

# Norton Way program glossary

## 15/5

The 15/5 refers to making eye contact with patients, guests and co-workers within 15 feet of approaching them and providing a friendly, verbal greeting within 5 feet. We extend the 15/5 by personally escorting others to their destination, letting others pass in and out of elevators before us, smiling and greeting everyone as they approach welcome desks, and paying attention to our surroundings. Using the 15/5 provides a memorable first impression, makes others feel included, and allows for safety checks using the see something, say something method.

## 5:1 feedback

The 5:1 feedback method uses a ratio of five positive feedback moments for every one constructive feedback moment. Observe, encourage, model and praise Norton Way behaviors. Discourage and respectfully correct unsafe or uncaring and unproductive behaviors. For example, if you overhear a colleague using phonetic clarification, you might respond by saying, “Thanks for using communication clarifiers. That’s what keeps our patients safe.” If you spot a coworker about to use a rolling office chair as a stepladder, you might offer helpful coaching by saying, “Let’s find you something safer to stand on.”

## Appreciation

Appreciation for patients and guests consist of the little things we do every day to show we care. Always closing a conversation with any employee, patient, family or guest with “what else can I do for you” shows our appreciation. Showing appreciation for team members means using the 5:1 feedback method, sending a hand-written thank you note, or sending an Ncard through N Recognition of You. For patients, providing a warm blanket, offering to charge a phone for someone who has a low battery, or celebrating a special day like a birthday are all ways you can share appreciation.

## Clarifying questions

Ask clarifying questions in a polite and helpful way to ensure the message sender and receiver share the same understanding and it is properly understood, especially when the information may be incomplete or inaccurate. For example:

- “Let me ask a clarifying question to be sure I understand.”
- “Do you have any questions about what I have told you?”

### Phonetic and numeric clarifications

Use this method to differentiate sound-alike words, letters and numbers, when communicating any critical sound-alike information. Examples: “15. That’s one-five.” Or “That’s ‘T’ as in ‘Tom.’”

## Consult an expert

If you don’t know something, ask questions of the experts around you. Don’t know who to ask? Consider these resources:

- If you have questions, try asking a team member who has knowledge about the issue, such as a preceptor or a leader.
- Librarians at Norton Healthcare can assist with research requests.
- Go to an online resource, such as a policy, standard work instruction, or Elsevier Clinical Skills library.
- Use performance excellence methods, including DMAIC, to improve practice, promote safety and positive experiences, and prevent recurrence of process breakdowns or safety events.

- Engage with the Institute for Education and Development and Centers for Professional Growth at Norton Healthcare for lifelong learning.
- External resource examples include Press Ganey solutions starters, The Beryl institute, Ted Talks and podcasts, and many industry publications.
- Benchmark by investigating other industry best practices, or networking with another health care system.

## Empathy and caring communication

Empathy is the ability to understand another person's thoughts and feelings from their point of view. It differs from sympathy where one is moved by the thoughts and feelings of another but maintains an emotional distance. The characteristics of empathy include:

- Perspective taking
- Staying out of judgment
- Recognizing emotion in another person
- Communicating the understanding of another person's emotions.

Using caring communication as part of on stage behaviors helps reduce anxiety and builds confidence in the work we provide. It positions Norton Healthcare in a positive light with patients, guests and makes our care team feel valued.

Examples include:

- "You are in great hands"
- "You came to the right place. We are going to take great care of you."
- "Let me fix that for you."
- "Welcome to Norton Healthcare"
- "Susan is going to be taking over as your nurse for the next 12 hours. She will take great care of you."
- "We're in this together"
- "I'd be happy to help you"
- "I am here to assist in any way I can"
- "Please know that I care"
- "I am here for you"

## Error-prevention strategies (additional)

Try using these additional Reaching for Zero error-prevention strategies:

- STAR (stop, think, act, review)
- ARCC (ask a question, make a request, voice a concern, chain of command)
- QVV (qualify, validate and verify)
- Know why and comply

## Diversity of thought

Acknowledging and appreciating the potential promise of each person's unique perspective and different way of thinking. Moving from a debate mindset of "we've always done it this way," where we maintain our same thought about a situation, to a willingness of listening to the thoughts of others, to ultimately having an open mind to consider another person's point of view.

## First impressions

You only have one chance to make a great first impression. First impressions start before patients, guests or employees walk through the doors.

There are many tools to provide employees with a great first impression such as connecting with them before their first day to answer their questions and provide a detailed overview of their first three weeks at Norton Healthcare. Don't forget there are additional ways to make a great first impression on their first day such as a personalized welcome gift, introductions to the team, and checking on them through leader rounding. There are many tools to provide patients and guests a great first impression such as clear parking and arrival instructions, a clean environment, orientations and guest room standards, leader rounding and regular updates as they move through their care journey.

## GIFTS

GIFTS helps to create great human interactions with our patients, guests and one another. Using GIFTS ensures you are narrating care for a safer experience. The "greet" and "introduce" are important in establishing a relationship with patients and each other. When patients and employees feel more connected to you, they are more likely to speak up with a concern, or recognize you by name.

Use GIFTS to remember the five things you should do during every interaction:

- **G**reet: Make a lasting impression on your patient or co-worker by following the 15/5 rule. "Hi Mr. Jones!"
- **I**ntroduce: Introduce yourself and others with names, roles and caring communication to reduce anxiety and establish connections. "I'm Ed your imaging tech. This is Sarah and she is going to be with me today. You are in great hands."
- **F**ollow through: Narrate the care you provide. "I am going to check your armband for safety."
- **T**hank: Express appreciation. "Thank you for choosing Norton Healthcare."
- **S**atisfy: Always exceed expectations before closing the interaction. "What else can I do for you?"

## Handoff

Use this interactive and direct communication method between patients, guests and each other when transferring responsibility across shifts or teams using a standardized process. Handoff is important for providing exceptional continuity of care. Evidence shows that active patient, guest and employee participation leads to better outcomes, creates a safer environment and improves satisfaction. Examples of handoff methods include bedside handoff, and SBAR.

- **Bedside handoff:** Bedside handoff is a standard way of communicating and assessing crucial patient health care information at each shift change or transfer of care in the patient's room. The process is important for providing continuity of care.
- **SBAR:** A type of handoff used for structuring communication about a situation, task or problem. Used most frequently to report a change in patient status or to brief a team on a situation. Use this form of handoff to prepare for discussions with your team members to address difficult situations or conversations.
  - **Situation:** A concise description of the immediate situation
  - **Background:** Brief description of what led to the situation
  - **Assessment:** Your view of the situation and its impact on our organizational goals and/or operations
  - **Recommendation or request:** Your suggestion about what needs to be done or what action the receiver needs to take. Follow up on steps being taken toward the suggestion as needed.

## HEART

An immediate acknowledgement or response to a patient, guest or employee concern that it is handled with sensitivity, respect and professionalism. Despite our best efforts, some interactions may not be great. HEART is our commitment to make things right.

- **H**ear the concern from their perspective. Tell me what happened.
- **E**mpathize with the inconvenience. I can see how this is frustrating.
- **A**pologize sincerely without blame. I am very sorry.
- **R**espond appropriately to stop and resolve the situation while providing updates; get leadership if applicable. Let me find a solution. I will be back within 30 minutes to provide you an update.
- **T**hank them. Thank you for bringing this to my attention.

## Intentional rounding

Rounding allows staff to actively monitor patients' care and anticipate the needs of patients, families and guests. Regular check-ins help ensure their needs are met during their visit with us. Norton Healthcare developed a framework based on patient, guest and care team feedback called the 4Cs:

- **Comfort** - Open with a friendly greeting and explain why you are visiting. Ask, "What can I do to make you more comfortable?"
- **Clean** - Assess the patient and environment for cleanliness, including clutter. Ask questions based on your observations. For example, "Can I tidy your over-bed table?" or "Can I get you a clean gown?"
- **Communicate** - Update patients and families with information about laboratory tests or medications and explain the next steps in care. Ask, "What questions or concerns do you have?"
- **Care** - Assess the safety of the patient and environment, and perform your assigned work duties for the time of day. Use onstage behaviors such as smiling and caring communication.

## Intersectionality

Understanding that our patients and employees are more than their diagnosis or the role they serve in the organization and acknowledging that race, class, gender and other appearances overlap is essential to their sense of belonging. Awareness of intersectionality helps our care teams connect through each individual patient, guest and employee's unique stories and journeys. When people feel included and safe, it helps reduce employee and patient turnover and increases employee and patient satisfaction.

## Lasting impressions

Lasting impressions are the positive efforts and memorable moments you make with a patient, guest or employee as they are leaving. With patients and guests, this is accomplished by confirming that the patient has no further questions or concerns, key messaging tools such as MyNortonChart, ensuring hospital patients are safely escorted to their waiting ride, and always thanking them for choosing Norton Healthcare.

We can provide a lasting impression for employees every day through fostering connections, celebrating the small and big moments, exit surveys, off-boarding strategies, the alumni network and volunteer opportunities.

## Leader rounding

Leaders round on patients, guests, employees and the environment to proactively and purposefully check on experiences, show compassion, communicate, and fix any concerns or safety hazards. Leader rounding involves listening, taking action on feedback and following up for improved experiences. Key elements include:

- Building relationships
- Recognizing team members in the moment, and through the rounding tool
- Identifying opportunity areas
- Measuring and repairing processes
- Ensuring safe and caring behavior are part of the regular routine

## Listening strategies

Norton Healthcare always starts with the voice of the employee, patient or guest to know where we are doing well and where we need improvement. Patient and employee satisfaction surveys are the most common and statistically significant method to measure how each feel about their experiences. Other listening strategies include crowd sourcing, social media, letters, leader rounding, word of mouth, safety data, public rating systems such as Leapfrog, and so many more. While scores are important, really understanding what patients, guests and employees are telling us is more important.

## On stage

On stage behaviors are professional words and actions we should use in front of others, including patients, guests, community members and our co-workers. Our words and actions should always be compassionate, friendly and uphold Norton Healthcare's values. Behaviors can be in-person, over the phone or electronic correspondence (emails, texting, social media, etc.). On stage extends to the physical environment to ensure a clean and welcoming first impression. Remember that you are on stage even when you think no one is looking. Some important things to be mindful of include caring communication, voice and body language:

- Caring communication
  - Empathy
  - Verbal communication
  - Active listening
  - Appropriate conversations
- Voice
  - Tone
  - Pace
- Body language
  - Professional appearance
  - Smiling
  - Eye contact
  - Open body language and positioning
  - Sitting

## Psychological safety

An environment in which people can have open, honest conversations without fear of unfair repercussions, and are not met with unfair criticisms or penalties when they make mistakes. This same idea supports our Just Culture. Leading with psychological safety helps to reduce employee turnover and increase employee satisfaction and retention.

## Recognition

Recognition helps to reinforce safe and caring behaviors, motivates employees and supports employee engagement, as well as retention. When employees feel valued and appreciated, they have an improved sense of belonging. Recognition can be linked to higher engagement, feeling valued and better job performance.

When a safety event is prevented, we call that a good catch and it is a perfect opportunity to recognize each other. Patients and guests provide us with positive feedback on how we are doing. If you are using the GIFTS method, many times they will remember your name and write about it. Leaders use this information to recognize employees. Recognition can happen in many ways, one tool to make is easier for you is through N Recognition of You!

## Safety huddles

A safety huddle is a required quick, stand-up meeting to share important information. The purpose is to identify priorities, communicate essential information, and promote efficiency and teamwork. Huddles allow frequent communication to keep everyone informed and boost morale. Huddles also are a chance to reinforce the Norton Way expectations. During safety huddles, use the visual management board to support safety, quality, infection and experience topics and results. Share safety and experience stories, lessons and recognition.

## SELF

SELF stands for the categories of problem-solving that make up the Sanctuary Framework:

- **Safety** – No one gets better or works well without having Safety. Safety means physical safety, emotional safety, social safety and moral safety. Safety is where we always start and end. If you are not safe, you can't get better.
- **Emotions** – Managing emotions is the step that helps us to know what we are feeling and to handle our feelings in a way that doesn't hurt ourselves or others.
- **Loss** – The step that helps us acknowledge and grieve the painful things that have happened to us in a safe way and move to a healthy future.
- **Future** – The step where we look at our choices in creating a better personal future and to make the world a better place.

These categories represent the four dynamic areas of focus for trauma recovery. They help organize conversations and documentation in a simple and accessible language. SELF is a non-linear framework, so there is no proper order when assessing an issue. For example, one may start with the future and work backwards from there, considering safety, emotions and loss during the process.

## Stop and resolve

If you encounter a concern or potentially safety event involving a patient, guest, or employee, stop and resolve it.

**Stop** if you are uncertain, if someone else raises a concern or question, or any time something just does not feel right. **Resolve** by asking questions, gathering additional information, assisting those with concerns to make it right before proceeding.

The care of the patient and our team is everyone's responsibility. Examples include:

- Time outs
- Safety checks such as scanning medicines or checking armbands
- Call lights or alarms going off
- Anyone who looks lost or needs assistance
- Complaints or concerns
- Suspicious or unsafe behaviors

## Three-Way communication

Use when communicating information that needs to be acted on, such as an order or a request. This is how you perform three-way communication:

- Sender communicates an order, request or information to the receiver
- Receiver reads or repeats back the order to the sender, asking clarifying questions if needed
- Sender acknowledges by saying, "That's correct" or "That's not correct"