CEO: This is one of the critical steps in creating your Model. Listed below are the example Standards that we used in the Model Workshop as well as a template with the 3 Steps to Implement Standards (1. Define 2. Teach Well 3. Attach Uniform Accountability]. Input your Standards, determine how you will teach them, and attach ONE and only one method of Accountability for each Standard so you do not confuse staff. I have listed several methods of Accountability only to provide ideas.

### Here are the *Standard*s of this Organization with the 3 Keys to Implementation

We use only **ONE** method of Accountability for each *Standard*! Limit discretion at the operating level!

|  | **(1)**  **Establish *Standard*** | **(2)**  **How to Teach the *Standard*?** | **(3)**  **Attach Accountability** |
| --- | --- | --- | --- |
| 1 | Teach Well and use SD Language. | 1. Issue Self-Study Module 2. Explain Why & How in Class   **Internally, we use a 7 step teaching method for most topics. It is based on both intellectual and emotional learning. It is referred to as our Teaching Well system.**   1. Demonstrate 2. Written Test 3. Practice 4. Evaluate Learning 5. Certify and retest annually   Spiritual Principle  Teaching is one of the most important spiritual skills a person can develop. As we teach, we grow and advance and in turn help others do so as well. This creates great karma! | Complete Self-Learning Module Link is emailed and is to be completed within 24 hours.  $2.00 in the clear glass “RESPECT” jar in the meeting room. |
| 2 | Never pass work on that doesn’t meet 100% of SD *Standard*s! | 1. Issue Self-Study Module 2. Explain Why & How in Class   **Use Documentation as the example. Show a chart with an error. What do you do?**  **1) Inform the person responsible. However, at this point the person that detects the problem owns it.**  **2) Inspect the problem the next day, if the problem has not been remedied, report the problem to the Manager.**   1. Demonstrate 2. Written Test 3. Have CL and other Managers Setup a room. 4. Practice: Give student a few charts to review with one having an error. Have the student address the issue. 5. Certify and retest annually   Spiritual Principle  We are all dependent upon each other. Each of us must exercise Self-Control to make sure that our work as well as the work of other team members is at *Standard* all the time. | Complete Incident Report and Essay “How My Error” impacts the Team. Sign the Incident Report. |
| 3 | All phone calls answered within 3 rings by a real person in the SD Way! | 1. Issue Self-Study Module 2. Explain Why & How in Class 3. Demonstrate 4. Written Test 5. Have students field practice calls. 6. Record 3 test calls 7. Certify and retest annually   Mystery/Quality Call Program – Performed monthly.  Spiritual Principle  We develop spiritually when we are in the service of others and help people feel better or inspire them. | Complete Self-Learning Module Link is emailed and is to be completed within 24 hours. |
| 4 | Response to referrals: “Yes! We can help!” | 1. Issue Self-Study Module 2. Explain Why & How in Class 3. Demonstrate 4. Written Test 5. Have students field practice calls. Most of this can be done when training *Standard* 3. 6. Record 3 test calls 7. Certify and retest annually   Spiritual Principle  We can always help! No one calls Hospice without a reason. We exist to help and to be of service to others. | Complete Self-Learning Module Link is emailed and is to be completed within 24 hours. |
| 5 | A SD Visit/Phone Interaction is done in virtually all cases. | 1. Issue Self-Study Module 2. Explain Why & How in Class 3. Demonstrate 4. Written Test 5. Practice in Synthetic Lab with various scenarios. 6. Evaluate lab practice. Have students view their videos and critique their visits. 7. Certify and retest annually   Spiritual Principle  A visit or phone interaction contains many spiritual elements. We want patients/families to experience the feeling of comfort and compassion from a system of care than they can have faith in. We want our visits and phone work to have a similar look and feel as to not confuse or cause anxiety or pain. This comes from a *Standard*ized way of doing visits and answering the phone. The visit/phone structures are aids to help us not miss important things, to make work easier, to inspire and to help your personality come through. | Complete Self-Learning Module Link is emailed and is to be completed within 24 hours.  *Standards Pay is not given (normally 10%) in the next payroll run.* |
| 6 | Dress in SD apparel according to our *Standard*s of hygiene and grooming. | 1. Issue Self-Study Module 2. Explain Why & How in Class.   Dress the example. Teach how dress increases confidence levels of patients/families and makes us “visible” in facilities instead of “invisible.” No uniforms are issued until a person completes onboarding.   1. Demonstrate 2. Written Test 3. Issue Uniform 4. Have students come in uniform. Verbal scenarios. 5. Certify and retest annually   Spiritual Principle  Patients/Families/Referral Sources feel more confident when working with uniformed people. Groups that have uniforms are more powerful than ununiformed groups. | Immediately send home any person that reports to work out of *Standard* and have person complete an incident report before they go home to change. |
| 7 | Team rooms, workplace and teaching environments maintained and setup to SD *Standards*. Everything has a place. | 1. Issue Self-Study Module 2. Explain Why & How in Class   **Provide room layout and setup plan.**   1. Demonstrate 2. Written Test 3. Have GM and other Managers Setup a room 4. Teacher observes and signs off 5. Certify and retest annually   Spiritual Principle  Teaching and meeting rooms are special and sacred spaces. Clean and organized environments help people feel better and help them focus on the topic at hand. | Complete Self-Learning Module Link is emailed and is to be completed within 24 hours. |
| 8 | Time to Meet, Ass in the Seat! | 1. Explain Why & How in Class 2. Demonstrate 3. Written Test, annually   Managers model or “act” the Accountability attached to this *Standard* in front of each other.  Lateness disrespects people’s time. If a person is late to meetings, they are probably late on visits as well. Timeliness matters.  Spiritual Principle  We are “respecters of time.” We are considerate of this valuable and unredeemable constraint in our atmosphere of mutual respect. | A “late” jar is placed on the meeting room table or in front of the class. All individuals that are late must put in $5 when they arrive at the meeting. |
| 9 | Meetings run according to the *TAMS* System. | 1. Issue Self-Study Module 2. Explain Why & How in Class.   A Manager needs to think ahead, then delegate resources effectively and make sure that things get done. Thus the acronym *TAMS*.  **T - Think**  **A - Assign**  **MS – Make Sure**   1. Demonstrate 2. Written Test 3. Have Managers run a meeting according to this system 4. Teacher observes and signs off 5. Certify and retest annually   Spiritual Principle  Meetings are to be effective. Every meeting has a Manager and that Manager is accountable for the time and resources used to further advance the mission. | Complete Incident Report and Essay “Why the *TAMS* is used.” Sign the Incident Report. |
| 10 | A Task List is used for all ongoing maintenance. | 1. Issue Self-Study Module 2. Explain Why & How in Class   **This document helps people make sure that our buildings and grounds are well maintained.**   1. Written Test   Spiritual Principle  Our buildings and surroundings are reflective of our inner state. Therefore, we want our soundings to be neat and orderly. | Complete Incident Report and Essay “Why our Buildings and Grounds need to reflect our Inner State of Being.” Sign the Incident Report. |
| 11 | All service failures reported immediately to the CEO (Chief Teaching Officer/COO. Remedy before the sun sets or at most, within 24 hours. | 1. Issue Self-Study Module 2. Explain Why & How in Class 3. Demonstrate 4. Written Test 5. Practice: Use Standup Call-Outs “What would you do if XXX happened?” 6. Evaluate responses 7. Certify and retest annually   Spiritual Principle  When we fall short or miss the mark, it is our duty to seek reconciliation with those that are offended or harmed. The sooner this is done, the better. | *Standards Pay is not given (normally 10%) in the next payroll run. This is for “failure to report” Material “failure to report” material service failures or “gifts” can result in immediate termination of employment.* |
| 12 | Live the NPR percentages and productivity Standards. | 1. Issue Self-Study Module 2. Explain Why & How in Class   **Show the Management Reports used by the organization with NPR percentages and the Managers’ names. Using Call-Outs, demonstrate that if a Manager is over by .1 or more of the NPR percentage that the Manager’s Standards Pay is not given in the next payroll run. All Managers must learn to manage within 10% swings of census volume. Managers are being paid to be PROFESSIONAL Managers!**   1. Demonstrate 2. Written Test 3. Practice: Use Standup Call-Outs “What would you do if XXX happened?” Provide example report scenarios. 4. Evaluate responses 5. Certify and retest annually   Spiritual Principle  Money is a spiritual tool where we learn spiritual lessons. We learn in lack as well as abundance. It is spiritual not to be wasteful with what we have been entrusted. | Accountability Time-Frame/Process  1) Week 1 – Alert One-on-One  2) Week 2 - One-on-One  3) Week 3 - Hard talk (Come to my office with documentation)  4) Week 4 - Two Roads Talk (with documentation)  5) Week 5 - Improvement or Liberation Counseling  *Manager’s Standards Pay is not given (normally 10%) in the next payroll run if the department’s NPR% is not at or below Standard.* |
| 13 | Financial/Operational reports and Performance Compensation on time. Financials out by the end of the 3rd week after month-end. | 1. Issue Self-Study Module 2. Explain Why & How in Class   **Teach that financial and operational reports lose their value if people can’t link cause and effect.**   1. Demonstrate 2. Written Test 3. Practice: Standup Call-Outs “Why are timely reports important?” 4. Evaluate responses 5. Certify and retest annually   Spiritual Principle  Learning is facilitated with timely information where we understand the cause and effect of activities and methods. | *The CFO’s Standards Pay is not given (normally 10%) in the next payroll run.* |
| 14 | All procurements are processed via protocol with approved value-chain vendors. | 1. Issue Self-Study Module 2. Explain Why & How in Class   **Teach that we have a specific list of vendors and that all orders must be done a certain way. Provide multiple concrete examples of how to use the procurement system.**   1. Demonstrate 2. Written Test 3. Practice: Use Standup Call-Outs “What do you do if you need XXX?” 4. Evaluate responses 5. Certify and retest annually   Spiritual Principle  In order to create a high-quality, predictable experience for everyone, we need to use *Standard* and established vendors. This also helps us be better stewards of resources. | Complete Incident Report and Essay “How Use of Non-Approved Vendors Breaks our System.”  Sign the Incident Report. |
| 15 | 100% documentation to SD *Standard*s.  *This can be omitted when standard Visit Structures are in place and are used.* | 1. Issue Self-Study Module 2. Explain Why & How in Class   **Teach how it is only via “the chart” that we can operate as a true interdisciplinary team or have any such claim. It is our basis of existence. Teach that 70% of the detail of the visit is lost after 6 hours.**   1. Demonstrate 2. Written Test 3. Practice: Done in the Synthetic Lab during Visit practice as well as in Documentation practice. 4. Evaluate responses 5. Certify and retest annually   Spiritual Principle  To help patients/families feel confident that we are communicating as a team, we utilize our EMR. We don’t put patients/families through the agony of asking the same questions over and over. | Complete Link to Self-Learning Module with Test to be completed within 24 hours.  *Standards Pay is not given (normally 10%) in the next payroll run.* |
| 16 | Internal ADR requests (from QAPI Department) within 2 business days. | 1. Issue Self-Study Module 2. Explain Why & How in Class   **Show Managers how to process a request.**   1. Demonstrate 2. Written Test 3. Practice: Provide synthetic ADR requests have the Manager process them. 4. Evaluate 5. Certify and retest annually   Spiritual Principle  We are in the service of each other. As we are dependent upon each other economically, we must make sure that we comply with rules of the land. This enables us to continue to serve. | *Standards Pay is not given (normally 10%) in the next payroll run.* |
| 17 | TJC/CHAP accreditation without deficiencies. | 1. Issue Self-Study Module 2. Explain Why & How in Class 3. Demonstrate 4. Written Test 5. Practice 6. Evaluate 7. Certify and retest annually   Spiritual Principle  Growing and becoming better are spiritual endeavors. This accreditation helps motivate us to be better as well as helps us correct things that may be overlooked. | *The Managers’ Standards Pay is not given (normally 10%) in the next payroll run.* |
| 18 | Live the *Sunny Day Way* and the *Description of Culture*. | 1. Issue Self-Study Module 2. Explain Why & How in Class 3. Written Test   Spiritual Principle  We want a productive, peaceful and spiritual culture. This atmosphere helps to cultivate the Talent within our organization. | Complete Self-Learning Module Link is emailed and is to be completed within 24 hours. |
| 19 | All staff credentials – CME/CEU/CPE and annual certifications completed on time. | 1. Issue Self-Study Module 2. Explain Why & How in Class 3. Demonstrate 4. Written Test 5. Practice 6. Evaluate 7. Certify and retest annually   Spiritual Principle  We are interested in the personal evolution of each person. Growth is part of life, professionally and personally. We, therefore, recognize and use systems and methods to help individuals advance. | *Standards Pay is not given (normally 10%) in the next payroll run.* |
| 20 | No training is considered done unless testing has been done. | 1. Issue Self-Study Module 2. Explain Why & How in Class   **Managers are trained in testing and the evaluation of student learning including:**  **Call-Outs**  **Stand-Up, Call-Outs**   1. Demonstrate 2. Written Test 3. Practice 4. Evaluate 5. Certify and retest annually   Spiritual Principle  We are teachers. Master teachers incorporate the evaluation of student learning so that we know that learning has resulted. This is a principle that can be used in our professional as well as our personal life. | Complete Incident Report and Essay “Why Is It Important to Evaluate Student Learning?”  Sign the Incident Report. |
| 21 | All teaching is done according to *System7* based on the methods of Master Teachers. | 1. Issue Self-Study Module 2. Explain Why & How in Class   **All training, if possible and practical should be done according to System7, which is used when training nearly all of our *Standard*s.**   1. Demonstrate 2. Written Test 3. Practice 4. Evaluate 5. Certify and retest annually   Spiritual Principle  We are teachers. This system is proven to help students learn intellectually and emotionally. To Teach Well means to teach on both an intellectual and emotional basis. | Complete Self-Learning Module Link is emailed and is to be completed within 24 hours. |
| 22 | Spiritual values, meaning & purpose are formally nourished bi-weekly via the *Letting Go/Surrender* and *Transformation Four29* Meetings. | 1. Issue Self-Study Module 2. Explain Why & How in Class   **Managers are shown the various programs that can be presented. Manager “models” a spiritual class.**   1. Demonstrate 2. Written Test 3. Practice 4. Evaluate 5. Certify and retest annually   Spiritual Principle  We highly value spirituality and spiritual values as a company. They are part of our DNA. We recognize that people in our work seek meaning and purpose. Therefore, we create an atmosphere that nurtures this important dimension of life. | Complete Self-Learning Module Link is emailed and is to be completed within 24 hours. |

## Examples of Standards (The Simplest)

Creating the Sunny Day Experience for Every Person, Every Time!

**The 5 Sunny Day *Standard*s! 100% is the Sunny Day Way!**

**We are here simply to help people FEEL better!**

**Creating an Extraordinary Experience**

1. A SD Phone Interaction is done in virtually all cases.
2. A SD Visit done in virtually all cases.
3. Dress in SD apparel according to our *Standard*s of hygiene and grooming.
4. Time to Meet, Ass in the Seat! – *Eight58*, *Eleven*17, *Transformation Four*29 Meetings
5. Report all service failures to the CEO/Chief Teaching Officer. Remedy before the Sun sets, or at most, within 24 hours.

## Examples of Standards (Simple & Perhaps BEST)

Creating the Sunny Day Experience for Every Person, Every Time!

**The 12 Sunny Day *Standard*s! 100% is the Sunny Day Way!**

**We are here simply to help people FEEL better!**

**Creating an Extraordinary Experience**

1. Teach Well and use SD Language!
2. All phone calls answered within 3 rings by a competent, real person in the SD way.
3. A SD Visit/Phone Interaction is done in virtually all cases.
4. Dress in SD apparel according to our *Standard*s of hygiene and grooming.
5. Team rooms, workplace and teaching environments maintained and setup to SD *Standard*s.Everything has a place.
6. Time to Meet, Ass in the Seat! – *Eight58*, *Eleven*17, *Transformation Four*29 Meetings
7. Report all service failures to the CEO/Chief Teaching Officer. Remedy before the Sun sets, or at most, within 24 hours.

**Financial & Time Management Excellence**

1. Live the NPR percentages and productivity *Standard*s.
2. Financial/Operational reports and Performance Compensation on time. Financials out by the end of the 3rd week after month-end.

**Compliance Excellence**

1. TJC/CHAP accreditation without deficiencies.

**Professional & Personal Development/Evolution**

1. All teaching is done according to *System7* based on the methods of Master Teachers.
2. Spiritual values, meaning & purpose are formally nourished bi-weekly via the *Letting Go/Surrender* and *Transformation Four*29 Meetings.

***Self-Control and Empowerment!*** *Every* ***Talent*** *at Sunny Day should understand our way and has the power to address ANY activity or behavior that deviates from our Standards. It is everyone’s duty to help others adhere to Sunny Day’s Standards as well as to regulate one’s own behavior within our incredibly positive, life-giving culture. If any person identifies a deviation from any Standard, immediately and tactfully address the deviation with the person responsible first. For recurring issues or for major breaks in protocol, such as breaching confidentiality, always notify the Manager. We all are essential and valuable contributors to the whole…dependent upon each other to create the Sunny Day Experience for every person, every time!*

**Description of Culture**

*Systematically delighting clients in a peaceful and productive atmosphere where each talent has the opportunity to explore their personal potentials.*

## Examples of Standards (Expanded)

Creating the Sunny Day Experience for Every Person, Every Time!

**The 22 Sunny Day *Standard*s! 100% is the Sunny Day Way!**

**Learning1 & Teaching2 are the primary drivers of Sunny Day. Learn1 and Teach2 Well!**

**Creating an Extraordinary Experience**

1. Teach Well and use SD Language!
2. *Never* pass work on that doesn’t meet 100% of SD *Standard*s.
3. All phone calls answered within 3 rings by a competent, real person in the SD way.
4. Response to referrals: “Yes! We can help!”
5. A SD Visit/Phone Interaction is done in virtually all cases.
6. Dress in SD apparel according to our *Standard*s of hygiene and grooming.
7. Team rooms and workplace maintained and setup to SD *Standard*s.Everything has a place.
8. Time to Meet, Ass in the Seat! – *Eight58*, *Eleven*17, *Transformation Four*29 Meetings
9. Meetings run according to the *TAMS System*.
10. A Task List is used for all ongoing maintenance.
11. Report all service failures to the CEO/Chief Teaching Officer. Remedy before the Sun sets, or at most, within 24 hours.

**Financial & Time Management Excellence**

1. Live the NPR percentages and productivity *Standard*s.
2. Financial/Operational reports and Performance Compensation on time. Financials out by the end of the 3rd week after month-end.
3. All procurements are processed via protocol with approved value-chain vendors/partners.

**Compliance Excellence**

1. 100% documentation to SD *Standard*s - timely, complete & accurate.
2. Internal ADR requests (from QAPI Department) turned around within 2 business days.
3. TJC/CHAP accreditation without deficiencies.

**Professional & Personal Development/Evolution**

1. Live the *Sunny Day Way* and the *Description of Culture*.
2. All staff credentials/CME/CEU/CPE and annual certifications completed on time.
3. No teaching or people development has been done without testing.
4. All teaching is done according to *System7* based on the methods of Master Teachers.
5. Spiritual values, meaning & purpose are formally nourished bi-weekly via the *Letting Go/Surrender* and *Transformation Four*29 Meetings.

***Self-Control and Empowerment!*** *Every* ***Talent*** *at Sunny Day should understand our way and has the power to address ANY activity or behavior that deviates from our Standards. It is everyone’s duty to help others adhere to Sunny Day’s Standards as well as to regulate one’s own behavior within our incredibly positive, life-giving culture. If any person identifies a deviation from any Standard, immediately and tactfully address the deviation with the person responsible first. For recurring issues or for major breaks in protocol, such as breaching confidentiality, always notify the Manager. We all are essential and valuable contributors to the whole…dependent upon each other to create the Sunny Day Experience for every person, every time!*

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| **Hospice** | **Caseloads/FTE Staffing Model** | | **Visit** | **Weekly Visits** | |  | **Visits Per Patient, Per Week** | |
| **HomeCare** | **Duration** |  |
| **Category** | **Minimum** | **Excellent** | **Average\*** | **Minimum** | **Excellent** |  | **Min** | **Max** |
| RN | **12** | 14 | **60** | **20** | 22 |  | 1.2 | 1.7 |
| LPN | **25** | 30 | **60** | **22** | 24 |  | 0.8 | 1.0 |
| Aides | **10** | 12 | **60** | **22** | 24 |  | 1.8 | 2.2 |
| SW | **28** | 32 | **60** | **20** | 22 |  | 0.45 | 0.75 |
| Spiritual Care | **80** | 100 | **60** | **22** | 24 |  | 0.2 | 0.4 |
| Bereavement | **100** | 120 | **x** | **x** | x |  | **x** | x |
| Volunteer | **100** | 120 | **x** | **x** | x |  | **x** | x |
| Physicians/NPs | **150** | x | **50** | **x** | x |  | **x** | x |
| Admissions RN | **50** | x | **90** | **10** | 12 |  | **x** | x |
| *\* Travel Time is NOT included. Average Travel Time is 15 minutes.* | | | | | |  |  |  |
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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Hospice** | **Caseloads/FTE Staffing Model** | | **Visit** | **Weekly Visits** | |  | **Visits Per Patient, Per Week** | |
| **NH/ALF** | **Duration** |  |
| **Category** | **Minimum** | **Excellent** | **Average\*** | **Minimum** | **Excellent** |  | **Min** | **Max** |
| RN | **16** | 18 | **45** | **26** | 28 |  | 1.2 | 1.7 |
| LPN | **30** | 35 | **45** | **28** | 30 |  | 0.8 | 1.0 |
| Aides | **12** | 14 | **55** | **25** | 27 |  | 1.8 | 2.2 |
| SW | **32** | 34 | **50** | **24** | 26 |  | 0.45 | 0.75 |
| Spiritual Care | **100** | 120 | **50** | **28** | 30 |  | 0.20 | 0.4 |
| Bereavement | **100** | 120 | **x** | **x** | x |  | **x** | x |
| Volunteer | **100** | 120 | **x** | **x** | x |  | **x** | x |
| Physicians/NPs | **150** | x | **50** | **x** | x |  | **x** | x |
| Admissions RN | **50** | x | **90** | **10** | 12 |  | **x** | x |
| *\* Travel Time is NOT included. Average Travel Time is 15 minutes.* | | | | | |  |  |  |
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| --- | --- | --- |
| **Hospice IPU** | | |
| **Hospice Unit** | **Caseloads** | |
| **Category** | **Minimum** | **Excellent** |
| Nursing | **5** | 6 |
| Aides | **5** | 6 |
| SW | **12** | 13 |

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| --- | --- | --- | --- |
| **Cost Category** | **Homecare** | **Palliative**  **Care** | **IP Units** |
| Total Direct Labor | **38%** | **100%** | **50.5%** |
| Total Patient-Related | **17%** | **11%** | **12%** |
| Contribution Margin | **45%** | **-11%** | **37.5%** |
| Indirect: Salary Costs | **20%** |  | **14%** |
| Indirect: Operational Cost | **7%** |  | **6.5%** |
| Indirect: Facility Costs | **4%** |  | **7%** |
| Total Indirect | **31%** |  | **27.5** |
| Surplus (For capacity and sustainability) | **14%** | **Limited to -2% of Homecare NPR** | **10%** |
| **Direct Labor** |  |  |  |
| Nursing | **14%** |  | **33%** |
| Aides | **7%** |  | **15%** |
| SW | **4%** |  | **2.5%** |
| Spiritual Care | **2%** |  |  |
| Physician/NP | **2%** | **100%** | (Net to Zero) |
| On-Call | **3%** |  |  |
| Admissions | **3%** |  |  |
| Bereavement | **1%** |  |  |
| Volunteer | **2%** |  |  |
| **Patient-Related Items** |  |  |  |
| Medical Supplies | **1.5%** |  | **2%** |
| Therapies & Outpatient | **.5%** |  | **.5%** |
| DME | **4.25%** |  | **.2%** |
| Pharmacy | **4%** |  | **4%** |
| Mileage | **3%** | **3%** |  |

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| **Indirect Salaries** *(Total Organization)* | **Model** |
| Administrative Salaries | **3.5%** |
| Clinical Management Salaries | **5.5%** |
| Compliance/QAPI | **1.5%** |
| Education | **1%** |
| Finance | **2.25%** |
| HR | **.75%** |
| Marketing | **2%** |
| Medical Director | **1.25%** |
| Medical Records | **1%** |
| IT/MIS | **1.25%** |
| ***Total*** | **20%** |

|  |  |  |
| --- | --- | --- |
| **Measurement** | **Minimum** | **Excellent** |
| Admission/Inquiry % | **75** | **85** |
| Median LOS (Living) | **120** | **<145** |
| Days in Accounts Receivable | **48** | **45** |
| Facility Mix % | **40%** |  |
| Patient Mix over 365 Days | **10%** | **<25%** |
| Death Service % | **50%** |  |
| Same Day Visit % | **65%** |  |
| Development Ratio | **3:1** |  |
| Pain Reduced (within 24 hours) | **90%** |  |
| Family Satisfaction (via App 10 Point Scale) | **8.0** |  |
| Hospital Readmit | **<5%** |  |
| Clinical Manager Satisfaction  Overall Satisfaction w/ Supporting Areas – 10 Point Scale | **>7.0** |  |
| Turnover of Talent % | **<6%** |  |

## Teaching Well/System 7

1. Self-Study Module
2. Tell – The Why & How
3. Show (Visual)
4. Evaluate Learning (Test)
5. Demonstrate (Practice)
6. Evaluate Practice (Test)
7. Certify (On-Boarding, Annually)

### How to Implement Standards

**Preparation**

1. CEO announces the Standards creation process and solicits input.
2. Create your Standards with the attributes of
   1. Clear
   2. Impressive
   3. Sustainable
3. CEO finalizes Standards.
4. Print Standards Cards. These will be changed as needed as Standards are a tool to shape behavior and performance. There will probably be some changes that you’d like *immediately*! However, they are usually small changes. You will change these over time, ideally *decreasing* the number of Standards over time.
5. Attach uniform Accountability (involving pain) for all behavior or performance that is non-Standard. **THIS IS AN ABSOLUTELY CRITICAL STEP THAT CAN’T BE SKIPPED!** Use the template provided. Some Accountability practices may not be able to be implemented quickly (like a Performance Comp system). In this case, use low-tech approaches like Incident Reports with Essays.
6. Attach a Spiritual Principle to each Standard. This takes the punitive “feel” out of Accountability and provide meaning and purpose, something virtually all Hospice clinicians seek. The Spiritual Principle must be taught for each Standard.
7. Determine how you are going to teach each Standards according to *System 7*, teaching on an intellectual basis first and then on an emotional basis where applicable.
   1. **Self-Learning Modules** - Create Self-Learning Modules. We suggest the following:
      1. Behavior Standards (General)
      2. Numeric Standards (Explanation of these Standards in general terms. Not too detailed.)
      3. Visit Standards
      4. Phone Interaction Standards
   2. **Tell** - Create the Presentation – Verbal with complete emphasis on the *Why?*
   3. **Show** - Create the Presentation – Visuals with complete emphasis on the *Why?* This would include the creation of:
      1. Standards Cards
      2. Manuals – Needed for any serious teaching
      3. PowerPoints – Simple but effective
      4. Standards Flash Cards
      5. Videos – Where applicable and effective
      6. Props – Where applicable and effective
      7. Audio – Where applicable and effective
   4. **Test -** Create written tests for the Standards and grading method. Objective grading is best.
   5. **Practice -** Create Practice Scenarios where applicable.
   6. **Evaluate Practice** –Create Standard criteria for the evaluation of student performance in scenario practice.
   7. **Certification/Annual Recertification –** Create tracking system or log to track completion or non-completion. Create this so that it can be used during initial on-boarding of staff as well as annually.

**Standards Implementation - Leaders**

1. Train your Leaders using *System 7* so they can teach/coach to the Standards.
   1. **Self-Learning Modules** – Give Leaders access to the Behavioral and Numeric Standards Self-Learning Modules to review on their own.
   2. **Tell** – Have your top Standards teacher teach the Standards in a formal class, teaching to the *Why?.* The Why links cause to effect and the personal benefit for adhering to each Standard.
   3. **Show** – Teach to each Standard using a 1) PowerPoint, 2) Standards Cards and 3) the Standards Manual, teaching to the *Why?*. Use Call-Outs to keep some tension in the learning environment. Flashcards are a very good tool in this learning setting.
   4. **Test** – Test using a ZipScan machine or other objective and speedy grading system. 100% is the only acceptable score. Give each person a limited number of attempts. Example: 3 or 4.
   5. **Practice** – Have each Leader teach the Standards back to the teacher with each *Teach Back* being videoed. Have each Leader review and critique their performance.
   6. **Evaluate Practice** – Grade each Leader on each of the major points within the Standards, making sure none were missed and that each was taught well, ideally on an intellectual as well as an emotional basis.
   7. **Certification/Annual Recertification** – Record the completion or non-completion of each Leader with a date.

**Standards Implementation – All Staff**

1. Train your All Staff using *System 7*.
   1. **Self-Learning Modules** – Give All Staff access to the Behavioral and Numeric Standards Self-Learning Modules to review on their own.
   2. **Tell** – Have your top Standards teacher, or each Leader, teach the Standards in a formal class, teaching to the *Why?*.
   3. **Show** – Teach to each Standard in a 1) PowerPoint, 2) Standards Cards and 3) in the Standards Manual, teaching to the *Why?*. Use Call-Outs to keep some tension in the learning environment. Flashcards are a very good tool in this learning setting.
   4. **Test** – Test using a ZipScan machine or other objective and speedy grading system. 100% is the only acceptable score. Give each person a limited number of attempts. Example: 3 or 4.
   5. **Practice** – Have each staff member demonstrate their learning in the following scenarios:
      1. *Teach Back* the general purpose of Standards and why they are important.
      2. Identification of a Documentation Error of a Co-Worker. Have each staff member demonstrate *Self-Control* and the principle of *“Never pass work on that does not meet 100% of the Standard.”*
   6. **Evaluate Practice** – Grade each person on each of the major points the Standards, making sure none were missed.
   7. **Certification/Annual Recertification** – Record the completion or non-completion of each team member with a date.

**Uniform Accountability**

1. Uniform Accountability must be maintained or the Standards mean nothing. Avoid “exceptions” as exceptions break the system. All Leaders must hold each other accountable. This is part of *“Never pass work on that does not meet 100% of the Standards.”* If it is discovered that a Leader is not practicing uniform Accountability, the Leader should complete an Incident Report with an Essay on “How My Allowance of Non-Standard Impacted the Team and the Organization.” Additionally, the Leader’s Standards Pay will be deducted in the next payroll.