Oakwood’s Mission:
Provide excellence in care, healing and health to the individuals and communities we serve.

Oakwood’s Vision:
Become the recognized leader in clinical quality, service and value as an independent health care system.

Oakwood’s CREDO is “Patients Come First”

Oakwood’s Core Values:
Compassion
Respect
Excellence
Diversity
Ownership

Value Descriptors:
Compassion – Providing care with sincerity, sensitivity, and dignity for those we serve.
Respect – Working with integrity and honor in all our relationships with patients, families and co-workers.
Excellence – Delivering superior results in the areas of Clinical Quality, Service Excellence, People, Market Growth and Profitability.
Diversity – Creating an environment where individual differences maximize our collective capabilities as a team.
Ownership – Demonstrating personal responsibility for our pride in Oakwood through our behaviors and actions.

Customer Service Standards and Expectations
• Be Friendly to Customers
• Anticipate and Respond to Customers’ Needs
• Keep Customers Informed
• Treat Customers with Respect
• Provide a Comfortable and Pleasant Environment

Service Recovery
“Take the HEAT”
when responding to a customer concern:
Hear them out
Empathize
Apologize
Take responsibility for action

Suggested Scripted Phrases:
“How can I help you?”
“I am here for you.”
“Is there anything else I can do for you?”
“I have the time.”
“I will make the time.”
“I’m sorry your wait has been longer than expected.”
“I’m glad you let me know.”
“What I CAN do is”...
“The next step is”...
“Thank you for choosing Oakwood.”

Key Customer Requirements
Institute of Medicine (IOM)

Patients expect care that is:
Patient Centered: patients and their families are the center of control for clinical decisions
Safe: avoids injury
Effective: is evidence-based
Efficient: avoids under or over use of resources
Timely: reduces waits and harmful delays
Equitable: care does not vary in quality due to personal characteristics such as ethnicity or socioeconomic status
This December 10-14, Oakwood Healthcare, Inc. (OHI) will welcome several Michigan Quality Council Examiners for a site visit. The visit will help the examiners gain insight into our understanding of the Baldrige National Quality Program criteria and how we are using them in our Pursuit of Excellence. During their visit, the examiners will interview employees, physicians and volunteers on all shifts.

To get an idea of what the examiners may want to talk with you about, please review the following questions and answers. If anything is unclear, please talk with your leader.

How did you learn about Oakwood's Pursuit of Excellence?

Oakwood's Pursuit of Excellence is introduced during new hire orientation. There is also a Pursuit of Excellence Web page on OakNet under programs/services. This brochure, which contains important aspects of our Pursuit of Excellence, is being distributed to all employees, physicians and volunteers.

What training have you received related to customer service?

Since the late 1990s, Oakwood's Service First! philosophy has helped the organization reach new heights in providing Service Excellence to our colleagues and patients. Oakwood's Service First! standards (Be Friendly to Customers, Anticipate and Respond to Customers' Needs, Keep Customers Informed, Treat Customers with Respect, Provide a Comfortable and Pleasant Environment) are discussed in new hire orientation and Oakwood communications. Service First! standards are also included in our yearly performance appraisals, and are depicted in posters throughout Oakwood divisions and available on OakNet.

However, this is a time of transition, as Oakwood is taking Service First! a step further and building upon the success of this philosophy by incorporating our new mission, vision and values into employee orientation, and in the Huddle and other communication tools. In the simplest of terms, living Oakwood's new mission and values are the key components to achieving Service Excellence. In addition, recently launched Service Excellence teams, consisting of both managers and employees, will develop key programs and help enhance the culture of service here at Oakwood.

What happens when a patient complains? How do you handle it?

All employees are empowered and expected to resolve customer concerns using the service recovery process (HEAT). If you cannot resolve the concern, you can contact your leader or the Guest/Patient Relations leader within your division.

What is one thing that has been improved in your department or work area?

At Oakwood, we use Plan-Do-Check-Act (PDCA) to improve. Think of changes that have been made to the way you do your work or the clinical care you provide, especially changes based on data posted in your department.

At the time of your performance appraisal, you should have set some personal goals.

Please write your personal goals here and think about how they help Oakwood provide excellent care for our patients.

1. _____________________________
2. _____________________________
3. _____________________________

Other general questions may include:

Describe Oakwood's culture.

With a new corporate mission statement and a set of core values, we now possess a roadmap, which will guide us to personal and professional success.

Living our core values – Compassion, Respect, Excellence, Diversity and Ownership – will support Oakwood's new mission, which is to provide excellence in care, healing and health to the individuals and communities we serve. And when we live our mission, we will achieve our new, long-term vision. Oakwood's vision is to become the recognized leader in clinical quality, service and value as an independent health care system.

To break that down, picture a giant oak tree for a moment. And picture Oakwood's vision as the crown – or top – of the tree. Oakwood plans to reach its vision by building on a set of strong roots – People, Service Excellence, Market Growth, Clinical Quality and Profitability. Our world-class physicians will be the trunk of the tree, and their knowledge and expertise will give us the strength to grow and extend our branches of specialty care, outpatient care and research and training across all of southeast Michigan.

Who is your key customer and what are their requirements?

Patients, and their families, are Oakwood’s key customers and their requirements include the Institute of Medicine (IOM) aims for quality care. As such, we strive to provide care and services that are patient-centered (using tools such as Relationship Oriented Care), safe (using Keystone, National patient safety goals, infection control), effective (using evidence-based practices), efficient (avoiding waste), timely (reducing harmful waits and delays) and equitable (the same quality for everyone.)

How does Oakwood work with physicians?

Physicians are Oakwood’s most important partners. We work together to provide high quality medical services for our patients.

Are you familiar with the Code of Conduct?

All employees receive the Code of Conduct in new employee orientation and sign a statement of acceptance. All employees are also assigned the Corporate Compliance Training Update on Healthstream. The Compliance Hotline (877.OAK.LINE or 800.805.2283) is available for reporting ethical or compliance concerns.

What training have you received in the last year?

Do you have the data and information you need to do your job?

How do you receive information?

What is your preferred communication mechanism?

Examples include Huddle, OakGram, OakNet, department meetings, Town Hall meetings, leadership rounding, “Ask the COO” telephone call-in, e-mail, breakfast and lunch meetings, and shared governance.

What types of recognition or rewards have you ever received?

Examples include BRAVO! Applause coupons and gifts, Take a Bow, and Standing Ovation, CAP (Clinical Advancement Program), employee appreciation events, service awards, physician appreciation and volunteer recognition.

Name one celebration you have attended recently?

Examples may include Service Award events, Nurses’ Week, Doctor’s Day, holiday banquet, volunteer recognition banquet.