Thriving in the Transition from Volume to Value-Based Care

PURPOSE - Our brand promise
Working together to enrich the health and well-being of every life we touch

MISSION - Why we exist
EvergreenHealth advances the health of the communities it serves through dedication to high quality, safe, compassionate, and cost-effective health care

VISION - What we aspire to fully become
EvergreenHealth will create an inclusive community health system that is the most trusted source for health care solutions

VALUES - Shared beliefs that define our culture
Compassion, Excellence, Respect, Collaboration, Accountability

STRATEGIC IMPERATIVES – Strategies that achieve market advantage and distinction

I. CARE TRANSFORMATION – We deliver the right care, for the right person, at the right time, in the right place, at the right value – every time – now and in the future.

II. ECONOMIC TRANSFORMATION – We excel under today’s clinical and financial models while strengthening our position to thrive under tomorrow’s reimbursement models.

III. INTENTIONAL GROWTH – We improve access and grow intentionally and innovatively to meet the needs of our community and to successfully transition to value-based care.

IV. CONSUMERISM – We are known as the place to go for care and health information through personalized experiences and tools that equip our community with the ability to easily navigate the system, and the knowledge to meaningfully engage in their health care choices, including health and wellness.

V. CULTURE – We live our values intentionally to preserve and foster what makes our organization unique – an exceptional place to work and practice, where people can contribute their best every day.

1 Vision
5 Strategic Imperatives
13 Goals
36 Top Initiatives
## GOALS & STRATEGIES
What we want to achieve

### I. CLINICAL OUTCOMES & ABSOLUTE SAFETY – Attain local and national recognition for our commitment to absolute safety and consistent top decile clinical outcomes

- **Achieve Absolute Safety**
  - Elevate a culture of constant regulatory readiness, transparency and achieving absolute safety
  - Reduce human error and improve quality by effectively leveraging IT

- **Demonstrate superior clinical quality and outcomes**
  - Adopt best clinical practice standards
  - Advance nursing practices

- **Deliver the right care, at the right time, in the right place, at the right value**
  - Transform care by excelling at population health management

### TOP INITIATIVES FOR 2017
How we will achieve our goals and strategies

1. Patient safety and quality improvements hardwired into our systems and processes
   - Medication reconciliation
   - Plan of care communication
   - Handoffs and transitions
   - Antimicrobial stewardship

2. Continual regulatory readiness

3. Advance the EH Operating System 2.1 as our Quality Management System

4. Nursing quality indicators hardwired

5. Cerner nursing technologies implemented through house-wide nurse phone replacement and patient capacity management system

6. Care variations reduced

7. Population health optimized

### II. CUSTOMER ENGAGEMENT – Create exceptional customer experiences that foster meaningful and active engagement, resulting in absolute loyalty

- **Exceed each customer’s expectations**
  - Deliver consistent service behaviors that mirror patient expectations
  - Create unique, breakthrough customer experiences and products
  - Become the preferred source for help, information and referral
  - Inspire health and wellness in those we serve

### III. PEOPLE & PROCESSES – Create a culture and environment that enables all employees and medical staff to perform at their best - every day, and fulfill their potential

- **Become an employer of choice**
  - Create and sustain a fully engaged workforce that finds joy in their work
  - Recruit and retain the best staff
  - Cultivate high-performing leaders
  - Inspire a healthier workforce

- **Be the best place to practice medicine in the Puget Sound area**
  - Recruit and retain the best medical staff

- **Strong and effective governance**
  - Enhance Governance practices and structure to meet the changing needs of the community

- **Integrate process improvement principles into day-to-day behavior and culture**
  - Eliminate waste in our processes

13. Employee and provider engagement

14. RN recruitment and retention

15. MA recruitment and retention

16. Wellness and safety enhancements to reduce work-related injuries

17. EHMG infrastructure refined

18. Board of Commissioner and Community Advisor Development

19. Lean improvements in patient flow, ambulatory clinics, surgical services and DI resource utilization processes, as well as removing waste from provider practices
<table>
<thead>
<tr>
<th>IV. GROWTH &amp; ACCESS – Deliver innovative and accessible solutions for the growing and changing health care needs of the community</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Be the community’s provider of choice</strong></td>
</tr>
<tr>
<td>- Leverage strategic partnerships to advance business and market performance</td>
</tr>
<tr>
<td>- Promote and drive targeted growth in primary care, cancer, cardiovascular, neuroscience, surgery, musculoskeletal, women’s &amp; children’s and home care services</td>
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<tr>
<td><strong>Improve access to care</strong></td>
</tr>
<tr>
<td>- Build virtual medicine capabilities</td>
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<tr>
<td>- Build convenient care options</td>
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<tr>
<td>- Improve ease of access across specialties</td>
</tr>
<tr>
<td>- Improve access to behavioral health care and resources</td>
</tr>
<tr>
<td><strong>Foster innovation in the delivery of value-based care through collaborative partnerships</strong></td>
</tr>
<tr>
<td>- Increase physician alignment through the Eastside Health Network</td>
</tr>
<tr>
<td>- Expand geographic reach through the Puget Sound High Value Network &amp; Eastside Health Network</td>
</tr>
<tr>
<td>- Formulate new payment models and opportunities with payers</td>
</tr>
<tr>
<td>- Foster direct-to-business relationships</td>
</tr>
<tr>
<td><strong>TOP INITIATIVES FOR 2017</strong></td>
</tr>
<tr>
<td>21. EHMG primary care expansion</td>
</tr>
<tr>
<td>- Lakeshore clinic integration</td>
</tr>
<tr>
<td>- New Kenmore primary and urgent care facility</td>
</tr>
<tr>
<td>- New Mill Creek primary and urgent care facility</td>
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<tr>
<td>- Pharmacists embedded in primary care</td>
</tr>
<tr>
<td>22. Specialty care and surgical services growth</td>
</tr>
<tr>
<td>- Musculoskeletal integration in DeYoung Pavilion</td>
</tr>
<tr>
<td>- Third catheterization lab planning</td>
</tr>
<tr>
<td>- Thoracic surgery</td>
</tr>
<tr>
<td>- Neurosurgery</td>
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<tr>
<td>- Ophthalmology</td>
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<tr>
<td>23. EvergreenHealth-Monroe growth</td>
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<tr>
<td>- Addiction Recovery Center as a system program</td>
</tr>
<tr>
<td>- OB program development</td>
</tr>
<tr>
<td>- Orthopedics</td>
</tr>
<tr>
<td>- Long-range master facility plan</td>
</tr>
<tr>
<td>24. Retail and urgent care opportunities explored</td>
</tr>
<tr>
<td>25. Tele-health opportunities explored</td>
</tr>
<tr>
<td>26. New Medical/Surgical bed capacity in Silver</td>
</tr>
<tr>
<td>27. Behavioral Transitional Care Unit established, pending Gala funding</td>
</tr>
<tr>
<td>28. Eastside behavioral health outpatient strategy explored</td>
</tr>
<tr>
<td>29. EvergreenHealth Partners integrated into Eastside Health Network</td>
</tr>
<tr>
<td>30. Puget Sound High Value Network strategy developed</td>
</tr>
<tr>
<td>31. Direct-to-business and other value-based contracts secured and implemented with payers/employers</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>V. FINANCIAL STEWARDSHIP – Continually improve our financial performance to advance our ability to serve the community</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Deliver affordable and value-based health care</strong></td>
</tr>
<tr>
<td>- Control and lower the cost of health care</td>
</tr>
<tr>
<td>- Ensure readiness for value-based payment models</td>
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<tr>
<td><strong>Be accountable to our community</strong></td>
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<tr>
<td>- Demonstrate differentiated community benefit</td>
</tr>
<tr>
<td>- Engage the community in philanthropy and the stewardship of donated funds</td>
</tr>
<tr>
<td><strong>TOP INITIATIVES FOR 2017</strong></td>
</tr>
<tr>
<td>33. Long range financial plan</td>
</tr>
<tr>
<td>34. Value-based payment model innovations</td>
</tr>
<tr>
<td>- Medicare Advantage</td>
</tr>
<tr>
<td>- CMS Merit-Based Incentive Payment System (MIPS)</td>
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<tr>
<td>- Bundled payment programs for oncology and cardiology</td>
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<tr>
<td>- Home Care value-based purchasing</td>
</tr>
<tr>
<td>35. Levy program development including youth mental health program collaboration with community partners</td>
</tr>
<tr>
<td>36. Grateful Patient Campaign for FMC, CCU, and cardiovascular care</td>
</tr>
</tbody>
</table>
Operating System (v. 2.0)

VISION
To create an inclusive community health system that is the most trusted source for health care solutions.

Strategic Pillars
- Clinical Outcomes & Absolute Safety
- Customer Engagement
- People & Process
- Growth & Access
- Financial Stewardship

Patient & Family Centered

STANDARD WORK

PEOPLE
- Coaching & Development
- Magnet Principles
- Art of Caring

PROCESS
- Lean
- Safety Management System
- Change Management System

STRUCTURE
- Leadership Dyads
- Service Lines
- Leadership Councils
- Strategic Partnerships

VALUES
- Compassion
- Respect
- Excellence
- Collaboration
- Accountability

MISSION
To advance the health of communities we serve through our dedication to high quality, safe, compassionate, and cost-effective health care.

PURPOSE
Working together to enrich the health and well-being of every life we touch.

LEADERSHIP PRINCIPLES
- We are the stewards of our culture. How we embrace and live our values and these principles cultivates a consistent and intentional culture.
- We are accountable for achieving exceptional outcomes, and for applying the learning’s from our successes and failures to help us improve every day.
- We are committed to continuous, incremental improvement to eliminate waste, inefficiency, ineffective communication, and variations in our care processes.
- We are “teachers and coaches” supporting the professional growth of our staff, and helping our teams achieve their highest potential.
- We find opportunities every day to genuinely recognize and celebrate the excellent work of our staff, physicians, and volunteers.
- We listen and communicate effectively, always seeking first to understand and then to be understood.
- We are consistently responsive and timely to those we serve.
- We are inclusive and transparent in our decision making and communications.
- We are committed to learning and growing as leaders in the application of these principles.
- We role model healthy and rewarding personal lives that are in balance with the demands of our work.
<table>
<thead>
<tr>
<th>Central Entrance and Central Parking</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TAN, Floors 1-4</strong></td>
</tr>
<tr>
<td>Floor 1</td>
</tr>
<tr>
<td>Floors 2-4</td>
</tr>
</tbody>
</table>

| **BLUE** |
| Floor 1 | “Galleria”, Employee Health, Diagnostic Imaging (DI), Cardiac Cath Lab |
| Floor 2 | Family Maternity Center (FMC), Gift Shop, Outpatient Pharmacy (EPC) |
| Floor 3 | Surgery |
| Floor 4 | NICU & Pediatrics |
| Floor 5 | Progressive Care Unit (PCU) |

| **CORAL** |
| Floor 1 | Mammography, Wound Care Center, Microbiology Lab |
| Floor 2-5 | Outpatient Provider Offices |
| Floor 5 | PacLab |

<table>
<thead>
<tr>
<th>East Entrance and East Parking</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TAN, Floor 5</strong></td>
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<tr>
<td>Floor 5</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>West Entrance and West Parking</th>
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</thead>
<tbody>
<tr>
<td><strong>SILVER</strong></td>
</tr>
<tr>
<td>Basement</td>
</tr>
<tr>
<td>Floor 1</td>
</tr>
<tr>
<td>Floor 6</td>
</tr>
<tr>
<td>Floor 7</td>
</tr>
<tr>
<td>Floor 8</td>
</tr>
</tbody>
</table>

| **GREEN** |
| Floor 1 | Central Registration, Cancer Support Services & Therapy, Gift Shop |
| Floor 2 | Education Offices |
| Floor 3 | Education Skills Lab |
| Floor 4 | Comprehensive Procedures Center (CPC) |

| **PURPLE** |
| Floor 1 | Inpatient Lab (Blood Bank inside) |
| Floor 2 | Cardiovascular Short Stay, Inpatient Pharmacy |
| Floor 3 | OR Waiting Room |
| Floor 4 | Acute Rehab Unit (ARU) |

<table>
<thead>
<tr>
<th><strong>EMERGENCY Entrance and EMERGENCY Parking</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RED</strong></td>
</tr>
<tr>
<td>Basement</td>
</tr>
<tr>
<td>Floor 1</td>
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<tr>
<td>Floor 2</td>
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</tbody>
</table>
EvergreenHealth Medical Center

DIRECTIONS
12404 NE 128th Street | Kirkland, WA 98034

EvergreenHealth Medical Center is conveniently located just off I-405 in the Totem Lake area (north Kirkland).

Northbound on I-405 Take the NE 124th Street/Totem Lake Boulevard Exit (20B); stay to the right and follow the Totem Lake Boulevard Exit, and proceed straight from the light, up the hill on 120th Avenue NE to NE 128th Street. Follow the signs to campus and adjacent parking.

Southbound on I-405 Take the NE 124th Street Exit (20); turn right onto NE 124th Street, turn right onto 116th Avenue NE, turn right on NE 128th Street and proceed straight past Totem Lake Boulevard until you reach 120th Avenue NE. Follow the signs to campus and adjacent parking.

New Parking Entrance Names Starting Nov. 2, 2015

Central Parking If your destination is the Blue Zone (Diagnostic Imaging; EvergreenHealth Surgery Care, Blue; Family Maternity Center; Patient Registration); Coral Zone (Breast Health Center; Evergreen Professional Center; PACLAB; Pharmacy) or the Tan Zone (Education Center; EvergreenHealth Surgery & Physicians Pavilion), follow signs to the Central Entrance and nearest parking entrance on either NE 128th Street or NE 130th Lane. From Central Parking, proceed to Level A, using the tan-colored elevator if needed, for destinations in the Tan Zone. Use the blue-colored elevators if needed for destinations in the Blue Zone and the Coral Zone. Follow signs to your location.

East Parking If your destination is EvergreenHealth Surgery Care, Tan, follow the signs to the East Entrance on 124th Avenue NE and park in East Parking located on the top deck.

West Parking If your destination is the Green Zone, the Halvorson Cancer Center, the Purple Zone or the Silver Zone, follow the signs to the West Entrance on NE 128th Street and park in the underground West Parking. Follow signs to your location.

EMERGENCY Parking If your destination is the EMERGENCY Department (Red Zone), follow the signs to the EMERGENCY Entrance on NE 130th Lane and park in the surface lot or underground in EMERGENCY Parking.

DeYoung Pavilion Parking Follow the signs to the DeYoung Pavilion (Booth Gardner Parkinson’s Care Center; EvergreenHealth Rehabilitation Services; Heart & Vascular Wellness Services; Multiple Sclerosis Center; Neuropsychological Services) on NE 128th Street. Park in the surface lot or underground parking.

Free parking is available campus wide.
**EMERGENCY CODES & STAFF RESPONSE**

**HOW TO CALL A CODE**

Dial x1199 (Inside Hospital) Dial 9-911 (Outside Hospital)

State the Code, Location, Color Zone and Name

<table>
<thead>
<tr>
<th>CODE BLUE</th>
<th>CODE RED</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Arrest or Medical Emergency</strong></td>
<td><strong>Fire or Smoke</strong></td>
</tr>
<tr>
<td>An adult, child, or infant’s heart has stopped or they are not breathing.</td>
<td></td>
</tr>
<tr>
<td>• Initiate Basic Life Support.</td>
<td></td>
</tr>
<tr>
<td>• Hospital: Dial x1199 or press Code button</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CODE GRAY</th>
<th>CODE SILVER</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Combative or Out of Control Person</strong></td>
<td><strong>Weapon or Hostage Situation</strong></td>
</tr>
<tr>
<td>In the event a person is combative or exhibits out of control behavior, Dial x1199 and report a Code Gray with the following information.</td>
<td></td>
</tr>
</tbody>
</table>

**Early Identification (Prior to Code Gray)**

A person’s aggressive behavior is escalating Dial x1199 and requests Security STAT. Security staff will initiate a response and make an effort to de-escalate the situation prior to reaching a Code Gray status.

<table>
<thead>
<tr>
<th>CODE BLACK (Internal Triage)</th>
<th>CODE INTERNAL / EXTERNAL TRIAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Bomb Threat / Suspicious Package</strong></td>
<td><strong>External Event</strong></td>
</tr>
<tr>
<td>To report a bomb threat or suspicious package Dial x1199 and request Security to respond “STAT” providing the following information: 1. Your location and/or the location of the incident (Your name, floor #, wing color &amp; location). 2. Wait for Security to respond to your location after Security arrives; provide the officer with the situational information.</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>CODE ORANGE</th>
<th>CODE AMBER ALERT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Hazardous Materials Spill</strong></td>
<td><strong>Infant/Child Missing</strong></td>
</tr>
<tr>
<td>A significant hazardous material spill, release or odor</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>CODE ONE</th>
<th>RAPID RESPONSE TEAM</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Non-Life Threatening Event</strong></td>
<td><strong>Medical Team Required</strong></td>
</tr>
<tr>
<td>Response required by clinical and security staff for a non-life threatening event. (example: Slip, Trip, Fall)</td>
<td></td>
</tr>
</tbody>
</table>

(Prior to heart or respiration stopping)
# Your 5 Moments for Hand Hygiene

1. **BEFORE TOUCHING A PATIENT**
   - **WHEN?** Clean your hands before touching a patient when approaching him/her.
   - **WHY?** To protect the patient against harmful germs carried on your hands.

2. **BEFORE CLEAN/ASEPTIC PROCEDURE**
   - **WHEN?** Clean your hands immediately before performing a clean/aseptic procedure.
   - **WHY?** To protect the patient against harmful germs, including the patient’s own, from entering his/her body.

3. **AFTER BODY FLUID EXPOSURE RISK**
   - **WHEN?** Clean your hands immediately after an exposure risk to body fluids (and after glove removal).
   - **WHY?** To protect yourself and the health-care environment from harmful patient germs.

4. **AFTER TOUCHING A PATIENT**
   - **WHEN?** Clean your hands after touching a patient and her/his immediate surroundings, when leaving the patient’s side.
   - **WHY?** To protect yourself and the health-care environment from harmful patient germs.

5. **AFTER TOUCHING PATIENT-surroundings**
   - **WHEN?** Clean your hands after touching any object or furniture in the patient’s immediate surroundings, when leaving – even if the patient has not been touched.
   - **WHY?** To protect yourself and the health-care environment from harmful patient germs.

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**World Health Organization**

**Patient Safety**
A World Alliance for Safer Health Care

**SAVE LIVES**
Clean Your Hands

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WHO acknowledges the Hôpitaux Universitaires de Genève (HUG), in particular the members of the Infection Control Programme, for their active participation in developing this material.

May 2009
How to handrub?
WITH ALCOHOL-BASED FORMULATION

1a
Apply a palmful of the product in a cupped hand and cover all surfaces.

1b

2
Rub hands palm to palm

3
Right palm over left dorsum with interlaced fingers and vice versa

4
Palm to palm with fingers interlaced

5
Backs of fingers to opposing palms with fingers interlocked

6
Rotational rubbing of left thumb clasped in right palm and vice versa

7
Rotational rubbing backwards and forwards with clasped fingers of right hand in left palm and vice versa

8
Rinse hands with water

9
Dry thoroughly with a single use towel

10
Use towel to turn off faucet

20-30 sec

...once dry, your hands are safe.

40-60 sec

...and your hands are safe.

How to handwash?
WITH SOAP AND WATER

0
Wet hands with water

1
Apply enough soap to cover all hand surfaces.

2
Rub hands palm to palm

3
Right palm over left dorsum with interlaced fingers and vice versa

4
Palm to palm with fingers interlaced

5
Backs of fingers to opposing palms with fingers interlocked

6
Rotational rubbing of left thumb clasped in right palm and vice versa

7
Rotational rubbing backwards and forwards with clasped fingers of right hand in left palm and vice versa

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Procedure for Putting on and Taking off Personal Protective Equipment (PPE)

Putting on PPE

1. SANITIZE HANDS (GEL OR WASH HANDS)

2. PUT ON GOWN
   - Fully cover torso from neck to knees, arms to end of wrists, and wrap around the back.
   - Fasten in back at neck

3. PUT ON MASK OR RESPIRATOR
   - Secure ties or elastic band at middle of head and neck.
   - Fit flexible band to nose bridge.
   - Fit snug to face and below chin.
   - Fit-check respirator.

4. PUT ON GOGGLES/FACE SHIELD
   - Put on face and adjust to fit.

5. SANITIZE HANDS (GEL OR WASH HANDS)

6. PUT ON GLOVES
   - Use non-sterile for isolation.
   - Select according to hand size.
   - Pull glove up to cover wrist of isolation gown.

Revised: July 2016
Removing PPE

Remove PPE at doorway before leaving patient room or in anteroom

1. REMOVE GLOVES
   - Outside of gloves are contaminated!
   - Grasp outside of glove with opposite gloved hand; peel off.
   - Hold removed glove in gloved hand.
   - Slide fingers of ungloved hand under remaining glove at wrist.

2. REMOVE GOWN
   - Gown front and sleeves are contaminated!
   - Unfasten neck
   - Remove gown using a peeling motion; pull gown from each shoulder toward the same hand.
   - Gown will turn inside out.
   - Hold removed gown away from body, roll into a bundle and place in hamper.

3. SANITIZE HANDS (GEL OR WASH)

4. REMOVE MASK OR RESPIRATOR
   - Front of mask/respirator is contaminated – DO NOT TOUCH!
   - Grasp ONLY bottom then top ties/elastics and remove.
   - Discard in waste container.

5. REMOVE GOGGLES/FACE SHIELD
   - Outside of goggles or face shield are contaminated!
   - To remove, handle by “clean” head band or ear pieces.
   - Place in designated receptacle for reprocessing or in waste container.
   - PAPR hoods are recyclable. DO NOT write your name on the mask and DO NOT throw in the trash.
   - When finished with your PAPR hood, wipe off with a Sani-Wipe and store in the cabinet.
   - At the end of your shift place the PAPR hood in the blue recycling bag.

6. SANITIZE HANDS (GEL OR WASH)

Revised: July 2016
Art of Caring

Warm welcome
• establishing initial rapport
• identifying the reason(s) for the visit
• orienting to call light / room

Gathering information
• exploration of problems
• understanding the patient’s perspective
• providing structure to the visit

Building the relationship
• developing rapport
• involving the patient

Explanation and planning
• providing the correct amount and type of information
• aiding accurate recall and understanding
• achieving a shared understanding that incorporates the patient’s perspective and shared decision making

Fond Farewell - Closing the session
Welcome to EvergreenHealth! Please review the IT information contained in this document and use as reference material for the following key topic areas:

- Important Phone Numbers
- Information Security
- Appropriate Use of Computer Systems
- Prohibited Activities

Important Phone Numbers

- Helpdesk Extension 1740 or (425) 899-1740
- Human Resources Extension 2511 or (425) 899-2511
- Security (non-urgent) Extension 1300 or (425) 899-1300
- Disaster Information Extension 4111 or (425) 899-4111

Information Security

Passwords must be a MINIMUM of 8 characters and contain at least 3 of the 4 following items:

- one UPPERCASE letter
- one lowercase letter
- one number (1, 2, 3, etc.)
- one special character (@#$! , etc.)

Passwords will expire every 120 days (4 months). After five (5) unsuccessful login attempts, your account will be locked. To unlock your account - Call the Helpdesk at x 1740

Keep your username and password private! Do not leave them in plain sight or put them on Post-It notes. Always secure your workstation whenever you are going to be away from it, either by locking it or logging out.

Do NOT allow anyone else to login to the system with your username and password. Do NOT be tempted to login to the system as anyone other than yourself.

Appropriate Use of Computer Systems

- EvergreenHealth’s computing resources exist for company business.
- EvergreenHealth reserves the right to inspect or monitor any company owned, leased, or controlled computer, computer device, network, computer facility or storage device at any time for any reason
- Access to personal e-mail (Hotmail, gmail, etc.) or social media sites (Facebook, Twitter, etc.) is restricted
- Certain websites are restricted, depending on content. Contact your manager if you have a business need to access a restricted website

Prohibited Activities

- Personal activities that interfere with performance
- Personal profit or non-profit business ventures
- Political activity
- Unlawful activities
- Sending, posting or downloading sexually explicit or offensive messages, cartoons or jokes, ethnic slurs, racial epithets or other statements or images that may be construed as offensive, harassment, disparagement or libel
- Sending or posting EvergreenHealth’s non-public materials or communications to anyone not entitled to know or possess such information
- Making unauthorized use of password or mailbox, or masquerading as another individual
- Unauthorized destruction, deletion or dissemination of electronic communications
SBAR

SBAR is a communication method used to frame any conversation to be used whenever crucial information is transferred between staff, services or patients and families.

SBAR is the communication standard at EvergreenHealth.

Situation
A concise statement of the problem
What is the headline?

Background
Pertinent and brief information related to the situation
What has happened?

Assessment
Analysis of the problem
What is going on?

Recommendation
Requested action, order or change
What is needed?
EvergreenHealth serves Limited English Proficient (LEP), deaf, hard of hearing, and disabled patients/surrogate decision-makers. These individuals must be able to effectively communicate their medical condition and history with hospital staff. It is illegal to ask patients to bring or pay for their own interpreters. Friends, family members or staff may not interpret during any clinical communication. Patients and family members insisting on using their own interpreter or not wishing to have an interpreter, will be advised the following: we must ensure an accurate exchange of information, patients do not pay for the use of interpreters, and interpreters are also for the providers; therefore, we will use an unbiased and trained professional interpreter during any clinical communication. Only DSHS certified interpreters from one of EvergreenHealth contracted agencies may interpret for providers/patients.

Remember: interpreters are not only for patients but also for healthcare providers.

Federal Legislation & Policies

2001 - CLAS Standards
They aim to improve health care quality and advance health equity by establishing a framework for organizations to serve diverse communities.

2000 - Executive Order 13166
Requires all federal financial assistance recipients to uphold Title VI.

1985 - Establishment of Federal Office of Minority Health

1964 - Civil Rights Act—Title VI
Prohibits discrimination on the basis of race, color, and national origin in programs and activities receiving federal financial assistance. It is the legal foundation for language access services.

1946 - Bill-Burton Act
It was designed to provide federal grants to improve the physical plant of the nation’s hospital system.

EVERGREENHEALTH INTERPRETER SERVICES GUIDELINES

USE Telephonic Interpreting
- ALL CASES except for those listed in Face-to-Face Interpreting
  Immediate access in over 180 languages

Pacific Interpreters
Hospital ONLY: 1.888.869.7344
Clinics: 1.800.264.1552
THE RIGHT SERVICE AT THE RIGHT TIME
24 HOURS A DAY, 7 DAYS A WEEK, 365 DAYS A YEAR

WHEN IT IS APPROPRIATE TO USE Face-to-Face Interpreting
- CT & MRI with a contrast agent
- Combative patients
- Deaf patients (sign language)
- Mental Health (patient is aggressive/agitated)
- Speech or hearing problems
- Sexual Assault
- Women & Children Services for the following conditions
  - Fetal Demise
  - Terminations
  - Twin to Twin Transfusion Cases

Interpreters (including Sign Language)
Call: 425.899.2585
Do not use Hopelink Interpreter Services

For more information:
http://employees.evergreenhealth.com/Interpreter/Pages/default.aspx

EH Interpreter Services
Shahzina Karim, Director
Ana Balducci-Curtis, Coordinator
06/2017
CARING FOR DIVERSE PATIENT POPULATIONS

Resources for Staff at EvergreenHealth

Compiled by Melissa Tiesel, RN, BSN, CNE

Everlink--> Departments-->Interpreter Services-->Cultural Corner

- **Caring about Culture newsletters (published bi-monthly)**
  Tips related to caring for EvergreenHealth's top minority patient populations

- **Best Practice Guide**
  Tips for greeting, communicating with, and teaching all patients at EvergreenHealth

- **Cultural Considerations in Peripartum and Newborn Care**
  Resource guide for staff working in the Family Maternity Center and Children's Services

- **Cultural Considerations during End-of-Life Care (coming soon!)**
  Resource guide related to caring for patients during end-of-life

**Useful links--> Ethnomed**

Collection of research articles specific to Seattle's immigrant population

**Departments-->Clinical Information--> Quality Translations in Multiple Languages** ([https://www.healthinfotranslations.org](https://www.healthinfotranslations.org))

Provides patient education materials translated into select languages
**Interpreter Services**

An interpreter will be provided to you at no cost. For assistance call 425-899-1000 (TTY: 425-899-2007).

**繁體中文 (Chinese)**

请注意，如果您需要使用繁体中文，您可以免费获得语言援助服务。请致电 425-899-1000（TTY: 425-899-2007）。

**Español (Spanish)**


**Expressing Your Concerns**

Patients, clients, families and visitors are encouraged to express complaints or concerns about any aspect of their care or experience with EvergreenHealth.

Concerns or complaints may be directed to any EvergreenHealth staff member or to:

**Patient Relations**

EvergreenHealth
12040 NE 128th St., MS #8
Kirkland, WA 98034
Telephone: 425.899.2267
patientrep@evergreenhealth.com
https://www.evergreenhealth.com/contact

Please be assured that expressing a complaint or a concern will not compromise your care. We will promptly investigate all complaints and grievances and work to resolve them in a timely, reasonable and consistent manner. You may also lodge a grievance directly with the Washington State Department of Health and/or The Joint Commission.

**Department of Health Health Systems Quality Assurance – Complaint Intake**

1.800.463.6828 (complaints only)

Calls are received from 8 a.m. to 5 p.m., Monday through Friday.

Department of Health
P.O. Box 47857
Olympia, WA 98504-7857
HSQACoalitionIntake@doh.wa.gov

**The Joint Commission**

1.800.994.6610
complaint@jointcommission.org

To assure that our patients receive an exceptional experience, EvergreenHealth contracts with a partner to survey patients upon discharge. Only a random sample group of patients are surveyed. If you would like to provide us with feedback about your experience or to opt out of the survey, please call Patient Relations at 425.899.2267.

**Contact Us**

For more information about EvergreenHealth and our services, please call 425.899.3000 or visit us online at evergreenhealth.com
Patient and Client Rights

As a patient or client, you have the right to:

• Be notified of your rights and exercise your rights in regard to your care.
• Receive safe, private, high-quality and respectful care.
• Be provided impartial access to care.
• Receive medical services in a life-threatening emergency.
• Have a family member or representative of your choice and your physician notified promptly of your admission to the hospital.
• Receive visitors you or your support person designate(s), including, but not limited to, a spouse, domestic partner, other family member or friend. Visitors are restricted from most treatment and procedure areas and may be limited based on your medical condition. You have the right to withdraw or deny your consent at any time.
• Have your comfort needs addressed through appropriate pain assessment and management.
• Be informed of aspects of your condition to help you make informed decisions regarding your care.
• Request medically necessary and appropriate services or refuse treatment or services to the extent permitted by law, and be informed of the potential consequences of such an action.
• Receive detailed information, in terms you can understand, about your care, your illness, your treatment or other services that you may be receiving.
• Know the name of your physician and others who care for you.
• Effective written and verbal communication that is appropriate to your age, understanding and language.
• Actively participate in decisions involving your care, including the consideration of ethical issues, and be informed in advance of any change in your plan of care.
• Receive care from personnel who are properly trained to perform assigned tasks and to coordinate services.
• Courteous and respectful treatment of person and property, privacy, and freedom from abuse and discrimination.
• Receive spiritual care, if desired.
• Confidential management of your patient records and information.
• Access information in your own patient record within a reasonable amount of time following your request.
• Be informed of the process for submitting and addressing any complaints to the hospital facility or a state agency.
• Receive an explanation of your bill and our policy concerning billing and payment for services, and the right to inquire about the possibility of financial assistance.
• Seek a second opinion or choose another caregiver.
• Freedom from the use of seclusion or restraint in an examination or treatment of any form unless medically necessary for your well-being.
• Receive adequate information to help you make an informed decision whether to participate or refuse to participate in experimental treatment or research.
• Be informed that refusing to participate in research will not compromise your access to care, treatment and services.
• Sign an advance directive such as a living will or durable power of attorney for health care and have hospital staff and your providers comply with your directives to the extent permitted by hospital policy and state and federal laws.
• Be informed of the reasons for impending discharge, transfer to another facility and/or level of care, ongoing care requirements, and other available services and options as appropriate.
• If you are a Medicare patient, you have the right to receive a notice of your discharge rights as well as a notice of your non-coverage rights, and to be notified of your right to appeal premature discharge.

Patient and Client Responsibilities

As a patient or client, you have the responsibility to:

• Participate in decisions involving your care.
• Provide a complete and accurate medical history to the best of your knowledge, and to provide information about current medications or treatments.
• Ask questions and seek clarification of your diagnosis, course of treatment or care plan.
• Provide information about complications or health symptoms.
• Follow the proposed course of treatment or care, recommendations and advice upon which you and your provider have agreed.
• Be considerate of the rights of other patients and clients, and care personnel, and to be respectful of property.
• Provide accurate and timely information about sources of payment and your ability to meet financial obligations.
• Make it known whether you understand what is expected of you, and whether you are able and willing to comply.

Parents and guardians may represent or assist a patient or client in fulfilling these rights and responsibilities.

Nondiscrimination

EvergreenHealth complies with applicable Federal civil rights laws and does not discriminate on the basis of race, color, national origin, age, disability, or sex.