Nurses will take excellent care of you.
We round every hour to keep you safe.
Let me review the side effects with you.

Clinical Example: Taking Your AIDET to the Next level

A = Acknowledge
Eye contact, smile, and acknowledge everyone in the room (patient and families).

I = Introduce
“Hello, Mr. Clark. My name is Jackie and I am your nurse today. I have been a nurse for 20 years and have worked in this hospital for over 8 years. We have an excellent team on this unit and we will take exceptional care of you today.”

D = Duration
“This procedure will take about 10 minutes to perform and then about an hour for the results...”

E = Explain
“Let me explain some more about the procedure.” (Explain why performing the procedure, what will happen, and what they should expect, understanding of side effects, and answer any questions)

T = Thank You
“Thank you for choosing us...Thank you for waiting...Thank you for coming in today...What other questions do you have?”

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

Key Actions:

AIDET is not a script. It is a communication tool to use in every interaction with all customers. Not just patients. Non-order specific.

Use patient whiteboard when introducing yourself and manage up other members of the team.

AIDET is extremely important to use on the phone when you can’t see visual cues of body language.

Avoid using jargon, abbreviations, & vague words “soon”, “not long”, “as soon as possible.”

Sit down whenever possible as this increases the perception of time for patient and family.
Corporate Compliance
A message from Cathy Jacobson to the employees, providers, business partners and colleagues of Froedtert Health:

As an organization, we are committed to honest and ethical behavior and to conduct our business with integrity. Throughout our history, as we have served our patients and our community, we have earned a reputation for honor and integrity. Our business is built on this trust and this reputation. It’s about sustaining a place where we are all proud to work; it’s about who we are as an organization.

The practice of behaving honestly, ethically and with integrity is an individual responsibility. We make decisions about how to conduct ourselves every day as we go about our work. Each of us is accountable for the actions that we decide to take.

To help you with the legal and ethical questions you may encounter in your daily work, we have prepared the Froedtert Health Code of Business Conduct. The organization's corporate policies, coupled with the Code of Business Conduct, sets the standards and expectations to help us all do the right thing.

With your help, I am confident that Froedtert Health will continue to be an outstanding corporate citizen in every community we serve, and our reputation for integrity will endure. Thank you for joining me in this effort.

Cathy Jacobson
President and CEO, Froedtert Health
Introduction

The purpose of the Code of Business Conduct (Code) is to set forth a code of ethical behavior designed to help improve patient outcomes by respecting each patient’s rights and conducting business in an ethical manner. It is a set of rules that describe how all people employed or working with Froedtert Health and its affiliates conduct business. These rules help you to know that you are doing the right thing.

Froedtert Health expects staff, and those organizations we do business with, to use these rules of behavior when making decisions and performing their daily work or duties for Froedtert Health.

This Code is general, which means you will need to read Froedtert Health policies and procedures to get more details. You may find yourself in a situation that is not covered in this Code. Therefore, if you have any questions or concerns about a situation, an activity or what you are reading in the Code, you should contact the Froedtert Health Compliance Department.

In this Code, you will read about the following topics:

- Conducting Business Practices with Respect, Honesty and Integrity
- Compliance with the Law
- Background Checks
- Compliance Education and Training
- Reporting Compliance Concerns
- Response to Internal and External Investigations
- Retaliation
- Protecting Confidential Information
- High-Quality Patient Care and Service
- Emergency Treatment
- Environment and Safety
- Giving Free Supplies, Equipment or Services
- Discrimination and Harassment
- Physician Relationships
- Conflicts of Interest
- Gifts or Tips
- Billing and Claims
- Proper Use of Company Property and Assets
- Accuracy, Retention and Destruction of Documents and Records
- Enforcement and Corrective Actions
Conducting Business Practices with Respect, Honesty and Integrity

I will perform my job duties honestly, with respect and integrity.

Everyone working at, or for, Froedtert Health is expected to do the right thing. This includes being honest with and respectful to: patients, direct reports, leaders, co-workers, business partners, vendors, the general public and one another. Froedtert Health expects that you will not lie, cheat, steal or do anything that would harm or injure the reputation of yourself or Froedtert Health.

Code of Corporate Ethics Policy FH-COM.032

Compliance with the Law

I will follow all laws, rules, regulations, policies and procedures that apply to me and my specific job duties.

Everyone must follow the laws, rules, regulations, policies and procedures that apply to their individual jobs. Just like outside of work there are laws that you must follow, such as traffic laws, health care is no different. These rules are in place to keep you, your coworkers and our patients safe. An example of a rule we must follow is that staff must not steal from our patients, other staff members or the organization. Staff is not expected to know every single health care-related law, but you are expected to know, understand and follow the laws that are relevant to your specific job duties. It is also important that all staff members know where to locate Froedtert Health policies and procedures and to ask for assistance if they need help finding them. If you are ever unsure about whether an action is in compliance with a law or policy, discuss it with your leader or the Compliance Department. If you are unsure of what to do in any situation, ask before you act.

Background Checks

I understand that Froedtert Health will conduct formal background and credentialing checks on all staff, medical staff members and certain vendors/contractors.

To reduce risk and promote a safe environment for patients, staff members and our organization, Froedtert Health strives to only hire or contract with those that share the same values and integrity. As a result, an appropriate background check is conducted before staff and medical staff members start working. We do not employ or enter into contracts with individuals or entities that cannot participate in federal or state health care programs. Staff, medical staff members, vendors and contractors must obtain and maintain all appropriate licensure and/or certifications required for their job responsibilities or contracts. They are also required to report any changes in their status according to corporate policy.

Background and Exclusion Checks FH-HR.028

Compliance Education and Training

I will attend and/or complete all mandatory compliance related training and education.

We want staff to be competent and successful in their roles and completing education and training is an important element. Staff must take education and training seriously and complete all mandatory training in the timeframe allotted. Staff are also required to ask for clarification if they do not understand the education or what is required.

Reporting Compliance Concerns

I will immediately report any activities or conduct that I believe violates Froedtert Health standards, policies, laws and/or regulations.

Anyone, who in good faith, believes that an activity is illegal, unethical or does not comply with the organization's policies and procedures is responsible for immediately reporting the concern. Failure to report suspected violations or noncompliance can be viewed as misconduct and may warrant corrective action up to and including termination of employment. The concern can be reported to his or her department leader or vice president or to the Compliance Department.

Compliance Reporting, Hotline and Non-Retaliation Policy FH-COM.025

Froedtert Compliance Hotline: 414-259-0220 Compliance Email Address: comphotl@froedtert.com
Response to Internal and External Investigations

I am committed to cooperating with all internal and external investigations in an efficient and professional manner. I know to seek immediate guidance from my supervisor or the Compliance Department if contacted about/during an investigation.

Internal Investigations: Individuals are expected to cooperate with internal investigations, audits or reviews related to compliance with the laws or organizational policies.

External Investigations: Froedtert Health will cooperate and respond appropriately to any authorized government investigation, asserting all protections afforded by law. Froedtert Health believes that it is in the mutual interests of everyone involved that governmental inquiries be addressed to, and handled by, a leader and Corporate Compliance, or legal counsel designated by Froedtert Health. If a staff member is presented with a letter, subpoena or other legal document, or if someone from a governmental agency comes to a department, the staff member should immediately contact his or her manager or the Froedtert Health Legal Department.

Retaliation

I will not retaliate against a patient, staff member or any other person who, in good faith, raises a concern about noncompliance.

Froedtert Health leaders and staff will not retaliate against colleagues, patients or any other person, who in good faith raises a concern about noncompliance or unethical behavior. If someone feels as though they have been retaliated against, it is their duty to report that to the Compliance Department or Senior Leadership.

Compliance Reporting, Hotline and Non-Retaliation Policy FH-COM.025

Protecting Confidential Information

I will protect and secure all patient, staff and other confidential business information.

Patient Information: Froedtert Health is committed to maintaining the privacy and security of our patient's information which includes, but is not limited to verbal, written or electronic information including patient lists, medical records, billing information, etc. Therefore, no Froedtert Health staff member, medical staff member, student, volunteer, vendor or business partner has a right to access, use or disclose any patient information other than what is necessary to perform his or her job duties. Only use the minimum amount necessary to meet the intended purpose or carry out the job function. Froedtert Health has the right to monitor, without notice, all access, use and disclosures of its protected health information and systems.

Staff and Other Confidential Business Information: Froedtert Health has information about strategies and operations that are valuable to the organization. Confidential business information (nonpublicly available) includes, but is not limited to: staff employment/payroll information, pricing or cost data, information pertaining to acquisitions, affiliations and mergers, financial data, research data, strategic plans, marketing strategies and contract information. Froedtert Health staff have no rights or ownership to the information and are obligated to protect and safeguard all Froedtert Health business information. Froedtert Health may monitor the access, use or disclosure of its confidential business information at any time and without notice.

Confidentiality Policy FH-COM.062

High-Quality Patient Care and Service

I will provide safe and high-quality care and service to our patients.

Froedtert Health strives to assure that the services provided at the hospitals and clinics meet or go above standard levels of quality and patient safety. The organization and our staff are committed to providing quality care to our patients. Everyone should treat patients with respect and dignity and provide care that is necessary and appropriate. Staff will not discriminate (because of race, religion, national origin, ability to pay or any other factor) in admitting, transferring or discharging patients or in the care provided. Care is centered around the patient’s health care needs and by their wishes.
Emergency Treatment

I will provide a medical screening and treatment to all persons who are seeking emergency medical treatment, regardless of ability to pay.

We provide an emergency medical screening exam and necessary stabilization to all patients, regardless of their ability to pay. We will not delay the medical screening and necessary treatment to stabilize the patient in order to seek financial and demographic information. We do not admit, discharge or transfer patients with emergency medical conditions simply based on their ability or inability to pay. Patients are only transferred to another facility at the patient’s request or if the patient’s medical needs cannot be met at the facility.

Emergency Medical Treatment and Active Labor Act (EMTALA) Policy CPM.0150 (FMLH), 80100-121 (CMH), SJH.ADM.019 (SJH)

Environment and Safety

I will work to provide an environment where the health and safety of our patients and staff come first.

Our organization promotes an environment that protects patients and staff from infection, injuries and illnesses. Staff are expected to have a positive attitude about safety and to attend safety training required for their job duties. We focus on creating processes and practices that encourage safety and quality. We also support open and honest reporting when events or any unsafe condition or practice occurs, so that we can prevent the same incident from happening again.

Giving Free Supplies, Equipment or Services

I will not attempt to influence patients, governmental officials, medical staff members or any other person with an offer of money, services, supplies or equipment.

Froedtert Health staff must never offer or give money or gifts to governmental officials. Gifts to medical staff members, vendors, business partners and/or any other person should be of nominal value and should not be given in order to influence them. Staff cannot offer free or discounted supplies, equipment or services to patients without the patient having a financial need assessment completed or if it’s within the guidelines of the corporate policy. Giving of free supplies, equipment or services can be viewed by the government as an incentive to influence the patient to use only our health care services.

Free Services or Supplies for Patients FH-COM.034

Discrimination and Harassment

I will treat all people equally and fairly and will not harass or discriminate against another individual.

Froedtert Health is committed to an equal opportunity work environment where all staff members are treated with dignity, fairness and respect. We are further committed to providing a work environment that is free from discrimination or harassment of any kind. Any staff member who feels he/she has been subjected to discrimination, harassment or intimidation should immediately report the incident to his or her leader, vice president and the Human Resources Department.

Harassment Free Workplace Policy FH-HR.018

Physician Relationships

It is important that those staff members who interact with physicians are aware of the requirements of laws, regulations and policies that address relationships between facilities and physicians. This knowledge is especially important if you have a role in making payments to physicians for services rendered, leasing space, recruiting physicians to the community or arranging for physicians to serve in leadership positions in facilities. Any business arrangement with a physician must be in writing and must be reviewed and approved by the Froedtert Health Legal Department.
Conflicts of Interest

I will disclose the existence and nature of any actual or possible conflicts of interest between my personal interests and the interest of the organization.

All relationships and decisions must be in the best interest of our patients and the organization. Never influence or make decisions that result in our own personal financial benefit or our immediate family members’ financial benefit. This can occur when a staff member has authority to negotiate, recommend or influence a business decision. All staff members should report potential conflicts of interest to the Corporate Compliance Department.

Conflict of Interest for Froedtert Health Employees (excluding Employed Providers) FH-COM.045, Conflict of Interest for Providers FH-COM.005, and Conflict of Interest and Excess Benefit Transactions FH-COM.001

Gifts or Tips

I will not solicit or accept money or other items of value from our patients, patient family members, vendors and/or others.

All Froedtert Health staff are to use good judgment when accepting gifts. The offer of money, gifts, services and entertainment should never influence a decision, selection of a vendor or affect the care of a patient. Staff must never accept cash directly, but instead direct those contributors to the respective hospital foundation. Staff may only accept gifts from patients or patient family members when they are of nominal value or when they can be shared with their department and/or coworkers. Nominal gifts include: flowers, cookies, etc. Staff may not accept any gifts from vendors, regardless of the value, unless it meets one of the approved exceptions in the Froedtert Health Gifts from Vendors Policy.

Gifts from Vendors FH-COM.022

Billing and Claims

I will accurately and appropriately document and bill for the services provided by me or my service line.

Froedtert Health takes great care to assure that all billings to the government, third-party payors and patients are accurate and conform to all applicable federal and state laws and regulations. We prohibit any employee or agent of Froedtert Health from knowingly presenting, or causing to be presented, claims for payment or approval that are false, fictitious or fraudulent. Strict federal and state laws and regulations govern third-party billing of our insured patients. Froedtert Health is committed to full compliance with federal health care program requirements, including preparing and submitting accurate claims consistent with such requirements. We monitor and verify that claims are submitted accurately and appropriately. Some examples of compliant billing practices are:

• Submitting charges that accurately represent the care, services and supplies provided to patients.
• Including written documentation in the Legal Health Record that supports the services they provide and bill for.
• Claims are correctly prepared and submitted in accordance with regulations, organizational and departmental policy whether the activities are performed by Froedtert Health staff or an outsourced vendor.
• Monitor billing activities to detect any deliberate or accidental occurrences of incorrect billing.

All staff should be aware of and refer to the Hospital Billing Compliance Policy and Professional Billing Compliance Policy. These policies outline the False Claims Act and describe how the government protects individuals who report fraud and abuse.

Hospital Billing Compliance Policy FH-COM.035 and the Professional/Physician Coding and Billing, Quality Assurance and Compliance Policy FH-HIM.007

Proper Use of Company Property and Assets

I will protect the organization's equipment, supplies, property and other assets against loss, theft, destruction and misuse.

Part of the job of every staff member is to keep the costs of health care down. One way to assist in doing that is to protect our organization's assets. Staff should only use supplies and equipment (including electronic technology, storage and applications) for Froedtert Health business and never for personal use or benefit. We must make sure that we secure things of value. We must take precautions so our equipment and supplies are not lost, stolen, compromised or misused.
Accuracy, Retention and Destruction of Documents and Records

I am committed to both retaining and maintaining timely and accurate patient and business records.

Each staff member is responsible for the integrity and accuracy of our organization's documents and records, not only to comply with regulatory and legal requirements but also to make sure records are available to support our business practices and actions. No one may alter or falsify information on any business or patient record or document. Records must be retained and destroyed in accordance with the law and our record retention policies.

Record Retention (See Facility Policies)

Enforcement and Corrective Action

I may be subject to corrective and/or legal actions if I do not follow laws and/or Froedtert Health Policies that apply to my job and my job duties.

All Froedtert Health staff must carry out their job duties in accordance with Froedtert Health standards of staff conduct and performance, as stated in policies and procedures, and as required by law. Staff members who violate Froedtert Health standards, policies and/or procedures may be subject to corrective action and potential external reporting as required under State and/ or Federal guidelines/rules. Illegal actions may involve law enforcement and/or legal action as applicable. The specific actions taken will depend on the nature and severity of the violation.

Corrective Action FH-HR.001

Summary

Abiding by the Code of Business Conduct, Froedtert Health Policies and Procedures, as well as state and federal laws, is critical to maintaining a safe and thriving environment. Seriously consider the manner in which you conduct yourself at work, and always choose to do the right thing by our patients, our staff and the organization.

Please note that the Code of Business Conduct does not create any contract of employment, express or implied, between Froedtert Health or any of its affiliated organizations and any individual.

Rev. 6/16
Technology Compliance

PROTECT/SECURE PATIENT INFORMATION

Patients expect and deserve their information to be kept private and secure. There is no good excuse for preventable errors, so we all need to do our part in mitigating this risk. For example:

SECURE WORKSTATIONS!

- Log out or secure your workstation every time you walk away from it, even if it’s only for a few minutes.
- If you see a workstation that is logged in and it is left unattended, log out or secure the workstation.
- If you can figure out who is logged into the workstation, report that individual to his/her supervisor or the Compliance Department.
- If you are a leader, you should monitor your area to assure workstations are secure.
- Staff and Leaders will be held accountable for non-compliance with this rule.

USERNAME/PASSWORD

- Never share your computer login credentials (username/password) with anyone, ever!
- Use strong passwords (use letters, numbers and characters).
- Do not let anyone use your computer if you are logged in.
- Do not write your password on a piece of paper and leave it in public areas.
- If your credentials are compromised, call the IT Service Desk Immediately!
- You are responsible for all activities under your username/password.

PHYSICALLY SECURING CONFIDENTIAL INFORMATION

- IF you are authorized to remove patient information or other business information from the facility, YOU are responsible for keeping it secure.
- Never leave any patient or business information in plain view. (Example: front seat of car, sitting on table at Starbucks, etc.)
- If any patient information is lost, stolen or compromised in any way, immediately report the incident to Compliance.

SECURE EMAILING

The privacy and security of a patient’s protected health information (PHI) is everyone's responsibility. It requires each workforce member to ensure we are taking the appropriate steps to ensure the privacy and security of our information. Not only is it the law but it is the right thing to do.

- Students are expected to use their FH/MCW email address when electronically transmitting PHI and/or confidential business information.
- Students are not to email PHI and/or confidential business information to their or another student’s school email address.
• Please understand the risk involved—Once our PHI and/or confidential business information is sent off of our secure network, it is no longer guaranteed to be safeguarded appropriately. We can no longer protect the information from hackers, viruses, malware, phishing, etc. and ensure it is disposed of properly which could cause detrimental effects to our patients, ourselves, and our organization.

**CYBERSECURITY**

Cybersecurity is a popular topic in healthcare today. A cybersecurity breach has devastating effects such as a damaged reputation, vandalism, substantial fines, theft, lost revenue, damaged intellectual property, etc. with little to no opportunity for mitigation.

There are many methods of a cybersecurity attack to be aware of in your day-to-day work. Common examples include:

1. *Phishing*: Email messages, websites, and phone calls which are designed to steal money or personal information. It attempts to convince you to install malicious software or provide information under false pretenses. Always delete suspicious messages, do not click on any unfamiliar links, do not provide your username/password to anyone, or respond to requests from suspicious emails or phone calls.
2. *Cybersquatting*: Fraudulent websites where you might be tricked into entering personal information. For example instead of going to www.microsoft.com, cybercriminals might create a webpage with the address of www.microsoft.com. Always validate your web address at all times.

Our IT Department has safeguards in place to properly protect the privacy and security of our information and systems. Don’t forget that you must always be vigilant to follow all policies and immediately contact IT Help Desk if you experience any suspicious activity.

**CONSEQUENCES FOR NON-COMPLIANCE**

When staff members do not follow our policies, it poses a risk to the patient… the organization… and YOU!

Here are some consequences to be aware of:

• When patient information is breached, we lose their trust, confidence and loyalty. They may decide to obtain their health services somewhere else.
• It can impact the health, mental, or emotional well being of the patient whose information was breached.
• Staff will be held accountable through employment corrective action.
• It could lead to legal action which may affect you personally.

**CELL PHONE USAGE**

• Cell phone use of any kind is prohibited during clinical rotation except during breaks while away from patient care areas (ie. break rooms or cafeteria)

Please do your part… Protect and Secure Patient Information ALWAYS!

*If you have questions or need assistance, please call the Compliance Department at 414-805-2895, call the confidential compliance hotline at 414-259-0220, or Email: comphotl@froedterthealth.org*
Purpose: The purpose of this policy is to provide guidelines for the proper use of social media websites or other media to protect the interests of Froedtert (FH) and its affiliates, staff and patients.

Definitions: A. Froedtert Health (FH) and its affiliates include all entities within the health system. Also referred to as the system.

B. Public Display: Includes the posting of any information about FH, its patients or staff members through any electronic means including, but not limited to social networking sites, blogs, instant messaging and tweeting.

C. Social Media is a website or medium that allows users to generate or share content online. Social media includes, but is not limited to, blogs, discussion forums, online review sites, podcasts, video sharing, wikis and social networks such as Facebook, Google+, LinkedIn and Twitter.

Policy: A. In general, FH views the public display of information on social media positively and understands that its staff use social media as a means of self-expression. However, staff need to understand that their actions captured via images, posts, or comments can reflect on FH. If staff choose to identify themselves as staff of FH on such Internet public display venues, some readers may view the staff as a representative or spokesperson of FH.

B. FH maintains an organizational presence on popular social media sites and through blogs. This presence facilitates communication opportunities for patients, staff, and other members of the communities served by FH and its affiliates.

Procedure: A. Guidelines for personal use of Social Media

1) FH staff are to observe the following guidelines when identifying themselves as FH staff/affiliate or referring to the organization, its programs or activities, its patients, and/or other staff, in any social networking medium.

   a) Staff may not share confidential or proprietary information about FH and are to
maintain patient privacy. This applies to comments posted on blogs, forums, and social networking sites. Staff are not to post pictures or any other information that could identify patients directly (name, social security number, etc.) or indirectly (date of birth, diagnosis, etc.).

b) Whenever staff comment about Froedtert Health in social media, they should disclose their connection to the system and their role. Where staff’s connection to FH is apparent, he or she needs to make it clear that he or she is speaking for himself or herself and not on behalf of FH. It is also recommended that the staff member include this disclaimer: The views expressed on this [blog; website] are my own and do not reflect the views of my employer. Staff should consider adding this language in an “About me” section of the blog or social networking profile.

c) The use of FH copyrighted logos, trademarks, and intellectual property (which includes those of affiliated hospitals and clinics) is not allowed without written permission of the Vice President of Marketing.

d) Personal social media activities should not interfere with work commitments and job duties and should be limited to non-work hours unless official FH participation is requested as noted below. If staff use FH-issued equipment or FH-provided web space to participate in social media activities, staff is reminded that there is no expectation of privacy with respect to this use.

e) Staff are encouraged to engage in professional and respectful conduct on social media. Social media posts are public or semi-public, and are often permanent.

f) Staff are not to use blogs or personal Web sites to harass, bully, or intimidate other staff or patients. Behaviors that constitute harassment and bullying include, but are not limited to, comments that are derogatory with respect to age, ancestry, national origin, race, religion, gender, sexual orientation, marital status, color, or disability; sexually suggestive, humiliating, or demeaning comments; and threats to stalk, haze, or physically injure another staff or patient. See Rules of Conduct/Corrective Action Policy, Harassment Free Workplace Policy; Internet and Email Usage Policy.

B. Guidelines for Official FH Participation:
1. Some FH staff members may need to engage in external Internet communication or may be asked to participate on behalf of FH. Any establishment of external sites representing FH or social media participation on behalf of FH are to be pre-approved and coordinated by the Vice President of Marketing. All use of external websites for work-related purposes are to be pre-approved by the Vice President of Marketing.
2. Social networking activities on behalf of FH are to comply with all FH policies and guidelines, including human resources, patient confidentiality, release of patient information, solicitation, and consent for recording, photographing and videotaping patients.
3. When sharing patient identifying health information or images through social media and blogs all uses and disclosures of patient identifying health information shall be carried out in a manner compliant with applicable patient privacy policies, regulations, and standards.

C) The absence of or lack of explicit reference to a specific site does not limit the extent of the application of this policy. Where no policy or guideline exists, staff should use their professional judgment and take the most prudent action possible.
D) Any staff found to be in violation of any portion of this staff Public Display with Social Media Policy will be subject to disciplinary action, up to and including termination of employment. Inappropriate disclosure of patient information may also result in civil and criminal penalties for patient privacy breach.

E) Staff who become aware of violations of this policy are to bring such information to their manager’s attention. Managers are to bring this information to the Human Resources site director.

F) FH will not be responsible for any staff posting on any social media site not approved by the Vice President of Marketing. Staff are responsible for reading, knowing and complying with the Terms of Service of the sites they use. Questions concerning this policy should be brought to the attention of the Vice President of Marketing.

G) Nothing in this Public Display with Social Media Policy should be interpreted or applied in a manner that would interfere with any rights under the National Labor Relations Act or any other state or federal law.

Related Policies: Corrective Action, E-mail and Internet Usage Policy, Harassment Free Workplace

Issuing Authority: FH Corporate Policy Committee

Distribution: Froedtert Health

Content Details URL: http://fhpolicy.s1.fchhome.com/d.aspx?d=45E256u2E56d

Content File URL: http://fhpolicy.s1.fchhome.com/d.aspx?f=45E256u2E56d
How to Report a Quality or Safety Concern

If staff members have any quality of care or safety concerns about the Froedtert organization, you are encouraged to report your concern directly to the Manager or Director of the department, or complete an incident (event) report on-line. Froedtert Hospital also provides an Anonymous Confidential Compliance Hotline at 414-259-0220. If not satisfied, you are encouraged to contact the Joint Commission Complaint Hotline at 1-800-994-6610.

_No disciplinary or punitive action will be pursued for quality concerns reported. All information is kept confidential._

Sentinel Event Alerts

A sentinel event is an unexpected occurrence involving death or serious physical or psychological injury, or the risk thereof. Serious injury specifically includes loss of limb or function. The phrase 'or the risk thereof' includes any process variation for which a recurrence would carry a significant chance of a serious adverse outcome. Such events are called 'sentinel' because they signal the need for immediate investigation and
Patient Information
Key Concepts of Dignity & Respect: the Pathway to Diversity and Inclusion

- Diversity is more than just race and gender. It includes all points of difference and similarity (age, geographic location, occupation, religion, marital status, education, etc) that influence our values and behaviors.

- The Business Case for Diversity focuses on patient satisfaction as the key to business growth. The diversity of our patients is increasing every day. To achieve high patient satisfaction, we must be able to anticipate and exceed the expectations of all of our patients. Diversity and inclusion programs help to prepare our staff to meet the diverse needs of our patients.

- We currently are not tapping into the potential market in the communities we serve. We have opportunity to expand our reach if we improve our cultural competence.

- Diversity and Inclusion Department focuses on:
  - Understanding the needs of our diverse communities
  - Recruit and retain staff that reflect our communities
  - Ensure Dignity and respect are hardwired in all staff
  - Providing services to meet the needs of diverse patients

- What is Cultural Competence?
  - Cultural competence refers to the appropriate ways that we respect and interact with others who are different than ourselves. Cultural competence has the capacity to enhance patient centeredness, improve quality for all patients and improve coworker relations.

- Your Role
  - Respect everyone and demonstrate this through actions and words.
  - Be aware of how your actions might offend others.
  - Be honest and open, and don’t rely on first perceptions.
  - Demonstrate appreciation for coworkers through recognition.
  - Foster a spirit of cooperation between you and your teammates.
  - Develop friendships with people who are different from you.
  - Get involved in your local community through volunteering.
  - Changing old habits and ways of thinking takes time…apologize if you have been unfair. Forgive if you have been offended!
Froedtert uses The We Connect Model™ to explore our own dimensions of diversity.

Making More Connections

WeConnect Model™
This model allows us to discover similarities and build connections. This is accomplished by engaging in conversations that promote the discovery of similarities by using the We Connect Model™ as a reference of our many dimensions.

- **Relational:** How we interact and relate
  - Personal Behavior
  - Family
  - Friends

- **Cognitive:** How we think and process information
  - Learning
  - Emotional
  - Communication

- **Occupational:** How we work and relate to our role
  - Occupation
  - Industry

- **Societal:** How we connect and relate to society
  - Political
  - Social

- **Values:** What we believe and hold
  - Culture

Identifying our similarities and differences can affect our relationships and how we view others; let's think about how important making connections are at work, for our team, and the organization.

Addition questions to consider:

- How can our individual differences and similarities in each of these dimensions affect our work relationships and/or how we view others?
- How can connections help you when problems, issues or tense situations arise in the workplace?
- Can you find ways to make connections with others at work, even with time-pressures?
- How do connections foster community at work?
Age Specific Patient Resources

INFANT

- Best way to care for an infant is to observe physical indicators (crying, sucking, sleeping, etc.)
- Provide age appropriate toys
- SIDS (Sudden Infant Death Syndrome) is a concern
- Stranger anxiety begins at 6-8 months of age
- Overstimulation leads to stress
- Signs of stress=turning away, closing eyes, increased motor activity

TODDLER

- Alleviate their stress through play
- Explain procedures to a toddler in short, concrete terms
- Greatest fear of a toddler is separation from parents
- Toddlers respond to visual cues rather than verbal. Demonstrate with pictures, puppets, dolls etc.

PRESCHOOL

- Encourage the use of comfort objects.
- Explanations should be short and simple – be honest
- Alleviate their anxiety by performing procedures on their dolls/stuffed animals
- Magical thinkers
- Fear separation, mutilation, the dark and pain (see pain as punishment)

SCHOOL AGE

- Use thorough and complete explanations
- Discuss misconceptions and correct them
- Use correct medical terms
- Allow them to assist you
- Symptoms of stress = anxiety, regression, withdrawal

ADOLESCENTS

- Encourage questions
- Developing their identity
- Respect their privacy
- Fears include loss of control, not being accepted by peers and separation from peer groups
- Protect them from embarrassment
EARLY ADULT (18-29 yrs)

- Establishing their own values, experiment with different lifestyles
- Common causes of death include traumatic accidents, MVCs, suicides and homicides
- Screen for HTN, STDs and cholesterol
- Life stressors can lead to anxiety, depression and substance abuse

YOUNG ADULT (29-44 yrs)

- Hospitalization has major impact on work and family
- Stress is major cause of illness and death
- Educate on healthy body weight and benefits of exercise

MIDDLE ADULT (44-65 yrs)

- Want to maintain and prolong the period of maximum energy and optimal mental and social activity.
- Need annual physical
- Visual changes along with decreased senses, balance and coordination
- Two major causes of death are heart attacks and strokes

GERIATRIC

- Loss of fat layers/decrease in skin turgor
- Small frequent meals
- Provide safe environment
- May need additional time for decision making, verbal expression and movement.
Hospital
National Patient Safety Goals

The purpose of the National Patient Safety Goals is to improve patient safety. The goals focus on problems in health care safety and how to solve them.

Identify patients correctly
NPSG.01.01.01
Use at least two ways to identify patients. For example, use the patient's name and date of birth. This is done to make sure that each patient gets the correct medicine and treatment. Make sure that the correct patient gets the correct blood when they get a blood transfusion.

Improve staff communication
NPSG.02.03.01
Get important test results to the right staff person on time.

Use alarms safely
NPSG.06.01.01
Make improvements to ensure that alarms on medical equipment are heard and responded to on time.

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Make improvements to ensure that alarms on medical equipment are heard and responded to on time.

Prevent infection
NPSG.07.01.01
NPSG.07.03.01
NPSG.07.04.01
NPSG.07.05.01
NPSG.07.06.01
Use the hand cleaning guidelines from the Centers for Disease Control and Prevention or the World Health Organization. Set goals for improving hand cleaning. Use the goals to improve hand cleaning.

Use proven guidelines to prevent infections that are difficult to treat.
Use proven guidelines to prevent infection of the blood from central lines. Use proven guidelines to prevent infection after surgery.

Use alarms safely
NPSG.06.01.01
Make improvements to ensure that alarms on medical equipment are heard and responded to on time.

Prevent infection
NPSG.07.01.01
NPSG.07.03.01
NPSG.07.04.01
NPSG.07.05.01
NPSG.07.06.01
Use the hand cleaning guidelines from the Centers for Disease Control and Prevention or the World Health Organization. Set goals for improving hand cleaning. Use the goals to improve hand cleaning.

Use proven guidelines to prevent infections that are difficult to treat.
Use proven guidelines to prevent infection of the blood from central lines. Use proven guidelines to prevent infection after surgery.

Identify patient safety risks
NPSG.15.01.01
Find out which patients are most likely to try to commit suicide.

This is an easy-to-read document. It has been created for the public. The exact language of the goals can be found at www.jointcommission.org.
Instructor EPIC Information
Cosigning Notes in EPIC

Per Froedtert policy all student documentation must be cosigned. This requirement is in place whether a student writes a note or not.

- Students document notes related to the patient’s care plan progress in a Care Plan Note.
  - Select the Notes Activity
  - Click on the tab Care Plan Notes

3. Click on New Note

4. The note type will default to Care Plan Note. The student is required to add a cosigner. The co-signer can be the nursing instructor or the nurse caring for the patient. Decide who this is in collaboration with the instructor.

   The student writes a note based on direction from nursing instructor. Student signs the note.

5. Once the student signs their note it will appear in the care plan notes tab as well as the All notes tab.
☐ Cosign your student’s documentation:

To cosign, click on the student note to highlight it. Click the **Attest** button.

7. From here you may add additional information to the student’s note in the free text field under the student’s note. Then, enter the dot phrase titled **cosign** and double click to enter text. This indicates you have reviewed all student documentation.

8. Enter text in the *** areas. You may add text before or after this statement also. **SIGN** the note!
9. The status of the note now changes to **Attested**.

<table>
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<tr>
<th>Author Name</th>
<th>Author Type</th>
<th>Service</th>
<th>Status</th>
<th>Cosigner</th>
<th>Type</th>
<th>Note Time</th>
<th>File Time</th>
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<td>Anesthesia</td>
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<td>06/24/2014 12:56 PM</td>
</tr>
</tbody>
</table>

If your student does not write a note then the instructor must click new note from the All Notes tab. Select progress note and use .cosign to state they have reviewed the student’s electronic documentation.

Cosign your student’s documentation at the end of their shift after you have reviewed it.

**Note: For Inpatient Epic Practice Priorities/Updates – see Froedtert Hospital Intranet – Clinical References – Epic Practice Priorities – Epic Care Inpatient**
Parking Information
Froedtert Hospital Students
Parking

In our efforts to support the college/university students in their clinical experiences here at Froedtert Hospital & the Medical College of Wisconsin, we continue to work on parking concerns.

- Student parking is not available in any parking structure or on any surface lots (exception: see bullet below) - this includes parking for clinical, prep and computer training. Children’s Hospital is not available for student parking. Carpooling is recommended.

- Student parking will not be validated.

- Students who have a start time of 3:00pm or after are eligible for parking in Parking Area 3. To obtain access to this parking the student should:
  - Go to the Parking Office located in the Parking Area 3 Structure, Level A (by the STAFF exit) at least 1-2 days prior to the start of their clinical to obtain an access card to the parking lot. The Parking Office is open Monday through Friday from 7:30am to 4:30pm.
  - Provide the instructor’s name for verification.
  - The students will be required to pay a $10.00 processing fee to obtain an access card in addition to $40 for the first month of parking and $30 for each successive month of parking.
  - The card will be inactivated when your clinical rotation ends.

- According to the parking office, any student parking in an unauthorized parking space is subject to citations/fees up to $47.

- Security staff is available at shift changes after dark by calling the Security Office at 414-805-7070.

Instructors:
- You may park in the Parking Area 3 (access is from 87th and Wisconsin Avenue) structure for free.
- You must get your parking ticket validated by a special stamp in the department/area you are working in before leaving to get free parking.

Contact Jane Hendricks, Education Coordinator 414-805-5392 for questions.
Community Memorial Parking

We offer free and convenient parking for faculty and students. We ask that you park in lot “J” if you are at CMH during the hours 0700-1500. Lot J is located on the east side of the street on Town Hall Road. Students & faculty with clinical experiences after 1500 may park in any employee lot. You may enter the hospital either through the front entrance or through the designated staff entrance around the back of the hospital by the Women’s Center.

It is very important that faculty and students park in the designated lot. You will be asked to provide us your car license plate numbers for any vehicle parked on CMH campus. CMH Security does patrol the parking lots. Student and instructors parked in lots other than their designated lot will be ticketed and potentially towed. We appreciate your cooperation. See map below for directions.

St. Joe’s West Bend Parking

Students and Instructors may park in the back of the front parking lot and enter through the main entrance of the building.