Welcome

Welcome to Jackson Health System. We are pleased to have you join our team of Miracle Makers.

This orientation provides key information that will be useful to review prior to practicing at our facility.
1916: Construction begins on a new, $150,000 Spanish-style hospital on N.W. 10th Avenue and 10th Street.

1918: Miami City Hospital, nicknamed “The Alamo” by employees, opens on June 25 in the midst of an influenza epidemic.

1924: Just days after the death of Dr. James M. Jackson, the hospital’s first president, the Miami city commissioners vote to change the hospital’s name to Dr. James M. Jackson Memorial Hospital.

1926: Jackson Memorial treats more than 700 victims after the Great Hurricane of 1926 hit South Florida, operating relief stations throughout the city.

1946: Jackson becomes the only hospital in the region to offer radium treatment for cancer.

1952: The University of Miami Leonard M. Miller School of Medicine opens, beginning Jackson’s longtime affiliation with UM.

1956: Dr. Robert S. Litwak, chief of thoracic surgery at Jackson, performs the first open-heart surgery in Florida.

1965: Jackson treats burn patients with innovative silver nitrate treatment after the cruise ship, Yarmouth Castle, catches fire.

1977: Jackson’s Kidney Transplantation Center opens, performs 24 transplants in one year.

1986: The Best in Medicine names Jackson Memorial one of the top 25 medical facilities in the U.S., the only public hospital to make the list.

1992: Ryder Trauma Center opens just weeks before Hurricane Andrew devastates south Miami-Dade.

2001: The Public Health Trust creates Jackson Health System, acquires Deering Hospital, which is renamed Jackson South Community Hospital.

2006: Jackson Health System adds Parkway Regional Medical Center, which becomes Jackson North Medical Center.

2013: More than 65 percent of Miami-Dade voters support Jackson’s new Miracle-Building Bond Program. Over the next five-to-seven years, Jackson will invest $1.4 billion into building new facilities and modernizing existing ones.

2015: Jackson Health System purchases a 27-acre parcel of land in the City of Doral that will be home to Jackson West.
Get Connected,
Stay Informed,
*Be Part of the Miracles!*
Follow us on...

- @JacksonHealthSystem
- @HoltzChildrensHospital
- @ImJacksonHealth
- @JacksonHealth
- @HoltzChildren
- @JacksonHealth
- @JacksonforKids
<table>
<thead>
<tr>
<th>Hospital Name</th>
<th>Address</th>
<th>Location</th>
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<tbody>
<tr>
<td>Jackson Memorial Hospital</td>
<td>1611 N.W. 12th Avenue</td>
<td>Miami, FL 33136</td>
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<tr>
<td>Hospital Transplant Institute</td>
<td>Highland Professional Building</td>
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<tr>
<td>Holtz Children’s Hospital</td>
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<td>Miami, FL 33136</td>
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<td>Ryder Trauma Center</td>
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<td>Jackson Rehabilitation Hospital</td>
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<td>Jackson South Community Hospital</td>
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<td>Jackson Memorial Long Term Care Center</td>
<td>2500 N.W. 22nd Avenue</td>
<td>Miami, FL 33142</td>
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<td>Downtown Medical Center</td>
<td>Stephen P. Clark Building, Suite 110</td>
<td>Miami, FL 33128</td>
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<td>Colorectal and Minimally Invasive Surgery Specialists</td>
<td>9195 Sunset Drive, Suite 230</td>
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<td>Jackson Community Mental Health Center</td>
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<td>Rosie Lee Wesley Health Center</td>
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Jackson also provides care to various corrections health clinics in the Miami–Dade community.
2016 Jackson Recognitions

Jackson Health System Named Non-Profit of the Year by the Miami-Dade Gay and Lesbian Chamber of Commerce

During their 2016 Amethyst Gala, the Miami-Dade Gay & Lesbian Chamber of Commerce awarded Jackson Health System the Non-Profit of the Year award.

Jackson Health System Designated Blue Distinction Center for Maternity Care

In an effort to help prospective parents find hospitals that deliver quality maternity care, Florida Blue announced that Jackson Memorial Hospital, Jackson South Community Hospital, and Jackson North Medical Center have been designated as one of the first hospitals to receive the Blue Distinction® Center for Maternity Care designation, a new designation under the Blue Distinction Specialty Care program. The new Blue Distinction Centers for Maternity Care program evaluates hospitals on several quality measures, including the percentage of newborns that fall into the category of early elective delivery, an ongoing concern in the medical community.

Holtz Children’s Hospital Named in U.S. News & World Report’s Best Children’s Hospitals

Holtz Children’s Hospital at the University of Miami/Jackson Memorial Medical Center is among the nation’s top children’s hospitals, according to the U.S. News & World Report 2016-2017 Best Children’s Hospitals rankings. The rankings feature the top 50 hospitals in each of the 10 pediatric specialties. Holtz Children’s is ranked in three specialties this year: 36th in diabetes and endocrinology, 44th in cardiology and heart surgery, and 45th in nephrology.

Jackson Health System Named Human Rights Campaign Foundation Healthcare Equality Index Leader in LGBT Healthcare Equality

The Human Rights Campaign (HRC) Foundation named all six Jackson Health System hospitals “Healthcare Equality Index (HEI) Leaders” for the sixth consecutive year. HEI evaluated Jackson Memorial Hospital, Jackson North Medical Center, Jackson South Community Hospital, Jackson Rehabilitation Hospital, Jackson Behavioral Health Hospital, and Holtz Children’s Hospital/The Women’s Hospital at Jackson Memorial, with all six earning top marks for their policies and practices related to lesbian, gay, bisexual and transgender (LGBT) patients and their families, visitors, and employees.

2015 Jackson Recognitions

Holtz Children’s Hospital Named in U.S. News & World Report’s Best Children’s Hospitals

Holtz Children’s Hospital at the University of Miami/Jackson Memorial Medical Center is among the nation’s top children’s hospitals, according to the U.S. News & World Report 2015-16 Best Children’s Hospitals rankings. The rankings feature the top 50 hospitals in each of the 10 pediatric specialties. Holtz Children’s was ranked in five specialties this year: 32nd in nephrology, 34th in diabetes and endocrinology; 39th in gastroenterology and GI surgery, 40th in cardiology and heart surgery, and 44th in neonatology.
Jackson Health System Named Human Rights Campaign Foundation Healthcare Equality Index Leader in LGBT Healthcare Equality

The Human Rights Campaign (HRC) Foundation named all six Jackson Health System hospitals “Healthcare Equality Index (HEI) Leaders” for the fifth consecutive year. HEI evaluated Jackson Memorial Hospital, Jackson North Medical Center, Jackson South Community Hospital, Jackson Rehabilitation Hospital, Jackson Behavioral Health Hospital, and Holtz Children’s Hospital/The Women’s Hospital at Jackson Memorial, with all six earning top marks for their policies and practices related to lesbian, gay, bisexual and transgender (LGBT) patients and their families, visitors, and employees.

Jackson Memorial Hospital and Jackson North Medical Center were nationally recognized for achievement in the Target: Stroke campaign.

Jackson Memorial Hospital and Jackson North Medical Center were recognized by the American Heart Association/American Stroke Association for their outstanding, life-saving stroke care. Jackson Memorial was the recipient of the Get With The Guidelines®-Stroke Gold Plus Achievement Award with Target: StrokeSM Honor Roll Elite Plus, and Jackson North Medical Center was awarded the Get With Get With The Guidelines®-Stroke Gold Plus Achievement Award with Target: StrokeSM Honor Roll Elite. The awards recognize the hospitals’ commitment to providing the most appropriate stroke treatment according to nationally recognized, research-based guidelines based on the latest scientific evidence.

Ryder Trauma Center Verified a Level 1 Trauma Center by the American College of Surgeons

Ryder Trauma Center at Jackson Memorial Hospital was verified as a Level 1 trauma center by the American College of Surgeons (ACS). Ryder is the only Level 1 trauma center verified by the ACS Committee on Trauma in Miami-Dade County, and one of just two in Florida. This is an achievement that recognizes that Ryder’s leadership, medical team, and support staff are dedicated to providing optimal care for injured patients.

Holtz Children’s First Accredited Pediatric Heart Failure Institute in Florida

Holtz Children’s Hospital earned the distinction of becoming an Accredited Pediatric Heart Failure Institute by The Healthcare Colloquium. Holtz Children’s is the 8th in the nation and first in Florida to earn this accreditation. The Healthcare Colloquium is the only accrediting body offering Pediatric Heart Failure Accreditation and whose members are evaluated based on a unique, scientific review of their level of quality care. Members nationwide have access to a collaborative network of heart failure experts, thus improving patient outcomes and providing better care for the communities they serve.

South Florida Parenting Magazine’s Kids Crown Awards – Best Pediatric Hospital and Best Maternity Hospital

Holtz Children’s Hospital and Jackson Memorial Hospital won South Florida Parenting Magazine’s Kids Crown Awards for Best Pediatric Hospital and Best Maternity Hospital in Miami-Dade County for the second year in a row. Kids Crown winners are chosen annually by readers, with thousands selecting their favorite places and things to do in South Florida.
Welcome to the Jackson family. We are pleased to have you working with us, and believe that your skills and talent will be a great fit for our team of miracle makers.

What is the Jackson Promise?

Mission
To build the health of the community by providing a single, high standard of quality care for the residents of Miami-Dade County.

Vision
Our strategic vision is to be a nationally and internationally recognized, world-class academic medical system and to be the provider of choice for quality care.
Think back...

to a time when you were ill. It could be as simple as a bad cold or as complicated as a surgery.

How did you feel?

What did you need?

How long does it take to make a first impression?

Face to face ____________________

On the phone ____________________

What makes a first impression?

Hint: think people, process, place...
HCAHPS—what is it, why it is important, and how do we use it

The H-CAHPS initiative was developed by the Centers for Medicare and Medicaid Services (CMS) and the Agency for Healthcare Research and Quality (AHRQ) “to provide a standardized survey instrument and data collection methodology for measuring patients’ perspectives on hospital care.” The survey tool measures the patient’s perception of quality care provided during their experience while a patient at an acute-care hospital.

The patient perception of care at Jackson will be publicly reported for any customer to view and compare quality metrics on the Hospital Compare website. This helps customers make an informed choice for hospital healthcare. Meeting our goal of being an A+ rated hospital fulfills our strategic vision of being nationally and internationally recognized as a world-class academic medical system and the provider of choice for quality care.

The information is used to make data driven decisions that will positively and purposefully improve our patients, customers and families experience when they visit or receive treatment at Jackson.
The HCAPHS survey is traditionally different from previous historic patient satisfaction surveys because of the methodology for formatting the questions. This is also reflected in the value that patient satisfaction is simply not enough in today’s healthcare environment, a patient transformation is necessary. The HCAPHS dimension questions are centered around consistency level of behaviors and processes that are important to patients and their families, instead of subjective feeling questions. The composites and how to access data results are reported in this section.

- Communication with doctors
- Communication with nurses
- Responsiveness of hospital staff
- Pain management
- Communication about medicines
- Discharge information
- Cleanliness of hospital environment
- Quietness of hospital environment
- Overall rating of hospital
- Willingness to recommend the hospital
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<td>Staff Responsiveness</td>
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<td>Discharge Information</td>
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<td>Pain Management</td>
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<td>Noise</td>
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<td>Staff Responsiveness</td>
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<td>Noise</td>
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BEGIN HCAHPS QUESTIONS

Q1_INTRO Please answer the questions in this survey about this stay at [HOSPITAL NAME]. When thinking about your answers, do not include any other hospital stays. The first questions are about the care you received from nurses during this hospital stay.

BE PREPARED TO PROBE IF THE PATIENT ANSWERS OUTSIDE OF THE ANSWER CATEGORIES PROVIDED. PROBE BY REPEATING THE ANSWER CATEGORIES ONLY; DO NOT INTERPRET FOR THE PATIENT.

Q1 During this hospital stay, how often did nurses treat you with courtesy and respect? Would you say...

<1> Never,
<2> Sometimes,
<3> Usually, or
<4> Always?

<M> MISSING/DK

Q2 During this hospital stay, how often did nurses listen carefully to you? Would you say...

<1> Never,
<2> Sometimes,
<3> Usually, or
<4> Always?

<M> MISSING/DK

Q3 During this hospital stay, how often did nurses explain things in a way you could understand? Would you say...

<1> Never,
<2> Sometimes,
<3> Usually, or
<4> Always?

<M> MISSING/DK

Q4 During this hospital stay, after you pressed the call button, how often did you get help as soon as you wanted it? Would you say...

<1> Never,
<2> Sometimes,
<3> Usually,
<4> Always, or
<9> I never pressed the call button?

<M> MISSING/DK
Q5_INTRO  The next questions are about the care you received from doctors during this hospital stay.

Q5  During this hospital stay, how often did doctors treat you with courtesy and respect? Would you say...

   <1>  Never,
   <2>  Sometimes,
   <3>  Usually, or
   <4>  Always?

   <M>  MISSING/DK

Q6  During this hospital stay, how often did doctors listen carefully to you? Would you say...

   <1>  Never,
   <2>  Sometimes,
   <3>  Usually, or
   <4>  Always?

   <M>  MISSING/DK

Q7  During this hospital stay, how often did doctors explain things in a way you could understand? Would you say...

   <1>  Never,
   <2>  Sometimes,
   <3>  Usually, or
   <4>  Always?

   <M>  MISSING/DK

Q8_INTRO  The next set of questions is about the hospital environment.

Q8  During this hospital stay, how often were your room and bathroom kept clean? Would you say...

   <1>  Never,
   <2>  Sometimes,
   <3>  Usually, or
   <4>  Always?

   <M>  MISSING/DK

Q9  During this hospital stay, how often was the area around your room quiet at night? Would you say...

   <1>  Never,
   <2>  Sometimes,
   <3>  Usually, or
   <4>  Always?

   <M>  MISSING/DK
HCAHPS Telephone Survey Instrument Cont.

PDF versions of the survey instruments from the HCAHPS Quality Assurance Guidelines V10.0

Questions are for your information and can never be used directly with patient by Jackson staff.

Q10_INTRO  The next questions are about your experiences in this hospital.

Q10  During this hospital stay, did you need help from nurses or other hospital staff in getting to the bathroom or in using a bedpan?

READ YES/NO RESPONSE CHOICES ONLY IF NECESSARY

<1>  YES
<2>  NO  [GO TO Q12]

<M>  MISSING/DK [GO TO Q12]

Q11  How often did you get help in getting to the bathroom or in using a bedpan as soon as you wanted? Would you say...

<1>  Never,
<2>  Sometimes,
<3>  Usually, or
<4>  Always?

[<8>  NOT APPLICABLE]
<M>  MISSING/DK

[NOTE: IF Q10 = “2 - NO” THEN Q11 = “8 - NOT APPLICABLE” OR IF Q10 = “M - MISSING/DK” THEN Q11 = “MISSING/DK”]

Q12  During this hospital stay, did you need medicine for pain?

READ YES/NO RESPONSE CHOICES ONLY IF NECESSARY

<1>  YES
<2>  NO  [GO TO Q15]

<M>  MISSING/DK  [GO TO Q15]

Q13  During this hospital stay, how often was your pain well controlled? Would you say...

<1>  Never,
<2>  Sometimes,
<3>  Usually, or
<4>  Always?

[<8>  NOT APPLICABLE]
<M>  MISSING/DK

[NOTE: IF Q12 = “2 - NO” THEN Q13 = “8 - NOT APPLICABLE” OR IF Q12 = “M - MISSING/DK” THEN Q13 = “M - MISSING/DK”]

Q14  During this hospital stay, how often did the hospital staff do everything they could to help you with your pain? Would you say...

<1>  Never,
<2>  Sometimes,
<3>  Usually, or
<4>  Always

[<8>  NOT APPLICABLE]
<M>  MISSING/DK

[NOTE: IF Q12 = “2 - NO” THEN Q14 = “8 - NOT APPLICABLE” OR IF Q12 = “M - MISSING/DK” THEN Q14 = “M - MISSING/DK”]
Q15 During this hospital stay, were you given any medicine that you had not taken before?

READ YES/NO RESPONSE CHOICES ONLY *IF NECESSARY*

<1> YES [GO TO Q18_INTRO]
<2> NO [GO TO Q18_INTRO]
<M> MISSING/DK [GO TO Q18_INTRO]

Q16 Before giving you any new medicine, how often did hospital staff tell you what the medicine was for? Would you say...

<1> Never,
<2> Sometimes,
<3> Usually, or
<4> Always?

<8> NOT APPLICABLE
<M> MISSING/DK

[NOTE: IF Q15 = “2 - NO” THEN Q16 = “8 - NOT APPLICABLE” OR IF Q15 = “M - MISSING/DK” THEN Q16 = “M - MISSING/DK”]

Q17 Before giving you any new medicine, how often did hospital staff describe possible side effects in a way you could understand? Would you say...

<1> Never,
<2> Sometimes,
<3> Usually, or
<4> Always?

<8> NOT APPLICABLE
<M> MISSING/DK

[NOTE: IF Q15 = “2 - NO” THEN Q17 = “8 - NOT APPLICABLE” OR IF Q15 = “M - MISSING/DK” THEN Q17 = “M - MISSING/DK”]

Q18_INTRO The next questions are about when you left the hospital.

Q18 After you left the hospital, did you go directly to your own home, to someone else’s home, or to another health facility?

READ RESPONSE CHOICES 1, 2 AND 3 ONLY *IF NECESSARY*

<1> OWN HOME
<2> SOMEONE ELSE’S HOME
<3> ANOTHER HEALTH FACILITY [GO TO Q21]
<M> MISSING/DK [GO TO Q21]
HCAHPS Telephone Survey Instrument Cont.

PDF versions of the survey instruments from the HCAHPS Quality Assurance Guidelines V10.0

Questions are for your information and can never be used directly with patient by Jackson staff.

Q19
During this hospital stay, did doctors, nurses, or other hospital staff talk with you about whether you would have the help you needed when you left the hospital?

READ YES/NO RESPONSE CHOICES ONLY IF NECESSARY

<1> YES
<2> NO

[<8> NOT APPLICABLE]
<M> MISSING/DK

[NOTE: IF Q18 = "3 - ANOTHER HEALTH FACILITY" THEN Q19 = "8 - NOT APPLICABLE" IF Q18 = "M - MISSING/DK" THEN Q19 = "M - MISSING/DK"]

Q20
During this hospital stay, did you get information in writing about what symptoms or health problems to look out for after you left the hospital?

READ YES/NO RESPONSE CHOICES ONLY IF NECESSARY

<1> YES
<2> NO

[<8> NOT APPLICABLE]
<M> MISSING/DK

[NOTE: IF Q18 = "3 - ANOTHER HEALTH FACILITY" THEN Q20 = "8 - NOT APPLICABLE" IF Q18 = "M - MISSING/DK" THEN Q20 = "M - MISSING/DK"]

Q21
We want to know your overall rating of your stay at [FACILITY NAME]. This is the stay that ended around [DISCHARGE DATE]. Please do not include any other hospital stays in your answer.

Using any number from 0 to 10, where 0 is the worst hospital possible and 10 is the best hospital possible, what number would you use to rate this hospital during your stay?

IF THE PATIENT DOES NOT PROVIDE AN APPROPRIATE RESPONSE, PROBE BY REPEATING: "Using any number from 0 to 10, where 0 is the worst hospital possible and 10 is the best hospital possible, what number would you use to rate this hospital during your stay?"

<0> 0
<1> 1
<2> 2
<3> 3
<4> 4
<5> 5
<6> 6
<7> 7
<8> 8
<9> 9
<10> 10

<M> MISSING/DK

Q22
Would you recommend this hospital to your friends and family? Would you say...

<1> Definitely no,
<2> Probably no,
<3> Probably yes, or
<4> Definitely yes?

<M> MISSING/DK
Q23 INTRO We have a few more questions about this hospital stay.

Q23 During this hospital stay, staff took my preferences and those of my family or caregiver into account in deciding what my health care needs would be when I left. Would you say…

<1> Strongly disagree,
<2> Disagree,
<3> Agree, or
<4> Strongly agree?

<M> MISSING/DK

Q24 When I left the hospital, I had a good understanding of the things I was responsible for in managing my health. Would you say…

<1> Strongly disagree,
<2> Disagree,
<3> Agree, or
<4> Strongly agree?

<M> MISSING/DK

Q25 When I left the hospital, I clearly understood the purpose for taking each of my medications. Would you say…

<1> Strongly disagree,
<2> Disagree,
<3> Agree,
<4> Strongly agree, or
<5> I was not given any medication when I left the hospital?

<M> MISSING/DK

**IF THE PATIENT SEEMS CONFUSED BECAUSE HE/SHE RECEIVED A PRESCRIPTION INSTEAD OF MEDICATION, THEN PROBE BY READING THE FOLLOWING: “If you left the hospital with a prescription for a medication rather than an actual medication, please answer the question based on your understanding of the purpose for taking the prescription.”**

**Q 26–31 are about patient demographics: overall health, education, language, etc.**
Utilized in the following areas instead of HCAHPS Survey:

**Admissions**
- (31) The admission process was completed in a timely manner.
- (33) The admission process was efficient and easy.
- (36) The person who handled my child's admission was polite and professional.

**Billing**
- (34) Billing and payment procedures were explained clearly to me.
- (74) Billing and payments were handled properly.
- (597) The bill was easy to understand.

**Environment**
- (44) The hospital was very clean, including entrances and hallways.
- (45) My child's room was kept very clean.
- (46) Everything in my child's room worked properly (for example, the lights, bed, intercom).
- (48) The staff who cleaned my child's room were polite and professional.
- (50) My child's sleeping hours were disturbed only when necessary.
- (51) My child felt safe in his/her room.
- (52) My child's room was quiet and restful.

**Expectations**
- (79) Before my child came to Jackson Memorial Hospital, my expectations of the overall quality of the hospital were extremely high.
- (81) Before my child came to Jackson Memorial Hospital, I expected the hospital to meet my child's personal needs extremely well.
- (83) Before my child came to Jackson Memorial Hospital, I expected things not to go wrong at the hospital.

**General Care**
- (18) There was good teamwork among the doctors, nurses, therapists, and other staff who cared for my child.
- (20) Tests and procedures were adequately explained to me before they were done.
- (21) My child's needs were handled promptly and efficiently by the hospital staff.
- (22) Hospital staff identified who they were when they cared for my child.
- (23) My child consistently received respect and compassion while at Jackson Memorial Hospital.
- (2869) I was educated about drug, food and herbal interactions, and what my child can or cannot eat while taking medicine.
- (2870) Jackson Memorial Hospital staff informed me of my child's rights as a patient in a manner that I could understand.
- (2871) Jackson Memorial Hospital staff informed me of my responsibilities as a parent.

**General Reputation**
- (75) This hospital has very high quality doctors.
- (76) This hospital has very high quality nursing staff.
- (77) This hospital has up-to-date medical equipment and facilities.
- (78) This hospital has a very complete line of medical services.

**Getting Around**
- (65) Trips to other areas in the hospital (for example, X-ray) were scheduled conveniently.
- (66) Signs inside and outside the hospital were easy to understand.
- (68) Parking was adequate.
- (593) Hospital staff were helpful with directions for getting around the hospital when asked.
Survey Instrument - Inpatient

Questions are for your information and can never be used directly with patient by Jackson staff.

Key Results

(91) Overall, the care my child received was worth the cost.
(92) I would prefer to return to Jackson Memorial Hospital without hesitation, if care is needed.
(594) Compared to other local or regional hospitals, Jackson Memorial Hospital provides the best care.
(1906) I would recommend Jackson Memorial Hospital without hesitation to others.

Leaving the Hospital

(70) My child's medications and care at home were explained to me in a way I could follow.
(72) The person who handled my child's discharge was polite and professional.

Meals

(53) When my child felt well enough to eat, the flavor of the food was satisfactory.
(54) My child's meals were delivered at the right temperature.
(57) My child's meals were served at the right time each day.
(59) The people serving my child's meals were polite and professional.

Nursing Care

(10) The nursing staff were responsive in answering my child's calls or requests.
(11) The nursing staff spent the right amount of time with my child.
(12) The nursing staff helped me to understand my child's health condition.
(13) The nursing staff were sensitive to my child's needs as a patient.
(14) I was given good explanations of my child's daily routine by the nursing staff.
(16) The nursing staff identified who they were when caring for my child.
(2658) The nursing staff made my child feel as comfortable as possible.
(3956) The nursing staff anticipated my child's needs very well.

Pain Management

(2490) My child's request for pain control was responded to quickly by nursing staff.
(2491) The medicine for my child's pain helped to take away the pain.
(2492) I was satisfied with the way the physician treated my child's pain.
(2493) My child was taught about the pain scale and how his or her pain would be managed.
(2569) I was adequately prepared to manage my child's pain at home.

Patient Safety

(3311) Staff checked my child's name before giving him/her medication.
(3312) Staff washed their hands or used hand sanitizer before caring for my child.
(4029) Staff confirmed with me what procedure my child was going to have.
(5009) I was given a list of my child's current medicines before we left the hospital.
(5014) Family and I were taught how to report any safety concerns we had.

Physician Care

(1) The doctor(s) showed concern and sensitivity to my child's needs.
(2) The doctor(s) answered my questions about my child's health.
(3) I was given the chance by the doctor(s) to provide input to decisions about my child's healthcare.
(4) My child received the right amount of attention from the doctor(s).
(6) The doctor explained my child's illness or treatment in a way I could understand.

Problem Resolution

(818) Jackson Memorial Hospital staff tried their best to help me if there was a problem.
(819) My need was taken care of promptly and to my satisfaction if there was a problem.
(1880) I had no significant complaints or dissatisfactions while at Jackson Memorial Hospital.

Visitors/Family

(38) Family and visitors received the help they needed while my child was in the hospital.
(39) Family was kept well informed about my child's condition.
(40) Family and visitors felt safe while they were at the hospital.
(41) Visiting hours were acceptable to my family and friends.
Survey Instrument - Emergency Department

Questions are for your information and can never be used directly with patient by Jackson staff.
Note: The numbers preceding each item are reference numbers used by Avatar to identify items.

Attendees
(370) My family or the people going with me to Emergency received the help they needed.
(371) My family or the people going with me to Emergency were kept well informed about my status.
(372) My family or the people going with me to Emergency felt safe while they were there.

Billing
(400) Billing and payment procedures were explained clearly to me.
(599) The bill was easy to understand.
(2661) Billing and payments were handled properly.

Entering Emergency
(362) The registration process was completed in a timely manner.
(366) The person who handled my registration was polite and professional.
(367) The quality of care I received was not influenced by my insurance or ability to pay.
(369) The registration process was efficient and easy.

Environment
(375) The Emergency area was very clean, including entrances and hallways.
(376) My examination or treatment room was very clean.
(379) The Emergency waiting area was comfortable.
(380) I felt safe in the Emergency area.

Expectations
(407) Before arrival, my expectations of the overall quality of the Emergency services were extremely high.
(409) Before I came to Emergency, I expected my personal needs to be met extremely well.
(411) Before arrival to Emergency, I expected things not to go wrong.

General Care
(341) Tests and procedures in Emergency were adequately explained to me before they were done.
(348) There was good teamwork among the Emergency physicians, nurses, technicians, and other staff who cared for me.
(350) My needs were handled quickly and efficiently by the Emergency staff.
(352) I consistently received respect and compassion while in Emergency.
(353) I was closely watched for any changes in my condition.
(381) My privacy was respected in Emergency.
(2662) I was kept informed of how long things would take.

General Reputation
(403) Jackson Memorial Hospital's Emergency has very high quality physicians.
(404) Jackson Memorial Hospital's Emergency has very high quality nursing staff.
(405) Jackson Memorial Hospital's Emergency has up-to-date medical equipment and facilities.

Getting To
(390) We were able to find the Emergency area quickly and easily.
(392) Signs inside and outside the Emergency area were easy to understand.
(393) Parking was adequate.

Key Results
(419) Overall, the Emergency care I received was worth the cost.
(420) I would prefer to return to Jackson Memorial Hospital without hesitation, if Emergency care is needed.
(591) Compared to other local or regional hospitals, Jackson Memorial Hospital provides the best Emergency care.
(1904) I would recommend the Emergency services here without hesitation to others.

Leaving Emergency
(398) I was referred to the proper place for follow-up care if needed.
(399) Medications and care at home were explained to me in a way I could follow.
**Survey Instrument - Emergency Department**

Questions are for your information and can never be used directly with patient by Jackson staff.

**Nursing Care**
(336) The Emergency nursing staff were responsive in answering my calls or requests.
(337) The Emergency nursing staff helped me to understand my health condition.
(338) The Emergency nursing staff were sensitive to my needs as a patient.
(339) The Emergency nursing staff identified who they were when caring for me.
(344) The Emergency nursing staff helped me to understand my treatment for care.

**Pain Management**
(2498) My request for pain control was responded to quickly by nursing staff.
(2499) The medicine for my pain helped to take away the pain.
(2500) I was satisfied with the way my physician treated my pain.
(2501) I was taught about the pain scale and how my pain would be managed.
(2570) I was adequately prepared to manage my pain at home.

**Patient Safety**
(4054) Staff checked my name before giving me medication.
(4082) Emergency staff washed their hands or used hand sanitizer before caring for me.

**Physician Care**
(323) The Emergency physician showed concern and sensitivity to my needs.
(324) The Emergency physician answered my health-related questions.
(326) I was given the chance by the Emergency physician to provide input to my treatment.
(328) I received the right amount of attention from the Emergency physician.
(330) The Emergency physician explained my treatment in a way I could understand.
(334) The Emergency physician made me feel comfortable about what was going to happen to me.
(465) The Emergency physician explained the medical findings in a way I could understand.

**Problem Resolution**
(808) Emergency staff tried their best to help me if there was a problem.
(809) My need was taken care of promptly and to my satisfaction if there was a problem.
(1884) I had no significant complaints or dissatisfactions while in Emergency.

**Waiting for Care**
(382) Given my medical condition, I did not have to wait long.
(384) My health condition was checked immediately when I got to Emergency.
(387) The Emergency staff kept me comfortable while I waited to see the physician.
(388) The Emergency staff took my problem seriously and responded quickly to help me.
Survey Instrument - Outpatient

Questions are for your information and can never be used directly with patient by Jackson staff.

Note: The numbers preceding each item are reference numbers used by Avatar to identify items.

**Appointment**

(152) Telephone personnel were helpful whenever I called.
(153) It was simple to schedule an appointment.
(154) An appointment was available when needed.
(830) The appointment hours are convenient for my schedule.

**Billing**

(159) Billing and payment procedures were explained clearly to me.
(160) Billing and payments were handled properly.
(479) The bill was easy to understand.

**Clinical Staff Care**

(143) Clinical staff identified who they were when they cared for me.
(155) I did not have to wait too long to be seen by the clinical staff.
(476) Clinical staff showed concern and sensitivity to my needs.
(477) Clinical staff helped me to understand my health condition.

**Environment**

(164) The facility was very clean, including entrances and hallways.
(165) My examination room was very clean.
(169) I felt safe in the facility.
(170) The waiting area was comfortable.

**Expectations**

(175) Before I came to Jackson Memorial Hospital, my expectations of the overall quality of care were extremely high.
(177) Before I came to Jackson Memorial Hospital, I expected my personal needs to be met extremely well.
(179) Before I came to Jackson Memorial Hospital, I expected things not to go wrong.

**General Care**

(140) There was good teamwork among the doctors, nurses, therapists, and other staff who cared for me.
(144) I consistently received respect and compassion while at Jackson Memorial Hospital.
(474) I was given the chance to provide input to decisions about my healthcare.
(475) My health-related questions were answered in a way I could understand.
(2664) Tests and procedures were adequately explained to me before they were done.

**General Reputation**

(171) Jackson Memorial Hospital has very high quality doctors.
(172) Jackson Memorial Hospital has very high quality nursing staff.
(173) Jackson Memorial Hospital has up-to-date medical equipment and facilities.
(174) Jackson Memorial Hospital has a very complete line of medical services.

**Getting Around**

(167) Signs inside and outside of the facility were easy to understand.
(168) Parking was adequate.
(833) Staff were helpful with directions for getting around the facility when asked.

**Key Results**

(187) Overall, the care I received was worth the cost.
(188) I would prefer to return to Jackson Memorial Hospital without hesitation, if care is needed.
(595) Compared to other local or regional healthcare facilities, Jackson Memorial Hospital provides the best care.
(1910) I would recommend Jackson Memorial Hospital without hesitation to others.
Survey Instrument - Outpatient

Questions are for your information and can never be used directly with patient by Jackson staff.

Note: The numbers preceding each item are reference numbers used by Avatar to identify items.

Leaving
(831) Medications and care at home were explained to me in a way I could follow.
(832) I was referred to the proper place for follow-up care if needed.

Patient Safety
(4225) Staff washed their hands or used hand sanitizer before caring for me.
(4226) Staff checked my name before treating me.

Problem Resolution
(836) Staff tried their best to help me if there was a problem.
(837) My need was taken care of promptly and to my satisfaction if there was a problem.
(1881) I had no significant complaints or dissatisfactions while at Jackson Memorial Hospital.

Registration
(156) The registration process was efficient and easy.
(157) The registration process was completed in a timely manner.
(158) There was good privacy during registration.
(161) The person who handled my registration was polite and professional.
Communicate around HCAHPS data

Data results should be consistently shared with you and your team. The more information you have, the more equipped you will be to raise the bar. Just explaining the dimension is not enough, understanding the culture of always will help you improve consistency and ultimately your area's scores.

The data chart below illustrate the importance of getting a 9,10, or always. This will help shift behaviors from sometimes to always. Remember, if you can do it sometimes, you can provide service excellence to enhance the patient experience always!

| HCAHPS Composite | Your % Top Box (Unadjusted) | Avatar DB Percentile | Avatar DB % Top Box

| Overall Rating | 72.99 | 54th | 71.94 |

21. Using any number from 0 to 10 where 0 is the worst hospital possible, what number would you use to rate this hospital during your stay?

<table>
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<th>Response Items</th>
<th>Number of Respondents</th>
<th>Your Unadjusted Percent</th>
<th>Avatar Database Percent</th>
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<td>56.27</td>
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</tbody>
</table>
As a Jackson team member, we make every encounter count!

__________ is any encounter where a potential customer or customer comes in contact with people, place and processes of an organization.

__________ are extra actions during touch points that raise the bar to exceed customer expectations.
A+ Level Service Exceeding Expectations

The key to building our customers trust is to be consistent in all our behaviors when we delivery the miracle experience on a daily basis.

What if every person at Jackson was at their best every day and truly owned the miracle experience?

On the other hand, what if our customers got A+ service in one department, C level service in another, and B service in yet another? Would they trust you?

Define what A+, C, and F levels service look like in your assigned scenario.

1. You are in a hurry to get back from break when you see an elderly couple looking around and appears lost.
2. Your see two nurses struggling to get a gurney out of an elevator.
3. You have already punched out from your shift and see trash overflowing in the bathroom.
4. The elevator is already nearly full. There is only room for one more person. You see a visitor standing next to you waiting to get on. You are going to be late.
5. Two of your co-workers are gossiping in the break room about another team member and they try to engage you in the discussion.
6. You are punched out and heading to your car. A young mother is struggling to push a stroller with a toddler and carrying a car seat with an infant in it. It is clear that she is stressed. She asked you have to get to Trauma.

Notes:
**ATTITUDE**  
How you approach interactions and situations.

- Appears friendly, courteous, enthusiastic and helpful using appropriate body language, facial expressions, eye contact, postures, movements and gestures.
- Demonstrates empathy and respect for patients, customers and colleagues through positive language, actions, and tone of voice.
  - **Behavior 7 – Communicate empathy**
- Helps others when asked; takes initiative to support the team.

**COMMUNICATION**  
How you listen, manage conversations and share information.

- Uses *AIDET* framework when communicating with all customers and co-workers (Acknowledge, Introduce, Duration, Explanation, Thank you).
  - **Behavior 2 - Introduce Self & Role (AIDET)**
- Listens, paraphrases, asks clarifying questions, and responds to customers’ needs in a courteous, tactful manner.
  - **Behavior 6 – Use active listening**
- Conveys care and respect in all interactions and avoids arguing, blaming, becoming defensive.
  - **Behavior 4 – Clearly communicate expectations**
- Shares information with co-workers and supervisors to ensure the best possible service.

**ACKNOWLEDGES OTHERS**  
How you demonstrate professionalism.

- Initiates pleasant greeting (says hello/good day), makes others feel welcome, makes eye contact when someone approaches, introduces self and explains role, and demonstrates empathy.
  - **Behavior 1 – Acknowledge the other person**
- Is attentive to surroundings and anticipates customer’s needs; offers help to those who appear lost; escorts patients/families to help them find their way (or gives clear directions or provides map).
  - **Behavior 9 – Offer to help**
- Refers to the customers/patient by their name or title (Dr., Mr., Ms., Miss unless invited otherwise).
  - **Behavior 3 – Use person’s preferred name**

**TEAMWORK & COLLABORATION**  
How you partner with others to drive success.

- Works cooperatively to develop, maintain and build positive work relationships; anticipates team’s support needs (i.e., answering phones and assisting with other duties).
- Adapts to new and changing work situations, offers ideas for improved work systems and relationships, and contributes to overall team success.
- Speaks positively of team, co-workers, and staff; looks for ways to strengthen team’s reputation; expresses appreciation and provides constructive feedback.
- Takes immediate steps to increase quality service to strengthen internal and external customer relationships and loyalty.

**RESPONSIBLE & RESPONSIVE**  
How you demonstrate accountability and adaptability.

- Keeps customers (supervisors, coworkers, patient/families) informed of important information; responds quickly to customers in person, voice mail and email; apologizes for long waits.
  - **Behavior 4 – Clearly communicate expectations**
• Follows through on customer needs (i.e., call lights, products, lost items); kindly refers customers to appropriate person/department when unable to fulfill customers’ needs.
  o **Behavior 5 – Offer to resolve concerns or forward to the appropriate person**

• Engages in meaningful dialog with patient and families. Sits with the patient/family and makes eye contact whenever possible.

• Shows commitment; receptive to learning and change.

**CONFIDENTIALITY & PRIVACY**
How you protect patient information to build a positive work environment.

• Avoids gossip; addresses issues with employees and supervisors directly and privately.
• Complies with HIPAA/confidentiality rules and protects patient, employee, business partners and JHS information; doesn’t discuss patient information in open areas (i.e., elevators, cafeteria).
• Closes curtains or doors to provide patient privacy; knocks and asks permission before entering a room or office.

**PRIDE AND CARE OF THE ENVIRONMENT & SELF**
How you maintain our facilities and develop yourself.

• Keeps work and patient care areas neat; returns items to proper location; informs the appropriate person when things need to be repaired/cleaned; is respectful with the organization’s equipment.
• Complies with uniform and appearance code policy.
• Participates in ongoing learning through continuing education to enhance knowledge of the job or profession.
• Identifies the need for physical and/or emotional self-care taking appropriate action to provide support.

**RESPECT**
How you relate to and treat others.

• Treats all customers with respect, courtesy and integrity; upholds their dignity and recognizes the value of diversity.
  o **Behavior 8 – Use common courtesy**
• Delivers care that is congruent and accommodating to patients’ and families’ values, special needs, culture and religious beliefs.
• Refrains from saying anything derogatory about others based on their race, color, creed, national origin, disability, religious or political beliefs, gender or sexual orientation.

**TELEPHONE ETIQUETTE**
How you interact and represent JHS on the phone.

• Answers phone on or before third ring; uses a polite greeting that identifies name and department; uses an upbeat, positive tone; listens actively; and responds effectively. Speaks clearly, asks open-ended questions and uses professional language.
• Asks permission to place calls on hold; informs caller of wait time and gives caller option to hold or to be called back; apologizes for the inconvenience.
• Transfers caller to the correct location: introduces customer to representative and recaps the reason for the call; informs caller of department, phone number, and contact name before completing transfer.
• Screens calls politely; takes messages accurately; ends calls courteously; thanks customer/caller.

**SERVICE RECOVERY**
How you respond to a service breakdown.

• Practices **HEART Service Recovery** protocol (Hear, Empathize, Apologize, Restate, Take action).
  o **Behavior 7 – Communicate empathy**
• Listens carefully to the complaint facts and feelings (maintains eye contact); lets customer express their frustration; remains calm and polite during interaction.
• Shows empathy and acknowledges customer’s feelings; makes it clear you want to help or resolve the issue; does not argue, threaten, or blame the organization or individuals.
  o **Behavior 5 – Offer to resolve concerns or forward to the appropriate person**
• Apologizes for not meeting expectations; explains what will be done to correct the problem; thanks the customer and follows up with customer and others regarding the resolution.
Service Excellence

Attitude
How we approach interacts and situations.

Acknowledges Others
How we demonstrate professionalism.

Communication
How we communicate at Jackson.

Teamwork & Collaboration
How we partner with others to drive success.

Responsible & Responsive
How we demonstrate accountability & adaptability.

Diversity & Inclusion
How we relate to and treat others with respect.
Using the AIDET communication technique is a healthcare communication best practice. The acronym AIDET stands for five communication behaviors:

**Acknowledge, Introduce, Duration, Explanation, and Thank You.**

**AIDET work in all departments, no matter your role at Jackson.**

“As someone who works in healthcare, you constantly care for people who are feeling vulnerable, nervous, and even confused. AIDET is a communication framework for healthcare professionals to communicate with patients and each other in a way that decreases patient anxiety, increases patient compliance, and improves clinical outcomes.”

Using a consistent conversation framework helps all of our internal and external customers anticipate their needs so that they can meet and exceed the level of care Jackson customers expect.

**AIDET has proven to:**

- Improve patient and customer perception of care and service
- Decrease anxiety (for staff and patients) and increase compliance, resulting in better clinical outcomes
- Build patient and customer loyalty
- Ensure service providers deliver consistent measures of empathy, concern, and appreciation

Created by Studer Group as a foundational tactic for effective patient communication.

Consider how you apply AIDET to a situation in your new work environment. Think of a situation you believe you will encounter. Use the space below to write about your AIDET talking points. Time to practice!

**Note: Your supervisor will check off on your AIDET competency and keep a copy of the form on the next page for your departmental file.**
AIDET example:

A
"Good morning, Mr. Smith. Welcome to Jackson. We want to make your visit as convenient as possible. Please allow me to check your wrist band and confirm some information for your safety. Would you please take a moment to confirm that we have your most current information on the screen?"

I
“My name is Susan and I will be conducting your test today. I am a certified ultra sonographer and I do about ten of these procedures a day. The doctors say that my skills are among the best so I am very proud of that. Do you have any questions for me now before I explain more details about your test?"

D
“The test will take about 30 minutes. Once I am done, a doctor will review everything I have done. This wait time does take a bit longer but should not be more then an hour. Julian, the front desk support you met earlier, will keep you updated along the way.”

E
“Please lay back. I will be pressing on you stomach area, which is right here. Please let me know if it gets uncomfortable or if you get cold. I will be taking some picture and labeling them for the doctor. If you have any questions please let me know as we complete your test.”

T
“Great we are all done. Thank you for your patience and thank you for choosing Jackson.”
Instructions: Complete the self-assessment portion of this document using the key. Record completion of each performance criteria. The evaluator’s signature validates the completion of each skill. Return to department manager for your file.

Assessment Key:
3-Independent can teach  2-Can perform independently  1-Needs Improvement

Manager (or other) Competency Assessment Method:

- Role Play
- Evaluator direct observation of live demo

Performance Criteria

A. Acknowledge
   Be friendly, courteous, respectful, enthusiastic, & helpful. Ask permission to enter a room and greet all in the room.

I. Introduction/Welcome
   Introduce yourself, coworkers, job title (one that makes sense to the customer) & highlight expertise. Say you are there to provide excellent care/service.

D. Duration/Time Expectations
   Give an accurate time expectation regarding what the customer is there for. When this is not possible, give a time in which you will update the patient on progress. Keep all informed.

E. Explanations
   Explain step-by-step in a very simple way what to expect next or what you are doing. Answer questions with patience. Show & teach is a great tool to use.

T. Thank you
   Ask, what else can I help you with? Let the customer know you enjoyed helping them and their family being a support. Thank them for choosing Jackson, their time, etc.

New Hire Initials of partners skill proficiency: ________
Department evaluator print name: ________________ Signature: ________________ Date completed: ________

* I acknowledge and understand the expectations outlined.

Employee print name: ____________________________ Badge #: ________ Signature: __________________
Seven Tips for Handling Difficult Situations

1. Stay calm
2. Listen attentively (don’t interrupt)
3. Show respect (tone and words) **Low & Slow**
4. Apologize for their experience
5. Provide alternatives when possible (focus on what you can do)
6. Put yourself in their shoes…empathy
7. Thanks for sharing the concern

Notes:
Miami-Dade Transit’s Corporate Discount Program allows participants to save on commuting cost and enjoy a stress-free commute through program discounts and pre-tax saving by obtaining monthly public transportation through a tax deduction from their employer under IRS code 132(f).

**Eligibility**
All Jackson Health System employees, including physicians, are eligible to participate.

**Group Discounts Options**
There are four options that employees can take advantage of:

- $106.90 Metrorail/Bus Pass With Parking Permit
- $95.65 Metrorail/Bus Pass Without Parking Permit
- $141.25 Regional Metrorail/Bus/Tri-Rail Pass With Parking Permit
- $130.00 Regional Metrorail/Bus/Tri-Rail Pass Without Parking Permit

**Participate in the Program**

- Please visit the HR Service Center located at the Jackson Medical Towers, 1st floor, suite 106, 1500 N.W. 12th Ave. to complete an application form.
- Please allow four weeks for processing your Metrorail/Bus/ Tri-Rail pass (EASY Card) deductions request.
- All payments will be through salary deduction. When your card becomes effective, one deduction will be taken the first paycheck of the month on a monthly basis.
- You will receive an email notification from the Benefits Department when your EASY Card is ready to pick up.

**Cancellation**
Please visit the HR Service Center to cancel the authorization by completing a cancellation form with one-month advance notice.

*For more information, please contact HR Shared Service Center at 305-585-6771.*
Local Foodie List

On Jackson Memorial Medical Center Campus

Cafeteria & Cuban Coffee Shop: Diagnostic Treatment Center (DTC) 1st Floor

Employee Discount 25% Off Food
- Payroll deduction available
- Excludes sushi and bottled beverages

Park Plaza West Food Court Green Garage:
Near the Alamo

- Panera Bread
- Burger King
- Pollo Tropical
- Vienna Pizza

Park Plaza East Food Court Red Garage:
Off of N.W. 10th Avenue & near Ryder Trauma Center

- Moes Southwest Grill
- Au Bon Pain
- Auntie Anne’s
- Jamba Juice
- Subway
- Carvel
- 7-Eleven
- Smoothie King
- Jimmy John’s

Near Jackson Memorial Medical Center Campus

Civica Shops:
On N.W. 14th Street between N.W. 10th and N.W. 12th Avenue

- Dunkin’ Donuts
-paisa
- 7-Eleven
- Smoothie King
- Jimmy John’s

Jackson Medical Towers

- Au Bon Pain
- Cafe Bakery
Thank you for becoming part of our medical staff and being part of Jackson Health System in Miami, Florida.

We look forward to working with you to ensure we are the most trusted providers for our community.

Click here to complete your online orientation. Upon completion of your orientation, please forward the signed orientation checklist to corporatecredentialing@jhsmiami.org