

AIDET®: Five Fundamentals of Service:

These are five behaviors to use in patient and family encounters to anticipate, meet, and exceed the expectations of the customer and reduce the anxiety of the patient.

- **Acknowledge:** Acknowledge the patient by name. Make eye contact, smile, and acknowledge everyone in the room (patient and families).
- **Introduce:** Introduce yourself, your skill set, your professional certification, and experience.
- **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.
- **Explanation:** Explain step by step what will happen, answer questions, and leave a way to contact you, such as a nurse call button or phone number. Use language a patient can understand.
- **Thank You:** Thank the patient. You may thank them for choosing your hospital, and for their communication and cooperation. Thank the family for assistance and being there to support the patient.

Behavioral-Based Interview Questions:

Questions used to interview a candidate during the selection process to identify department fit. These questions focus on work environment and gather examples of the candidate's past experience and behavior. The examples the candidate provides are indicators of the candidate's ability to be successful in similar situations.

Communication Board:

A message board organized and aligned by Pillars and placed strategically in an organization or department to communicate consistent messages and key information to the staff and physicians. Most organizations use the Five Pillars: Service, People, Quality, Financial, and Growth to organize and communicate the information.

Connecting the Dots:

To use key words to link actions to the goals and values of the organization and help others understand what you are doing and most importantly why. This can be done throughout all activities, i.e. awards, announcements, thank you's, staff meetings, new policies, etc.

D-E-S-K:

A suggested performance conversation approach to give feedback to a low performer with the goal to improve and change behavior.

- **D:** Describe
- **E:** Evaluate
- **S:** Show you
- **K:** Know Consequences

EBL – Evidence-Based LeadershipSM:

A spinoff of evidence-based medicine, EBL is a strategy centered on using the current “best practices” in leadership – practices that are proven to result in the best possible outcomes. The “evidence,” in this context, is the data collected from studies that aim to determine what people really want and need from their leaders.

EBM – Evidence-Based Medicine:

A philosophy based on using current “best evidence” to make decisions about the care of individual patients.

Fire Starter:

A person willing to model innovative behavior; one who will take responsibility and commit to helping change the organization’s culture. In Quint’s book, *Hardwiring Excellence*, page 19, it explains that in earliest civilizations, Fire Starters were people who kept the flame alive. This was important, because if they were successful, the people survived and if they weren’t the people died.

Key Words at Key Times:

Key words at key times are consistent pre-determined messages delivered at certain times in our care delivery to “connect the dots” and help patients, families, and visitors better understand what we are doing. They align our words with our actions to give a consistent experience and message.

Hardwire:

The process by which an organization, department, team or individual integrates a behavior or action into the daily operations to ensure it becomes a habit and is always done.

Harvest Wins:

The action of taking positive information learned and sharing it with others. This action will not only help people feel they have purpose, do worthwhile work and make a difference, but also allow others to learn from others success -- Behavior that is rewarded and recognized will be repeated.

Healthcare Flywheel®:

A teaching tool/diagram that illustrates the power that Purpose, Passion, To-Do’s and Results has in creating momentum in an organization. Studer Group developed the Healthcare Flywheel to help organizations understand the journey in creating great places for employees to work, physicians to practice, and patients to receive care.

hml – highmiddlelow®:

A performance management approach for moving organizational performance, through the use of high, middle and low performer conversations.

LEM – Leader Evaluation Manager®:

Studer Group's Leader Evaluation Manager® is a web-based application that automates the goal setting and performance review process for all leaders, while ensuring that the performance metrics of individual leaders are aligned with the overall goals of the organization.

LDI - Leadership Development Institute:

Regularly scheduled, two-day leadership training sessions held off-site on a quarterly basis to develop new, current and future leaders in an organization. LDI curriculum aligns to the goals of the organization and focus on the skills and knowledge leaders need to be successful and help meet those goals.

Linkage Grid:

Action items for the team to complete after training to make sure learning is incorporated over 90 days following the training session.

Manage Up:

Positioning others in a positive light. It is a form of communication at all levels that aligns your own skills, your co-workers, other departments and physicians to the goals of your organization. Example: Letting your supervisor know to attend a celebration regarding achievement of results or to pass on positive information regarding an area so that they can be recognized. This makes you and your organization better and aligns everyone to working on the right goals.

Must Haves®

Specific actions and “to-do’s” common to organizations achieving exceptional results. These Must Haves® are based on the Nine Principles® and evolved from the Studer Group partnering with hundreds of organizations to identify these actions. The Must Haves® are (1) Rounding For Outcomes, (2) Employee Thank You Notes, (3) Selection And The First 90 Days, (4) Discharge Phone Calls, (5) Key Words At Key Times and (6) Aligning Leader Evaluations With Desired Behaviors.

Nine Principles®:

A sequenced step-by-step process and roadmap to attain desired results and help leaders develop and achieve an excellence-based culture. The Nine Principles® are truths upon which the culture of excellence can be built:

1. Commit to Excellence
2. Measure the Important Things
3. Build a Culture Around Service
4. Create and Develop Leaders
5. Focus on Employee Satisfaction
6. Build Individual Accountability
7. Align Behaviors with Goals and Values
8. Communicate at all Levels
9. Recognize and Reward Success

Ownership:

The sense of sharing responsibility for the solution as well as the problem, as in owning a house vs. renting it.

PCM – Patient Call ManagerSM:

Studer Group’s Patient Call Manager, The Clinical Call System (PCM) is a software designed to streamline the pre-visit and post-visit call process.

Peer Interviews:

Part of the selection process whereby a team of peers is used to interview and evaluate candidates based on skills and prior experience.

Pillars:

A foundation and framework used to set organizational goals and the evaluation process. Once the goals for each pillar are set for the organization as a whole, they are cascaded throughout, from the division level to department or unit level, to individual leader. Most organizations use the Five Pillars: Service, People, Quality, Financial, and Growth. These can be customized to fit specific language or organizational terms, or other pillars can be added, such as Community. Studer Group has Six Pillars – and includes Community. These pillars then lay the framework for consistent evaluations, communications, and work planning.

Pushback:

Resistance received from employees, physicians and leadership.

Reward and Recognition:

Any act that acknowledges a valuable contribution and great work: notes, flowers, phone calls, as well as monetary incentives.

Rounding for Outcomes:

Communicating with employees, physicians and patients in such a way that there is a specific purpose to walk away with specific outcomes.

Service Recovery:

Actions taken when customer expectations have not been met.

TYYO - Taking You and Your Organization to the Next Level:

The foundational Studer Group Learning institute held for healthcare leaders across the country. These institutes are held at various locations across the US and Canada throughout the calendar year. The content focuses on how to implement tactics in the context of Studer Group's Evidence-Based LeadershipSM framework.

WRIHC – What's Right In Health Care:

Studer Group's annual conference. What's Right in Health Care® is a peer-to-peer networking conference designed to provide state-of-the-industry insights from keynote speakers, breakout sessions, and post-conference workshops on issues faced by small and rural hospitals, physicians, and Emergency Departments.