Beth Israel Deaconess Hospital-Milton

Refreshing Staff Behavior Standards

The Problem
Beth Israel Deaconess Hospital-Milton, like all care organizations is in a highly competitive environment where only high-performing organizations will succeed. In review of patient experience surveys, the hospital performs below our competitors in some survey areas.

Aim/Goal
Committing to an aggressive agenda to improve Patient Experience and Employee Engagement and recognizing that our daily behaviors are a key to our success, a multi-stakeholder group will refresh current behavioral standards and develop a tool to help reach the goal of improved patient experience and staff engagement survey performance.

The Team
Rebecca Blair, Vice President Experience and Organizational Development
James Lawson, Director, Rehabilitation and Occupational Health Services
Robert McCrystal, Director, Communications
Laureane Marquez, Public Relations Specialist
Cecelia Punkt, Administrative Assistant Center for Specialty Care
Glenn Pierce, Manager, Maintenance
Phillipa Breslin, Nurse Manager, Emergency Department
Cathylee Maser, Manager, Contract Services
Debra Clements, Director, Radiology Services
David Rezendes, Director, Laboratory Services
Kettlie Hyppolite, RN, Operating Room
Mary Maloney, Supervisor, Phlebotomy
Michele Morgan, Director, Food Services
Janet Evans, Director, Volunteers
Dawn Zaccaria, Director, Nursing Operations
Brenda Iodice, Supervisor, Microbiology
Julie Groom, Manager, Human Resources

The Interventions (Select Actions Taken)
- Development of “RESPECT” standards
  - A cross-section of employees and providers were asked the question “give one word that describes how you would like to be treated” - the word most commonly expressed was “with respect”
  - The interdisciplinary Recognition Committee reviewed the current behavioral standards and created the acronym RESPECT
- RESPECT will be reflected in:
  - Recognition- Care to Share and Team Member of the Month awards
  - New Employee Orientation

The Interventions (Select Actions Taken)-Continued
- Staff development activities
- Included as part of the hiring process and annual performance management process
- A commitment to improved day-to-day performance management support
- Ongoing communications campaign

The Results/Progress to Date

Lessons Learned
- The commitment we make to ourselves and to patients about how we conduct ourselves at all times to deliver “Exceptional, Personalized Care with Dignity, Compassion and Respect”
- Anchors the BID-Milton culture
- Applies to everyone who works at BID-Milton (staff, providers, senior leadership)
- Embodies BID-Milton on its best day

Next Steps/What Should Happen Next
- Ongoing communication and education of RESPECT standards to all staff
- Monitor results of patient experience and staff engagement survey (Spring 2015) surveys
- Leaders to:
  - Showcase and recognize positive behaviors
  - Role model RESPECT behaviors
  - Address all behaviors not demonstrating RESPECT

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