

# NON-EMPLOYEE ORIENTATION AND TRAINING HANDBOOK

This document should be given to all  
Denver Health non-employee team members.

Revised July 2023



**DENVER  
HEALTH™**  
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# INTRODUCTION

DENVER HEALTH (DH or “we”) is committed to having a team that is appropriately trained to work at our facilities. This manual is for orientation and training purposes for any non-employee team member who performs services for Denver Health. We define non-employee team members categories as follows:

CATEGORY	DESCRIPTION														
<b>Affiliates</b>	Support staff from organizations with affiliation agreements with Denver Health. An example is educators working for an affiliated organization.														
<b>Short-Term Business Contractors</b>	<p>A contractor working for a limited duration at a DH location (whether at a DH facility or remotely) who is not part of an affiliated group and has access to billing, coding, or other revenue cycle information, patient care areas, the electronic medical record system, or any system containing patient information.</p> <table> <tr> <td>Facilities Operations</td> <td>Consultants</td> </tr> <tr> <td>Construction</td> <td>Auditors</td> </tr> <tr> <td>Short-term IT Contractors</td> <td>Couriers</td> </tr> </table>	Facilities Operations	Consultants	Construction	Auditors	Short-term IT Contractors	Couriers								
Facilities Operations	Consultants														
Construction	Auditors														
Short-term IT Contractors	Couriers														
<b>Staffing Services</b>	<p>Any contractor (clinical or non-clinical, excluding medical staff) that provides staffing services at any DH campus or remotely such as:</p> <table> <tr> <td>Agency Medical Interpreters and Translators</td> <td>Donor Alliance</td> </tr> <tr> <td>Staffing Services Company</td> <td>Valet</td> </tr> <tr> <td>Travelers, Therapists (Occupational, Physical, Respiratory, Audiology, Speech and Language Pathology)</td> <td>Security</td> </tr> <tr> <td>Food Services</td> <td>Sheriffs</td> </tr> <tr> <td></td> <td>Off-site Coders</td> </tr> <tr> <td></td> <td>Surgical Techs</td> </tr> <tr> <td></td> <td>Dialysis Service Providers</td> </tr> </table>	Agency Medical Interpreters and Translators	Donor Alliance	Staffing Services Company	Valet	Travelers, Therapists (Occupational, Physical, Respiratory, Audiology, Speech and Language Pathology)	Security	Food Services	Sheriffs		Off-site Coders		Surgical Techs		Dialysis Service Providers
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	Off-site Coders														
	Surgical Techs														
	Dialysis Service Providers														
<b>Medical Staff</b>	<p>Medical staff professionals contracted to provide direct patient care such as:</p> <ul style="list-style-type: none"> <li>Medical Doctors (MDs)</li> <li>Doctors of Osteopathy (DOs)</li> <li>Doctors of Dental Surgery (DDSs)</li> <li>Doctors of Psychology (PsyDs)</li> <li>Psychologists, Doctors of Philosophy (PhDs)</li> <li>Physician Assistants (PAs)</li> <li>Licensed Clinical Social Workers (LCSWs)</li> <li>Advance Practice Nurses (APNs)</li> </ul>														
<b>Volunteers</b>	Volunteer staff for Denver Health (includes volunteer medical staff)														

CATEGORY	DESCRIPTION
<b>STUDENTS/INTERNS/TRAINEES/APPRENTICESHIPS</b>	<p>Students completing training at Denver Health through contracted, formalized medical and health care administration education programs, such as:</p> <ul style="list-style-type: none"> <li>Residents, Fellows (including visiting)</li> <li>Post-Graduate (non-physician)</li> <li>Medical, Nursing, Dental, or PA Students</li> <li>Denver Health Emergency Medical Technicians</li> <li>Non-medical post-grad interns (ASL, PT, OT, SLP, RT, Psych, Pharmacy, etc.)</li> <li>International Trainees</li> </ul>

This handbook applies to non-employee team members who provide services at Denver Health. Team members do not include visitors to Denver Health (e.g., friends and family of patients; people attending conferences or educational sessions offered to the community and the health care/business community in general; the media, vendors and sales representatives; external reviewers, observers or job shadows here to look at some aspect of Denver Health operations).

## INSTRUCTIONS

The purpose of this handbook is to provide non-employee team members with an overview of their responsibilities while conducting services for Denver Health. The handbook provides a brief outline of Denver Health policies and procedures that are critical to the safe and compliant operation of the organization. Information in this handbook may be supplemental to any specific procedures, project guidelines or other written scope of services that may be part of a non-employee team member's contract or agreement to perform services for Denver Health, including:

1. Reading this entire document;
2. Signing all forms at the end of this package including:
  - Acknowledgment signature page
  - Information Systems User Access signature page (if accessing Denver Health systems)
3. Returning all completed forms to your appropriate Denver Health contact/responsible department leader. Contractors, please return the signed form to your agency. Please refer all questions to the manager of the unit to which you are assigned, or your Denver Health representative or responsible department leader with Denver Health (hereinafter referred to as your "responsible department leader").

# ABOUT DENVER HEALTH

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Denver Health is a comprehensive, integrated organization providing Level One care for all, regardless of ability to pay. Twenty-five percent of all Denver residents, or approximately 220,000 individuals, receive their health care at Denver Health. Denver Health physicians care for one in three children in Denver as well.

As Colorado's primary safety net institution, Denver Health has provided billions of dollars in uncompensated care. Denver Health is a high-quality health care system serving as a model for other safety net institutions across the nation.

Denver Health and Hospital Authority (the "Authority") was created by the Colorado legislature as a corporate body and political subdivision of the State of Colorado pursuant to Colorado Revised Statutes § 25-29-101, et seq. The Authority began operations on January 1, 1997, after having separated from the City and County of Denver ("the City"). On January 1, 1997, the City transferred substantially all of the health care programs, services and facilities of the City's former Department of Health and Hospitals to the Authority. The Authority is governed by an eleven-member Board of Directors that is responsible for the operation of the Authority's health system, including Denver Health Medical Center.

## DENVER HEALTH MISSION

- Provide access to the highest quality health care, whether for prevention, or acute and chronic diseases, regardless of ability to pay.
- Provide life-saving emergency medicine and trauma services to Denver and the Rocky Mountain region.
- Fulfill public health functions as dictated by the Denver Charter and the needs of the citizens of Denver.
- Provide health education for patients.
- Participate in the education of the next generation of health care professionals.
- Engage in research, which enhances our ability to meet the health care needs our patients.

## PROVIDING SERVICES FOR DENVER HEALTH

### Authorization Process

Our non-employee team members perform many different tasks and work for a variety of employers. In general, all non-employee team members should be performing services for Denver Health pursuant to a contract, affiliation agreement or volunteer placement, and must be properly vetted and authorized before providing services to Denver Health. This includes, but is not limited to, verification of background checks, licensure/certification and proof of adequate insurance/liability coverage. Your Denver Health responsible department leader will make sure you have the appropriate system access and the necessary training and general orientation to our facility applicable to the services you will be providing. All non-employee team members should meet with their Denver Health responsible department leader prior to the start of their assignment so that paperwork and orientation materials can be completed.

### Healthy Screening Procedures

You are to refrain from coming to the hospital or other Denver Health care locations if you have any symptoms suggesting you might have a contagious health concern. All non-employee team members must have a health screening form filled out by their provider and submitted to their Denver Health responsible department leader or agency prior to starting at Denver Health. The Center for Occupational Health (COSH) at Denver Health cannot provide health-screening services for you.

### Scope of Services Provided

As a non-employee team member, you may have a job description or a contractual agreement that identifies the requirements and essential functions of the position to be performed or details the scope of services to be provided. In addition to the supervision and direction of your employer, when you perform services on site at Denver Health, your Denver Health responsible department leader will oversee the quantity and quality of the services you provide.

If you provide direct patient care, you are expected to demonstrate population-specific competencies and knowledge of abuse and neglect recognition. Your Denver Health responsible department leader will provide you with additional information about population-specific competencies as they apply to your position. In accordance with applicable standards and regulations, you may be evaluated during and/or at the end of your assignment.

### **Identification Badges**

All non-employee team members working at a Denver Health location must wear an identification badge (ID badge) while on site. ID badges should be worn above the waist. Your ID badge will identify your contractor status and will be issued by the Denver Health Security Department at the start of your assignment. When your assignment ends, you must return your ID badge to your manager or responsible department leader, who will return it to the Security Department. Hospital-issued keys must be returned to the Access Control Center/Key Shop located on the 2nd floor of Pavilion J. Keys may not be given or transferred to others without returning them through the Key Shop, to ensure that all keys are accounted for and you do not get charged with losing a key no longer in your possession.

### **Parking**

A parking permit is required to use hospital parking lots. Non-employee team members may be eligible for parking permits and may contact their Denver Health responsible department leader or the Denver Health Engineering office at [303-602-2420](tel:303-602-2420) for specific information. Non-employee team members with access to Denver Health's system may also visit the Engineering webpage on The Pulse. Engineering hours of operation are Monday - Friday, 7:00 a.m. to 4:00 p.m. Special parking arrangements for physical impairment are also handled by Engineering. In addition, bicycle parking racks are located outside in various locations on the Denver Health campus.

## **TRAINING**

### **Annual Training**

As a non-employee team member, it is your responsibility to become adequately prepared for performing services on Denver Health's premises by reading this document and the Code of Conduct, and by completing orientation in the department(s) where you will be working. In lieu of completing annual employee education, your signature on the signature page is your acknowledgement to comply with Denver Health policies and the training you have received for your role.

## **VALUE DIVERSITY, EQUITY, AND INCLUSION**

Denver Health promotes diversity in its workforce at all levels of our organization. We are committed to providing an inclusive environment where everyone is treated with fairness, dignity, and respect and feel that they belong. We are united by Denver Health's mission and values, and we celebrate our unique differences.

At Denver Health, we pride ourselves on our commitment to diversity. Equal opportunity is a fundamental principle of the organization. As an equal opportunity employer, we are committed to recruiting, hiring, and retaining a diverse staff reflective of the patients and communities we serve. We regard laws, regulations, and policies relating to diversity as the minimum standard.

In support of our equal employment opportunity principle, the Company has affirmative action plans for women, minorities, individuals with disabilities, and covered veterans.

Denver Health does not discriminate against any individual with regard to race, color, religion, sex, national origin, age, disability, sexual orientation, gender identity, gender expression, marital status, pregnancy, genetic information, or veteran status with respect to any offer, term or condition of employment. We make reasonable accommodations to the known physical and mental limitations of qualified individuals with disabilities.

# COMPLIANCE

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At Denver Health, we believe in doing the right thing, the first time, every time. The Enterprise Compliance Program and the Denver Health Code of Conduct set the ethical tone for all work performed at Denver Health. Denver Health's policy is to promote ethical behavior and to act in accordance with federal, state and local laws and regulations. As a non-employee team member performing services for Denver Health, the same is expected of you. If you encounter situations in performing your services that aren't addressed by the Code of Conduct, consult your Denver Health responsible department leader or reach out to the Enterprise Compliance Services team for guidance and support. You have access to the Denver Health Code of Conduct, available on the Denver Health website, and will be provided access to any applicable policies and procedures required for you to perform your services. Your Denver Health responsible department leader will assist you in locating these documents.

Your failure to comply with the law, applicable policies, procedures, principles, and practices for your role; and the Denver Health Code of Conduct may result in your removal from Denver Health's premises, termination of your contractual relationship with Denver Health, and/or possible civil or criminal charges.

We count on you to be the eyes and ears for the organization and identify when there are situations and behaviors that do not align with doing the right thing. You are expected to speak up and report any wrongdoing that could put the organization, our patients, or members at risk. At Denver Health you are protected from retaliation or retribution for voicing your concerns.

You have many resources to use to ask for help or report concerns:

- Speak with your Denver Health responsible department leader, other leaders in the organization, or a Denver Health Human Resources representative.
- Call the Denver Health ValuesLine at [1-888-273-8452](tel:1-888-273-8452) or report using the ValuesLine Web Report [denverhealth.ethicspoint.com](https://denverhealth.ethicspoint.com). The ValuesLine is available toll-free 24/7. You can make an anonymous report to a trained professional that is not a Denver Health employee.
- Contact Enterprise Compliance Services Pulse by calling [303-602-3255](tel:303-602-3255) or send a secure fax to [303-602-7024](tel:303-602-7024). Enterprise Compliance Services offices are located on the 9th floor of 601 Broadway.
- If you decide to contact Enterprise Compliance Services, you may say who you are or remain anonymous. If you choose to remain confidential or anonymous, Denver Health will protect your anonymity within the limits of the law.

## DETECT AND PREVENT FRAUD, WASTE AND ABUSE

Financial stewardship is critical to fulfilling our mission and making sure Denver Health is around for many years to come. Preventing and detecting fraud, waste and abuse in all areas of our organization is part of this stewardship.

**Fraud** is a deception or misrepresentation made intentionally or with reckless disregard of the truth, knowing that the deception could result in some unauthorized benefit to the perpetrator or another individual/entity. Fraud can take many forms including embezzlement, false claims, kickbacks, bribery, false financial reporting, software piracy, credit card fraud, expense account fraud, identity theft, medical identity theft, false workers' compensation claims, fraudulent vendor billing, member fraud, mail fraud, backdating documents and falsifying time-cards.

**Waste** is defined as the over-utilization and misuse of services or other practices that result in unnecessary costs to the health care system, including government programs such as the Medicare and Medicaid programs.



**Abuse** includes any practice that may, directly or indirectly, result in:

- Unnecessary cost to the health insurance payer, including the Medicare and Medicaid programs.
- Improper payment for services.
- Payment for services that fail to meet professionally recognized standards of care or contractual obligations.
- Services that are medically unnecessary.

Common examples include, but are not limited to, misusing codes on a claim or billing for additional, unnecessary treatment.

Denver Health is committed to accurate record-keeping, coding, billing and claims submission and payment. We prohibit any team member or agent of Denver Health from knowingly presenting or causing to be presented claims for payment or approval which are false, fictitious, or fraudulent. We encourage all team members to report concerns about financial and billing integrity matters immediately. Common risk areas associated with claims preparation and submission include: inaccurate coding, up-coding, unbundling of services, billing for medically unnecessary services or other services not covered by the relevant health care program, billing for services not provided, duplicate billing, insufficient documentation and false or fraudulent cost reports.

The federal and state of Colorado False Claims Acts provide for civil financial penalties for anyone who knowingly submits, or causes the submission of, a false or fraudulent claim to the government. Deliberate or reckless disregard for the truth or falsity of the claims submitted also can lead to violations. The state and federal False Claims Acts include “whistleblower” provisions that allow people outside the government to report fraud and potentially receive a portion of any money that is recovered. If successful, the government can recover up to three times the amount at issue plus additional fines and penalties. The state and federal False Claims Acts also include protections for whistleblowers from retaliation.

A key part of Denver Health’s ethical and professional responsibility is documentation. In support of accurate billing, medical records must provide reliable documentation of the services rendered. Each team member is responsible for creating and maintaining accurate, complete and timely patient-care records. Each team member must ensure that medical records do not contain false or misleading information and that they meet the requirements of all laws, regulations, Joint Commission standards and Denver Health policies/procedures.

Each Denver Health team member is responsible for the integrity and accuracy of our organization’s documents and records, not only to comply with regulatory and legal requirements but also to ensure records are available to support our business practices and actions. Never sign a document unless you know it to be accurate. No one may alter or falsify information on any record or document. Further, records must never be destroyed in an effort to deny governmental authorities access to that which may be relevant to an investigation. Never destroy or dispose of Denver Health records or files without getting the approval of a Denver Health manager.

Finally, no Denver Health team member or any other person acting on behalf of the organization is permitted to solicit or receive anything of value, directly or indirectly, in exchange for the referral of patients. Similarly, when making patient referrals to another health care provider, we do not take into account the volume or value of referrals that the provider has made (or may make) to us.

Please report any potential concerns of billing integrity and fraud and abuse to:

- Enterprise Compliance Services by calling [303-602-3255](tel:303-602-3255).
- The DHMP Special Investigations Unit (SIU) by sending a letter to: Denver Health Medical Plan, Inc. Compliance Special Investigations Unit, 601 Broadway, Mail Code 7776, Denver, CO 80204; or emailing [ComplianceDHMP@dhha.org](mailto:ComplianceDHMP@dhha.org).
- Denver Health ValuesLine by calling [1-800-273-8452](tel:1-800-273-8452) or completing a web report at [denverhealth.ethicspoint.com](http://denverhealth.ethicspoint.com).

# RESEARCH

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Denver Health is committed to participate in the education of the next generation of health care professionals and engage in research that enhances our ability to meet the health care needs of our patients.

All Denver Health team members interested in conducting research at Denver Health must obtain the appropriate institutional approvals. Additionally, all human subject research at Denver Health must be approved by an Institutional Review Board (IRB). At Denver Health, we primarily use one IRB: Colorado Multiple Institutional Review Board (COMIRB), which also serves as our privacy board and reviews all studies to make sure that HIPAA requirements have been met.

Denver Health's principal investigators, their staff, other managers and non-employee team members involved in research at Denver Health are expected to:

- Comply with all relevant laws, regulations and Denver Health policies, procedures and core values. Individuals engaged in research must also complete research-related trainings.
- Gain appropriate study outcomes through sound study design and maintain effective oversight of the study protocol.
- Protect study subjects by:
  - Disclosing potential conflicts of interest.
  - Develop and monitor plans to control study risks.
  - Employ appropriate recruiting and informed consent processes.
  - Be responsive to concerns and complaints expressed by study subjects.
  - Report unanticipated problems promptly
  - Properly acquire, maintain and protect research data.
- Demonstrate exemplary professional conduct through intellectual integrity in formulating, conducting and reporting research results.

As in all accounting and financial record-keeping, our policy is to submit only true, accurate and complete costs related to research grants. If you suspect instances of research misconduct, fraud, waste, or abuse on a research or sponsored project, you should report the matter immediately to your Denver Health responsible department leader and/or Denver Health's Enterprise Compliance Services or the Denver Health ValuesLine. You may also choose to report fraud, waste and abuse directly to the funder.

Epic training is required for all those who are approved to have access to the electronic health record (EHR) for data abstraction, documentation, orders, or administering care for research subjects at Denver Health. Epic Care Everywhere functionality may not be used for research recruitment or enrollment purposes. Understanding Epic functionality and workflows is the responsibility of all research personnel performing research.

Denver Health Research policies and procedures can be located in the policy library on PolicyStat.

# PROFESSIONAL CONDUCT EXPECTATIONS

## DENVER HEALTH POLICIES, PROCEDURES, PRINCIPLES, PRACTICES, STANDARD WORK AND GUIDELINES

All individuals who perform services for Denver Health, regardless of their employment status, are expected to familiarize themselves with and follow all Denver Health policies, procedures, principles, practices, standard work and guidelines pertinent to the services they are performing. They are available to you in the department where you will be working, in the Denver Health policy library called PolicyStat, or on the Pulse. Your Denver Health responsible department leader will orient you to policies applicable to your function.

## STANDARDS OF BEHAVIOR

Denver Health has established Standards of Behavior for Denver Health team members:

- **Respect** – With courtesy and consideration, we treat others as we hope to be treated.
- **Belonging** – Denver Health provides a welcoming, compassionate and inclusive care and work environment for all – focused on fairness, dignity and connection.
- **Transparency** - We are open and honest at all levels of our integrated health care system. We encourage open communication to foster growth, trust and responsibility.
- **Accountability** – We take responsibility for our actions and for how they impact our commitment to excellent patient care and sustaining our operations.

Individuals performing services at Denver Health are expected to be aware of and support the Standards of Behavior in their performance of services for Denver Health. These standards are as follows:

### I am committed to holding myself accountable to demonstrate our values by:

- Respecting my patients and coworkers by striving to understand their culture and beliefs.
- Respecting patient privacy and confidentiality, especially in public areas.
- Always using AIDET (Acknowledge, Introduce, Duration, Explain, Thank) with patients, visitors and coworkers.
- Being professional in my communication both electronically and in person.
- Washing my hands before and after each patient encounter.
- Being on time and ready to work at the start of my shift.
- Adhering to our dress code.
- Walking patients and visitors to the area they are looking for whenever possible.
- Educating others about the Standards of Behavior.

### Additional standards for leaders include:

- Modeling the Standards of Behavior.
- Practicing rounding, sending thank you notes and observing my direct report's AIDET skills.
- Holding my direct reports accountable for their performance and Standards of Behavior.
- Learning and using LEAN tools for persistent adaption, innovation and cost reduction.

## PERSONAL APPEARANCE

Denver Health maintains a business professional dress code. Individuals performing services for Denver Health are expected to follow applicable dress code standards.

- All clothing must be clean, neat, pressed, and in good repair.
- Uniforms must be worn as required by department and/or division.
- Denver Health has identified color-coded scrubs and uniform shirts for team members who work in patient care areas.
- The length and fit of all attire should be in accordance with what is acceptable in a business environment.
- Office staff are to dress in professional business attire.
- In certain areas of the hospital, hospital-laundered scrub attire will be required or recommended to maintain an aseptic environment.

## UNACCEPTABLE ATTIRE INCLUDES:

- Denim clothing of any kind
- Shorts
- Casual capri pants
- Spandex
- Baseball caps
- Tank, halter or spaghetti-strap tops
- Hoodies
- See-through clothing
- Sweats
- T-shirts with logos, advertising, membership, politics or sayings displayed

### Footwear

Footwear must be appropriate to the work setting. All footwear must meet departmental safety standards.

### Jewelry

Any jewelry, including piercings, must be appropriate for the work environment and the safety of staff and patients, should not interfere with direct patient care or other on-duty responsibilities and may not pose any form of safety hazard.

### Hygiene

Hair, including facial hair, should be clean and appropriate for the work setting. Staff working in patient areas or areas where a hair tie, net or cap is required must adhere to departmental guidelines and regulatory requirements. Fingernails are to be clean and in compliance with Denver Health safety standards. Perfume, cologne, or aftershave should be used sparingly.

### Tattoos

Tattoos that depict logos, slogans, profanity, gang affiliation, nudity, symbols of hate, or violence must be covered.

## VISITORS AND VENDORS

- Personal visitors should be limited to a team member's off-duty time.
- Vendors and sales representatives must have an appointment with the department they are visiting and be registered in the vendor management system (Green Security) and wear the temporary vendor badge that is printed after check-in.
- Gifts cannot be accepted.

## COMPUTER/TELEPHONE USAGE

Individuals performing services for Denver Health may be provided with access to Denver Health systems. All access and/or pass codes, electronic signature codes and any other passwords are to be safeguarded and are prohibited from being disclosed. To the extent provided, computers, telephones, fax machines, cell phones, pagers, vocera and other communication devices and related services (including local, long-distance and Internet) belong to Denver Health and are to be used for business purposes only.

## SOCIAL MEDIA AND WEBSITE ACCOUNTS

When performing services for Denver Health, non-employee team members are expected to respect Denver Health's social media policies and procedures and act responsibly when posting information. All community standards on social media sites should be complied with. The following key points are important to remember:

- Posting patient information is a HIPAA violation and is strictly prohibited. This includes patient names (partial or full), descriptions of treatments or conditions, or patient photos (to include photos of a patient's face or a photo with patients in the background).
- In the interest of personal privacy, Denver Health strongly cautions against contacting or connecting with patients or family member of a patient on social media.
- Offering medical advice via social media to someone in another state may constitute unlicensed practice.
- Use good judgment when using social media be aware that all content, posts and activity is public. Denver Health requests individuals be respectful of DHHA and our team members, customers, patients, partners, affiliates, and others. Avoid using statements, photographs, video or audio that reasonably could be viewed as malicious, obscene, threatening or intimidating; that disparages DHHA or our team members, patients, customers, partners and affiliates; or that might constitute harassment or bullying.

Examples of such conduct might include offensive posts meant to intentionally harm someone's reputation or posts that could contribute to a hostile work environment.

- If individuals are contacted by the media to speak on behalf of Denver Health about a posting or comment made on a social networking site, direct the media request to [Public\\_Relations@dhha.org](mailto:Public_Relations@dhha.org) or [DenverHealthMedia@dhha.org](mailto:DenverHealthMedia@dhha.org) immediately.

For more information, please refer to the Social Media and Website Terms of Use in the Code of Conduct.

## **TOBACCO-FREE ENVIRONMENT**

Denver Health provides a tobacco-free workplace and environment to promote the health, well-being, and safety of patients, visitors, and team members. Smoking (including the use of marijuana, vaping, or e-cigarettes) and the use of any tobacco products – including but not limited to cigarettes, cigars, chewing tobacco, snuff, and pipes – are prohibited while on any premises owned, operated, leased, or maintained by Denver Health. This includes the grounds, parking lots/structures, ramps, sidewalks, and public right-of-ways within and around property boundaries of Denver Health, in accordance with Denver Revised Municipal Code Section 24-305. The use of tobacco products is also prohibited in vehicles owned by Denver Health and any personal vehicles parked on Denver Health property.

## **DRUG AND ALCOHOL-FREE WORKPLACE**

All individuals must perform services for Denver Health free from the influence of alcohol and/or drugs. Individuals performing services for Denver Health impaired by alcohol or illegal drugs, or who use, possess, sell, distribute or disperse any alcohol, drugs, or drug paraphernalia while on Denver Health property, will be immediately escorted off Denver Health property.

## **PROHIBITION AGAINST UNLAWFUL DISCRIMINATION AND HARASSMENT**

Denver Health is committed to maintaining an environment that is free from unlawful harassment, discrimination, and retaliation.

Denver Health prohibits such conduct by team members or individuals performing services for Denver Health. Discriminatory, harassing, or retaliatory conduct towards an individual based on that individual's age, race, color, national origin, ancestry, creed, genetic information, religion, sex (including gender identity), pregnancy, physical or mental disability, sexual orientation, marital status, veteran, or other protected status will not be tolerated. In addition, Denver Health prohibits all forms of sexual harassment or perceived sexual harassment. Unwelcome sexual advances, request for sexual favors or other physical, verbal, or non-verbal conduct of a sexual nature constitutes sexual harassment when:

- Submission is an implicit or explicit term or condition of employment;
- Submission to or rejection of the conduct is used as basis for employment decision; or
- The conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile or offensive work environment, even if the reporting individual is not the intended target of the sexual harassment.

Preventing discrimination and harassment in the workplace is everyone's responsibility. Any individual performing services for Denver Health who believes that they have been subject to, have witnessed, or have any knowledge of unlawful harassment, discrimination or retaliation in the workplace must timely report the misconduct to their supervisor, manager, the Denver Health HR Employee Relations Center (303-602-6947), or the Denver Health ValuesLine (1-800-273-8452 or <http://www.denverhealth.ethicspoint.com>) to enable Denver Health to promptly investigate and correct any behavior which may be in violation of this policy. Any individual who is found to have engaged in impermissible conduct or unlawful harassment, discrimination or retaliation will be removed from Denver Health property and barred performing any further services for Denver Health. Any individual who is found to have engaged in prohibited discriminatory/harassing conduct or retaliation will be barred from performing any further services for Denver Health.

## WORKPLACE VIOLENCE

Denver Health is committed to preventing workplace violence and maintaining a safe environment for all. Violence or the threat of violence is unacceptable along with:

- Intimidating, threatening or hostile behaviors, physical assault, vandalism, arson, sabotage, unauthorized use of weapons, bringing unauthorized weapons onto Denver Health property or other acts of this type.
- Telling jokes or making comments regarding violent acts, which are reasonably perceived to be a threat of imminent harm.
- Encouraging others to engage in the negative behaviors provided above.

Individuals performing services for Denver Health who engage in the behavior outlined above will be removed from Denver Health property and reported to the proper authorities. Individuals performing services at Denver Health who feel they have been subject to any of the behaviors listed above or have observed, or have knowledge of such behaviors should report the incident to their supervisor, manager, Denver Health's Security (303-436-7444), the Denver Health HR Employee Relations Center (303-602-6947), or the Denver Health ValuesLine (1-800-273-8452 or <http://www.denverhealth.ethicspoint.com>).

# INTERACTING WITH AND CARING FOR OUR PATIENTS AND MEMBERS

## PATIENTS AND MEMBER RIGHTS

At Denver Health we treat our patients (including team members) with dignity, compassion and the utmost respect for their rights. We provide our patients high-quality, competent health care, which requires maintaining the disciplinary skills required by the law. We base all patient-care decisions on patient needs, not financial reward.

Additionally, Denver Health makes no distinction in the availability of services or care provided based on a patient's age, gender, disability, race, color, religion, sex, sexual orientation, gender identity, national origin, or socioeconomic status. Denver Health recognizes and respects the diverse patient population we serve and makes every reasonable effort to equip caregivers with the knowledge and resources necessary to respect and understand each patient's cultural and physical needs. We respect the right to and need for effective communication.

Each patient is provided with a written statement of patient rights and a notice of privacy practices, which outline the patient's rights for informed decision-making regarding medical treatment and payment/health information, as well as to conform to applicable state and federal laws.

### **As a non-employee team member involved in patient care, your role is to help advocate for and protect our patients' rights through explaining:**

- Diagnosis and treatment plans.
- Right to refuse or accept care.
- Care options.
- Advanced directive and proxy health care decision-making options and limits.
- Organ donation and procurements.
- Risks and benefits associated with available treatment options;
  - This includes informing our patients (and their families when appropriate) about outcomes of care, treatment and services that have been provided, including unanticipated outcomes and medical challenges.
- Risks, benefits and limits of patient requests to transfer to another care facility.
- Preventative care promotions and/or programs DH offers to improve the quality of life for our patients and the communities we serve.

### **We also take care of patients' non-clinical needs by providing:**

- Privacy, security, and protective services.
- Pastoral counseling.
- Opportunity for resolution of concerns (including grievances and complaints) through our Patient Advocates Team and Health Plan Representatives. Refer to the Concern/Complaint/Grievance policy for additional information.
- A voice for DH patients through collaboration with and support of DH partners/stakeholders to ensure that patients' safety and well-being remain a priority.

## PRIVACY AND CONFIDENTIALITY

We ensure our patients' right to privacy and confidentiality by creating and maintaining a secure and trusting environment. When entrusted with patients' affairs, we treat all information as confidential. Discussion of these matters is restricted to situations where the information is necessary to meet our patients' health needs. Our concern for patients' privacy will help promote peace of mind and lessen their anxiety.

- Medical records and medical information are governed and guaranteed by both federal and state laws. This information will not be released without authorization from the patient, the patient's designated representative or a court order.
- Information about patients is strictly confidential. Every team member is responsible for ensuring that confidentiality is not compromised.
- Information about patients and their care must never be discussed in public areas such as elevators, lobbies, the cafeteria or waiting rooms. Likewise, Denver Health business must not be discussed in public areas.
- Those authorized to release information to the media about patients include nursing supervisors and members of the Public Relations staff. That information is limited to public-record cases and includes age, name, gender, nature of injury and condition. There are additional restrictions regarding release of patient information included in the Hospital, Physician and Media Guidelines located in the Public Relations office.
- Interview patients in privacy. Close doors if available; close curtains when indicated.
- Communicate with our patients' families and significant others in a private manner.
- Phone conversations between non-employee team members and patients must always be conducted discretely.

## CUSTOMER SERVICES

### Telephone and Elevator Expectations

#### Telephone Expectations

The impression made on the phone is lasting; make it one that represents a professional, caring attitude. Much of spoken communication is conveyed by tone of voice. People can readily identify anger, hostility, cheerfulness, or a smile in your voice.

#### Elevator Expectations

Elevator etiquette can create a favorable impression for our customers, visitors, and co-workers. Good elevator manners contribute to customer satisfaction and smooth transportation.

When using the staff/transport elevators, remember the following:

- The primary purpose of a staff/transport elevator is to transport patients. The secondary purpose is to transport materials, food trays or patient supplies. Please be respectful of these priorities when using elevators.
- When entering or exiting a visitor elevator, please extend courtesy by allowing the patient or visitor to enter and exit first and assist with wayfinding as needed.

Utilizing the elevators with "Patients First" in mind will ensure patient safety and promotes a positive patient experience.

### Providing Directions

- Observe customers and visitors. If someone appears to need directions, offer to help. Let customers know that you will help them to their destination.
- If you are unable to personally escort a customer, take him or her to someone who can.

### The Keys to Effective Patient and Customer Communication

AIDET is a communication tool we use at Denver Health. It is a simple acronym that represents five communication behaviors that can help you build trust with both patients and Denver Health staff. Executing these behaviors effectively will help you establish a positive first impression on others. We use AIDET to reduce anxiety, improve teamwork, provide clear communication, and build loyalty to one another.



## AIDET

1. **Acknowledge:** Acknowledge the patient by their preferred name and pronouns. Make eye contact, smile, and acknowledge everyone in the room (patient and family/visitors). Use the patient's name when possible; this makes the patient and visitor(s) feel like you expected them.
2. **Introduce:** Introduce yourself, your skill set, your professional certification, and your experience. Also introduce the other care providers who will interact with the patient during their visit. This is a great opportunity to “manage-up” the team responsible for delivering care or other services.
3. **Duration:** Give an accurate time expectation for wait times, tests, and arrival of clinical providers, and identify/communicate next steps. When this is not possible, give a timeframe in which you will update the patient on progress.
4. **Explanation:** Explain step-by-step what will happen and answer questions (i.e., narrate care). Use language a patient can understand. Avoid medical jargon and acronyms and align with the patient's level of health literacy. Explain medication side effects and use the “Teach Back” method, to ensure that they understand how to take their medication and what side effects to watch out for. Always be sure to ask, “What questions do you have for me?”
5. **Thank you:** Thank the patient. You may thank them for choosing Denver Health and for their communication and cooperation. Thank the family for assistance and being there to support the patient. Include specific information if applicable; for example, if a patient had a long wait, thank them for their patience.

### THE PROMISE:

Make a statement of your personal commitment to the patient's care and experience.

### 10/5 Rule

- At ten feet away, always smile and make eye contact with patients, visitors and colleagues.
- At five feet away, always say hello and greet them.

10/5  
Rule:

10 feet:  
Make eye  
contact

5 feet:  
Say  
“hello!”

### Customer Acknowledgment and Waiting

At Denver Health, we recognize that our customers' time is valuable. We strive to provide our customers with prompt service by acknowledging them, keeping them informed of delays and making them comfortable while they wait.

- Promptly welcome customers in a friendly manner, smiling warmly and introducing yourself. Don't allow anyone to feel ignored. Recognize that the customer is sick or worried and every minute seems like an hour.
- Acknowledge the customer's presence. Look up from your work and make eye contact.
- Educate families about the process. Family members need to know that procedures generally do not begin as soon as customers enter the area.
- Inform the customer prior to the appointment, if it becomes apparent that a scheduled procedure or exam will be delayed.
- Customers' families are as important as our customers. Update family members periodically while a customer is undergoing a procedure.
- Always thank customers for waiting and apologize for delays and inconveniences.

## Customer Information and Education

- Reinforce information that the physician provided.
- Use easily-understood and appropriate language when giving customers information about health, special diets, tests, procedures, medication, etc.
- Avoid technical or professional jargon.
- Speak with customers whenever possible. After you explain something or conclude a conversation, ask:
  - How was your service?
  - Did you find everything okay?
  - Do you understand what I told you?
  - Do you have any additional questions?
  - Is there anything else I can help you with?
- Clearly explain what the customer and family will experience after surgery, delivery, or a procedure.
- Customers with special needs (e.g., translators for non-English-speaking customers; interpreters, amplification devices and closed-caption television for the hearing-impaired) will have those needs addressed by appropriate departments.

## ACCESSING LANGUAGE SERVICES

To ensure complete, accurate, impartial, and confidential communication, avoid using family, friends, or other individuals for interpretation. Children should never be used as interpreters. Document refusal of interpreter services in the medical record.

Denver Health medical interpreters are locally available. This includes in-person (whenever possible) and over-the-phone interpretation. Access to video-remote interpreting is available for specific patient needs and conditions. To contact Denver Health medical interpreters, call dispatch (\*LANG (\*5264) or extension 66666) or submit a request online (see below).

### Hours of Operation

Onsite (local support):

- Spanish: Monday - Friday, 7:30 a.m. - 6:00 p.m.
- Russian: Monday - Thursday, 7:00 a.m. - 5:30 p.m.
- Vendor support (backup) is available 24/7 for over 200 languages when local staff are not available.
- American Sign Language (Martti in ED 24/7)/auxiliary aids, including TDD/TTY devices and services, are available 24/7 through the hospital operators, Emergency Department. and the administrative clinical coordinator.

### Request Services

- Request services from any telephone on main campus and in Denver Health clinics by dialing \*LANG (\*5264) or extension 66666; have your six-digit Accounting Unit (AU) number ready.
- Always document the interpreter's name, number (if available) and the time of the call.
- To provide feedback, please email [DL\\_Language Svcs\\_Leadership@dhha.org](mailto:DL_Language_Svcs_Leadership@dhha.org) and include the date and time of the service provided, where applicable.

### Request Portal

- Arrangements for in-person interpreters, including American Sign Language and most languages, can be made 48 hours in advance. To submit your request, please go to [pulse/administrative/languageservices/default.aspx](https://pulse/administrative/languageservices/default.aspx) and then click on Request Language Services.

### Translations

Written forms of communication of various size and scope can be translated into many different languages. To request this service, please contact [DH\\_translations@dhha.org](mailto:DH_translations@dhha.org).

## Language Proficiency Testing (Orange Badge Holders)

Language Proficiency testing is available at Denver Health for bilingual staff. Testing is available in Spanish and other foreign languages. After a staff member successfully completes the Language Proficiency Testing, he/she can assist Denver Health patients directly in their preferred language. If you are interested in taking the Language Proficiency testing, please contact [DL\\_SpanishProficiencyTestingTeam@dhha.org](mailto:DL_SpanishProficiencyTestingTeam@dhha.org).

## CORRECTIONAL CARE

The Correctional Care Medical Facility (CCMF) is a locked acute care inpatient unit managed jointly by Denver Health and the Denver Sheriff Department. The CCMF services are designed for patient/prisoners (above 18 years old or juveniles charged as adults) who require acute hospital care. Patients must be on a police hold or incarcerated to be admitted to CCMF. Once the hold is dropped, the patient must be transferred to an appropriate unit.

All correctional care patients who do not need a higher level of care, i.e. MICU, SICU, PICU or Labor and Delivery, can be admitted to CCMF.

### CCMF Safety

If you are a non-employee team member providing services in the CCMF, you must observe the following:

- Remove all sharp items that could be used as a potential weapon from the immediate area
- (e.g., sharps or long pencils). Be aware of what is routinely available in the patient rooms or exam rooms that may be used as a potential weapon.
- Prisoners may be given writing materials, including one or two pieces of writing paper and a short pencil. If there is a request for additional items, please check with the sheriff. Correctional care patients may not have long pencils, pens or newspapers. Reading materials may be available in limited amounts.
- The sheriff will determine how much material the patient/prisoner is permitted to have.
- Police hold devices (i.e., shackles, cuffs) are NOT considered medical/surgical restraints. If the correctional care patient requires medical/surgical restraints, Denver Health restraint policies are followed.
- Correctional care patients are not to be told the date, time or place of their next appointment, or the date and time of a procedure or surgery. Do not confirm correctional care appointments over the phone; no information should be given out over the phone about the time/place of an appointment.
- Correctional care patients may not have any visitors in the clinics.
- No personal belongings are permitted except hearing aids, glasses, dentures, and artificial limbs. The correctional care patient may have these items at the discretion of the sheriff.
- Team members are not allowed to mail anything or make phone calls for the correctional care patient.
- If the correctional care patient has any legal questions that need to be addressed, the deputies should address these questions; do not get involved with legal issues surrounding the custody of the patient.
- The only eating utensil permitted is a plastic spoon. Whenever possible, use disposable dishes and cups.
- Maintain a therapeutic relationship, limit conversations with the correctional care patient to medical care. Allow security officers or deputies to intervene when necessary and remove yourself from potentially dangerous situations. Communicate with the deputy sheriff as needed.
- In order to maintain the confidentiality of the correctional care patient, any patient information should be sealed in the appropriately-labeled envelope and given to the officer to bring back to the sending facility.

# INFORMATION TECHNOLOGY SERVICES

## WHO WE ARE

The Information Technology Services Department is responsible for providing the following services: accounts and access, applications and software, clinical IT services, communications and conferencing, computers and accessories, email, and calendars, Epic EMR, files/folders/shares, printing/scanning/faxing, reporting and analytics, IT project management and IT security. If you are given access to Denver Health's IT Systems as a non-employee team member there are a few general guidelines set forth below that you must adhere to when using Denver Health's systems and equipment. Your Denver Health responsible department leader will provide you with any additional, specific IT policies and procedures that you must follow in performing your services.

## CONTACT

If you encounter problems with accessing Denver Health's systems or equipment, contact:

- Help Desk (303-436-3777 or extension 6-3777 from an internal phone line):
  - Information Technology Services provides 24/7 support for DH users.
  - Core hours are Monday - Friday, 7 a.m. - 5 p.m.
  - After hours and weekend support is handled via on-call technicians and analysts. If a critical issue is reported, the appropriate staff will respond to resolve the issue.
  - After hours, only Priority 1 Help Desk issues are addressed. If a workaround exists for the issue, the issue will be handled during core hours.
- Submit non-urgent requests through the Information Technology Portal (Help icon) or email [helpdesksupport@dhha.org](mailto:helpdesksupport@dhha.org)
- For urgent requests, call the Help Desk at the numbers above.



## DH PULSE (INTRANET)

The Pulse is the portal to much of the company's important information and resources. This includes the Denver Health team member directory and information regarding administrative, clinical, financial and eHealth services.



## ELECTRONIC INFORMATION

- Access to the Internet through the Denver Health network is a privilege. Like any other privilege, it carries with it the responsibility for the use in an efficient, ethical and legal manner.
- Electronic mail is an open record to the public. At no time can Denver Health team member or patient information be shared in this manner.
- Email, stored files, phone calls, voicemail messages, electronic audit trails and call-detail records are the property of Denver Health and may be monitored at any time for quality and content purposes.
- Do not send information that has the potential to violate discrimination/harassment policies.

## PASSWORDS — STRONG AND CREATIVE

- Passwords must:
  - Be at least ten characters long.
  - Be strong.
  - Use random characters (no complete words).
  - Contain uppercase letters, lower case letters, numbers and special characters.
  - Be changed frequently.
- Get Creative:
  - Select a word or phrase and substitute letters, numbers, and special characters.Example:  
In the dog house = Nthe3K9Hos

## EMAIL/CALENDAR

Microsoft Outlook is the primary tool used for email and calendars at Denver Health. If you are given a temporary Denver Health email account while performing services for Denver Health, you should check email daily for organizational updates and other important messages. Denver Health email accounts are not for personal use and please understand that the email system is monitored so inappropriate use will be noticed. Non-employee team members should follow these general rules when using a Denver Health-provided email account:

- Change the subject line when the topic has changed and cut off trailing previous messages.
- Resist chain letters and don't spam. This seems obvious, but some people don't realize that if they take all the addresses they receive in forwarded mail and use them for their own purposes without permission, this is still a form of spam. If you do this and someone reports you, you can lose your Denver Health email account privileges.
- DO NOT OPEN ATTACHMENTS UNLESS YOU KNOW THE SENDER AND DO NOT OPEN SUSPICIOUS ATTACHMENTS. REPORT THEM IMMEDIATELY TO THE HELP DESK.
- Be sure to read emails with subject: "Scheduled Downtime," "Return to Normal Operations" and "Unscheduled Downtime."
- Reference provided training at <http://pulse/ehs/ehssecurity/Pages/securityawareness.aspx> for additional information.

## ENCRYPTING PATIENT HEALTH INFORMATION

When you send patient information via email outside of Denver Health and our affiliate network, you must encrypt the information to assure confidentiality. There are three ways to encrypt email:

- Add "ENCRYPT" to the subject line.
- Add "SAFEMAIL" to the subject line.
- Add "PHI" to the subject line.

Note: Make sure you leave a space before or after these keywords, so our system recognizes it properly. Be aware that Denver Health does not allow the sending of PHI to personal email addresses such as Gmail, Yahoo, etc.

# HEALTH INFORMATION MANAGEMENT

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## WHO WE ARE

The **Health Information Department** is responsible for the privacy, accessibility, integrity, and security of patient/electronic health information (PHI/EHI).

## CONTACT

Phone: 303-602-8000; Monday - Friday, 8 a.m. - 4:30 p.m.

E-mail: [DH\\_HIM@dhha.org](mailto:DH_HIM@dhha.org) (General Inquiries)

E-mail: [DL\\_HIMChartCompletion@dhha.org](mailto:DL_HIMChartCompletion@dhha.org) (Provider Documentation)

## EHR DOCUMENTATION (EPIC)

Epic is the legal medical record for Denver Health, comprising clinical and financial documentation including historical records.

### Accurate documentation is crucial to support the following:

- Patient Service Quality Delivery
- Electronic PHI Sharing
- Clinical Research
- Coding/Billing Compliance
- Medical/Legal Liability
- Regulatory Compliance

### EHR Documentation Guidelines:

Documentation should be entered:

- Identify:
  - The correct patient
  - Correct date of service
- Complete & Authenticate:
  - By the person delivering care
  - In a timely manner
- A complete, accurate and objective record of care should include information:
  - Identifying the patient
  - Support the diagnosis
  - Justify treatment
  - Document course and results
  - Promote continuity of care among providers
- Policies:
  - Completion and Authentication of Medical Record – <https://denverhealth.policystat.com/policy/10905865/latest/>
  - Student Documentation in the Legal Medical Record - <https://denverhealth.policystat.com/policy/9319160/latest/>

### MyChart is the EHR patient portal for virtual patient customer service experience:

- Manage appointments
- Prescription Refills
- Request & view medical record documentation, including Radiology images
- Message Providers
- Pay billing statements

# SAFETY AND ENVIRONMENT OF CARE

## 2022 HOSPITAL NATIONAL PATIENT SAFETY GOALS

The purpose of the National Patient Safety Goals is to improve patient safety. The goals focus on problems in health care safety and how to solve them.

<b>Identify Patients Correctly</b> NPSG.01.01.01	Use at least two ways to identify patients. For example, use the patient's name and date of birth. This is done to make sure each patient gets the correct medicine and treatment.
<b>Improve Staff Communication</b> NPSG.02.03.01	Get important test results to the right staff person on time.
<b>Use Medicines Safely</b> NPSG.03.04.01	Before a procedure, label medicines that are not labeled. For example, medicines in syringes, cups and basins. Do this in the area where medicines and supplies are set up.
NPSG.03.05.01	Take extra care with patients who take medicines to thin their blood.
NPSG.03.06.01	Record and pass along correct information about a patient's medicines. Find out what medicines the patient is taking. Compare those medicines to new medicines given to the patient. Give the patient written information about the medicines they need to take. Make sure the patient knows which information about the medicines they need to take. Tell the patient it is important to bring their up-to-date list of medicines every time they visit a doctor.
<b>Use Alarms Safely</b> NPSG.06.01.01	Make improvements to ensure that alarms on medical equipment are heard and responded to on time.
<b>Prevent Infection</b> NPSG.07.01.01	Use the hand-cleaning guidelines from the Centers for Disease Control and Prevention or the World Health Organization. Set goals for improving hand cleaning. Use the goals to improve hand cleaning.
<b>Identify Patient Safety Risks</b> NPSG.15.01.01	Reduce the risk for suicide.
<b>Prevent Mistakes in Surgery</b> UP.01.01.01	Make sure that the correct surgery is done on the correct patient and at the correct place on the patient's body.
UP.01.02.01	Mark the correct place on the patient's body where the surgery is to be done.
UP.01.03.01	Pause before the surgery to make sure that a mistake is not being made.

## TARGET ZERO

Target Zero is an organization-wide initiative that focuses on eliminating preventable harm to our patients related to infections, falls and medication events.

Focus areas include:

- Falls with injury,
- Surgical site infections,
- C. difficile,
- Catheter-associated urinary tract infection (CAUTI),
- Central Line-associated blood stream infection (CLABSI),
- Hospital-acquired pressure injury (HAPI),
- Venous thromboembolism (VTE).

For more information, visit the Department of Patient Safety and Quality on the Pulse.

**EVERY PATIENT, EVERY TIME, YOUR EXCELLENT CARE MAKES A DIFFERENCE.**

## CONCERNS ABOUT SAFETY AND QUALITY OF CARE

Denver Health is accredited by the Joint Commission. Any non-employee team member who has concerns about safety or quality of care provided in the hospital may report these concerns directly to the Joint Commission at [complaint@jointcommission.org](mailto:complaint@jointcommission.org) or by calling 1-800-994-6610. Denver Health asks that all staff, including non-employee team members, immediately bring any concerns to the department director or a member of the executive staff as soon as possible. This ensures that the organization can take immediate action to assure safe and high-quality care is always provided. Denver Health is committed to a culture of safety; therefore no retaliation will be taken against a non-employee team member who reports safety or quality concerns to the Joint Commission or internally with Denver Health.

## SAFETY TRACKING AND REPORTING SYSTEM (STARS)

Denver Health is committed to creating and sustaining a culture of patient safety and quality. As part of that process, Denver Health utilizes Safety Intelligence – a real-time, Web-based reporting tool that increases awareness of patient safety concerns.



Staff are encouraged to report any event or process variation that results in patient or visitor harm, has the potential to cause harm or could have resulted in harm had it not been intercepted.

Once you have completed an STARS report, it is routed to the Department of Patient Safety and Quality as well as appropriate individuals as determined by the event type and location. The team may include members from:

- Risk Management
- Physician/nursing leadership
- Ancillary department leadership

The Department of Patient Safety and Quality identifies system-wide trends for process improvements. As a highly-reliable organization, we never stop looking to improve our processes and systems.

### Accessing STARS:

1. Desktop Icon: Click on the STARS icon located on all Denver Health computer desktops.
2. From the Pulse: You may type "STARS" into your browser address bar to launch the reporting tool.



## STATE REPORTING REQUIREMENTS FOR MEDICAL PROFESSIONALS

All medical professionals, including non-employee team members providing services at Denver Health, must report the following specific events immediately on the Patient Safety Net and to Denver Health's Risk Management Department at [303-602-4930](tel:303-602-4930).



### If you witness or have knowledge of an unexpected:

- Death or brain injury
- Spinal cord injury
- Patient burn

### If you witness or have knowledge of any:

- Missing persons
- Any allegation of physical, verbal, or sexual abuse
- Misappropriated patient property
- Life-threatening complications
- Diverted drugs
- Falls with injuries
- Severe Maternal Morbidity (> 4u blood products &/or ICU admission)
- Transfusions errors or reactions requiring a higher level of care
- Neglect of a patient

Please call Risk Management with any questions at [303-602-4930](tel:303-602-4930).

## INFECTION CONTROL

### Disease Transmission

3 factors are necessary for transmission to occur:

- Infectious agent
- Susceptible host
- Mode of Transmission:
  - Direct contact: physical contact with infection source
  - Indirect contact: contact with contaminated surface
  - Droplet: infected droplets contact eyes, nose, mouth
  - Airborne: infected particles enter respiratory tract (e.g., TB, chickenpox, measles)
  - Food/water-borne
  - Vector: contact with an infected animal (e.g., flies, mites, fleas, ticks, mice, rats)

### The Cornerstone of Standard Precautions:

#### Hand Hygiene

- Poor or no hand hygiene is the #1 MODE OF TRANSMISSION of hospital-acquired infections.
- Hand hygiene should be performed:
  - After arriving to work.
  - Before putting on and after removing gloves.
  - Before and after eating.
  - After using the restroom.
  - Before leaving work.
  - During patient care – DH follows the World Health Organization's 5 Moments of Hand Hygiene
    - Before touching a patient.
    - Before performing a clean/aseptic procedure.
    - After bodily fluid exposure/risk.
    - After touching a patient.
    - After touching patient surroundings.
- Use hand-sanitizing foam, unless your hands are visibly soiled or you are working with *C. difficile* or Norovirus patients – in those cases, use soap and water and apply friction for at least 15 seconds.

### Gloves

- Wear gloves when contact with blood, other body fluids, mucous membranes or non-intact skin could occur.
- Remove gloves after caring for a patient.
- Change gloves during patient care when moving from a contaminated to a clean site.
- Perform hand hygiene before putting on and after removing gloves.

### Transmission-Based Precautions

- Wear Personal Protective Equipment (PPE) when anticipating contact with mucous membranes, non-intact skin, blood, or potentially infectious body fluids.
  - PPE includes eye protection, gloves, masks, gowns, etc.
  - Follow posted isolation precautions to determine the type of PPE required.
- Contact and Contact Plus precautions: gown and gloves
- Droplet precautions: mask
- Airborne precautions: N-95 mask in a negative pressure room
- Specialized Respiratory precautions (for COVID-19): follow up-to-date guidance on mask (surgical vs N95) and patient placement on the COVID-19 subsite for clinical staff or contact Infection Prevention at 2-BUGS (2-2847) for assistance.

For your own protection, eating, drinking, applying makeup/lip balm or adjusting contact lenses are not allowed in the patient care areas!

## EMERGENCY MANAGEMENT

Denver Health has established a comprehensive Emergency Management Program based on the Hospital Incident Command System (HICS). The purpose of the program is to prepare Denver Health to respond to an emergency in an efficient and coordinated manner. The program includes maintaining the Emergency Operations Plan (EOP), which is a living document created to strategize actions for preventing, preparing for, responding to, and recovering from events which disrupt normal healthcare operations. The full EOP is located on the Emergency Management Pulse subsite. The Emergency Quick Reference Guide (EQRG), a streamlined segment of the EOP that contains hazard-specific checklists to guide staff response to a variety of incidents, is also kept on the pulse and in physical copies in each department across the enterprise.

The response to an emergency begins at the local or departmental level and should be escalated to bring in support from additional stakeholders based on the scope of the event. Staff should familiarize themselves with the contact information for key stakeholders in response, including unit/department leadership, Security, PBX Operators, and Engineering.

Denver Health takes an ALL-HAZARDS approach to emergency response. This means that:

- Regardless of the specific hazard, response will always include key actions that are vital to maintaining your safety and continuing clinical or business operations.
- Denver Health team members should be comfortable initiating the response to a wide range of potential hazards.

In any emergency, remember:

<b>R</b>	<b>A</b>	<b>C</b>	<b>E</b>
<b>Rescue</b>	<b>Alarm</b>	<b>Contain</b>	<b>Evacuate, Extinguish, Engage</b>
Remove anyone who is in the immediate area of danger.	Alert others to the situation.	Alert others to the situation.	Depending on the situation, this step will mean: <ul style="list-style-type: none"> <li>Initiating the appropriate level of evacuation (horizontal, vertical, complete)</li> <li>Using a fire extinguisher</li> <li>Engaging with the threat to maintain safety</li> </ul>
<b>HERE ARE SOME EXAMPLES OF HOW THE TENETS OF R.A.C.E. CAN BE APPLIED TO DIFFERENT HAZARDOUS SITUATIONS:</b>			
<b>TORNADO WARNING</b>			
Remove yourself and others from areas with windows and doors.	Ensure staff, patients, and visitors in the area are aware of the severe weather.	Cover any immobile patients with blankets. Secure and cover windows and doors.	Move to designated shelter areas.
<b>ACTIVE ASSAILANT</b>			
Remove yourself from the immediate area of danger. Help others if you are able.	Notify Security and PBX. Alert others in your area to the situation.	In the event you cannot completely evacuate, contain yourself in a secure location.	Evacuate completely from the building if you can. If your life is in immediate danger, engage with the assailant using any improvised weapon you can find.
<b>BOMB THREAT</b>			
Remove yourself and others from the area of the threat.	Contact Security and PBX Hospital Operators on the main campus. Off campus, dial 911 to report the situation.	Ensure that staff and visitors do not cross the secure perimeter around the impacted area.	An evacuation order will be issued if the threat is deemed credible. Follow any evacuation orders.
<b>EXTREME SNOWFALL</b>			
Make personal and family plans for extreme snowfall.	Remain cognizant for updates from DHHA via Rave notifications, your work email, or the Pulse intranet.	Create emergency kits for your car, place of work, and home.	Prepare for early release or extended stay.
<b>COMBATIVE PERSON</b>			
Remove yourself and others from the immediate area as able.	Notify Security and PBX Hospital Operators on main campus locations.	Put distance and barriers such as badge-access doors between you and the threat.	Consider engaging with the individual to de-escalate the situation. If the individual is violent, defend yourself as necessary.
<b>MISSING CHILD OR MISSING INFANT "CODE PINK"</b>			
Search the area including hallways, elevators, and stairwells.	Report the missing child. Notify PBX at Ext. 55 on main campus locations.	Control exit points and egress pathways until the alert is cleared.	Engage with anyone attempting to leave the facilities.
<b>MEDICAL EMERGENCY "CODE BLUE"</b>			
Ensure scene safety before approaching the individual.	Notify PBX at Ext. 55 in the main hospital, otherwise call 911.	Help keep all other staff and patients away from the area.	Conduct medical handoff to rapid response team or EMS upon arrival.

## SECURITY

- Security at Denver Health is contracted through HSS. Some officers are armed.
  - Security Officers are available to all staff 24/7 by calling [303-436-7444](tel:303-436-7444) (ext. 6-7444)
    - Program the ten-digit phone number into your cell phone for easy access.
    - When calling security dispatch, give a very clear description of your location including pavilion (Pav) name and floor, not just department abbreviations.
- Per Denver Health policy, possession of any weapons, illegal drugs, marijuana, or alcohol is strictly forbidden. Violations should be reported to the Security Department immediately at [303-436-7444](tel:303-436-7444).
- Security escorts are available on the main campus for escort to your vehicle.
- Metal detectors are located around the Emergency Department (ED), Pediatric Urgent Care, and Emergency Care (OEDUCC).
- Wear your identification badges at all times.
- Do not let others follow you through secure doors. Ask to check their badges and have them swipe their card and check for a green light on the reader, if in doubt.
- Report any suspicious activity right away. If you see something, say something.
- Call extension [6-7444](tel:6-7444) for Security.
- Call extension [55](tel:55) for the Operators.



## THEFT PREVENTION

### Theft of Purses and Wallets

If you are providing services on site at a Denver Health location, we ask that you help us prevent theft by locking up purses, wallets, and any other valuables you may bring with you. Never leave money, credit cards or anything of value in an unlocked desk.

### When Out of the Office

If you are provided with an office on site at Denver Health, lock your door when you leave and forward phone calls or activate voicemail when out of the office.

### Always Check Credentials

Make it a habit to visually inspect ID badges; a uniform alone is not enough. Sometimes ID tags are displayed around the neck, on pockets, on the belt – check them out. Never leave a repair person alone in your office even if you are familiar with the person. If you are uneasy with the repair person, call your Denver Health responsible department leader or the repair company. Never allow unauthorized repairs to alarm system or communication equipment. Always check work orders carefully and verify the work to be performed.

### Theft of Office Equipment

If you are given access to Denver Health equipment, such equipment will be prominently marked with facility name and serial number. Report any problems with the equipment to your Denver Health responsible department leader or the Denver Health Help Desk.

### Key Safety

If you are provided keys to Denver Health's premises, you must not put an identifying tag on a key ring and must keep Denver Health-issued keys on a separate ring from your personal keys. Never leave your keys in an unlocked desk drawer or coat pocket. Do not trade or exchange keys with other Denver Health personnel. If you need different keys, please sign them out through the Key Shop/Access Control Center in Pav J. You are responsible for all keys checked out in your name.

## OCCUPATIONAL HEALTH

### Injury Occurring at Work

You must be aware of how to report injuries and who to report to at your employer for injuries that occur at Denver Health. Only Denver Health team members are covered under Denver Health workers' compensation policies.

## Hazardous Materials

- Waste is separated into “infectious” and “non-infectious waste.” Anything contaminated with blood and body fluids should be put into infectious waste bins. When in doubt or unsure, opt for the infectious waste bin.
- Safety Data Sheets (SDSes)
  - SDSes are managed online – click the desktop icon on any Denver Health computer.
- Resource Conservation and Recovery Act (RCRA):
  - Specific waste stream-designated pharmaceuticals.
  - Look for a pink or a green dot – and use only RCRA containers.
- “Hazardous Spill” alert = major hazardous materials spill:  
**\*\*\*Do not clean up the spill if you are not trained\*\*\***
  - Secure the area
  - Protect people with the correct PPE
  - Inform Environmental Services
  - Log the incident on the SPIL report form



## Radiation Safety

- Recognize the radiation symbol.
- Do not enter the area unless authorized.

## Fire Safety

- “Fire Alarm” alert = fire response:
  - Remove all patients, visitors and employees from the area
  - Activate alarm
  - Contain (close doors)
  - Extinguish/evacuate
- **P.A.S.S.** – how to use a fire extinguisher:
  - Pull the pin
  - Aim at the base of the fire
  - Squeeze the lever
  - Sweep from side to side

# ENVIRONMENT OF CARE

## What is the Environment of Care at Denver Health?

- Our buildings, our people, our equipment.
- Goal: provide a safe, functional, and effective environment for patients, staff, and visitors.

## General Safety Items

- Most departments at Denver Health have an assigned safety representative. Your Denver Health responsible department leader will notify you of the safety representative in your area, if applicable. The safety representative can be your first point of contact for any safety questions or to report any hazards. If your department doesn't have a safety rep, report safety issues to your leader.
- Report Emergencies ASAP.
  - To report facility issues or a problem with utilities, contact the Engineering Department by dialing \*311 from any Denver Health phone.
  - All medical equipment issues should be reported immediately by contacting the Help Desk at extension 6-3777.
- Non-Emergency issues should also be reported:
  - Call Engineering to report facility or utility problems.
  - Call Biomed to report medical equipment problems.
- Reference the Red Book in any area of Denver Health for information on procedures during different emergencies.

# HISTORY OF LEAN AT DENVER HEALTH

In 2005, Denver Health began to embrace the Toyota Production System and its Lean principles. The goal was to identify waste and improve efficiency. Since then, Denver Health has experienced unparalleled success integrating the Lean philosophy into its culture.

Lean provides a philosophy, methods and tools that enhance our organization's success in today's changing health care environment. Lean emphasizes the participation of all levels of staff in problem-solving and continually identifying opportunities for improvement. A robust Lean Management System (LMS) – represented by a focus on process improvement and a systematic approach to managing business promotes a culture of rapid learning and improvement at all levels of the organization. Such a culture creates an organization that is not just responsive, but one that identifies and navigates challenges proactively, efficiently, and successfully.

## DENVER HEALTH CONTACT NUMBERS

<b>Biomedical</b> Equipment failures and audio-visual needs	303-602-9112
<b>Department of Patient Safety and Quality</b>	303-602-2770
<b>Denver Health &amp; Hospital Authority ValuesLine</b> Compliance and ethics concerns	1-800-273-8452
<b>eHealth Services</b> Computer and telephone help desk	303-436-3777
<b>Engineering Office</b> Keys, badge swipe access, parking and building repairs	303-602-2420
<b>Enterprise Compliance Services</b>	303-602-3255
<b>Environmental Services</b> Housekeeping needs, spills and room setup	303-602-2409
<b>Health Information Management</b>	303-602-8000
<b>Human Resources</b> Professional conduct expectations	303-602-MyHR (6947)
<b>Infection Prevention</b>	303-602-1262
<b>Patient Representatives</b> Unresolved patient complaints and compliments	303-602-2915
<b>Risk Management</b> Safety Intelligence reporting and state reporting requirements	303-602-4951
<b>Safety Office</b>	303-602-2436
<b>Security</b>	303-436-7444
<b>Social Work</b> Interpreters, patient counseling and sign-language interpretation	303-602-4951

# ACKNOWLEDGMENT

Please print this page, CHECK EACH BOX stating your agreement and understanding of each statement listed below, sign and return to one of the listed departments at the bottom of this page.

- I understand that misconduct should be reported immediately to one of the following:
  - My Denver Health responsible department leader
  - Denver Health's Enterprise Compliance Services
  - The ValuesLine (1-800-273-8452) or [denverhealth.ethicspoint.com](http://denverhealth.ethicspoint.com)
  - Denver Health Human Resources Department (for Professional Conduct issues)I also understand that reporting the misconduct may take the form of email, US mail, phone or office visit.
- I will provide services to Denver Health that comply with Denver Health's Code of Conduct, values, professional conduct expectations and all policies, procedures and guidelines pertinent to the services I am providing. I understand that my compliance is a condition of my working relationship with Denver Health. I acknowledge I received information on key expectations of the Denver Health Code of Conduct (within the Orientation and Training Handbook). The complete Code of Conduct is located on The Pulse or on the Denver Health public website.
- I am not aware of any existing issue that would pose a conflict of interest with my work here at Denver Health.
  - If there is disagreement, Enterprise Compliance Services will require a Conflict of Interest Questionnaire to be completed and approved by the Chief Compliance and Audit Officer.*\*Not applicable for Board of Directors members who must complete an annual disclosure form\**
- For clinical providers that are enrolled in Medicare, Medicaid or CHIP: I do not have a current or prior affiliation with any party that:
  - Is or was suspended by a federal health care program;
  - Has uncollected debt to Medicare, Medicaid or CHIP; or
  - Is excluded from participating in, denied enrollment in or revoked or terminated from Medicare, Medicaid or CHIP.
- I further understand that in the performance of my services for Denver Health:
  - I may have access to records that are sensitive, privileged, confidential or protected health information for patients, staff or Denver Health – in paper, electronic, or oral format, whether personally identifiable or not.
  - I understand that I am responsible for protecting the security of any records and the confidentiality of the information to which I have access, including my information system(s) username(s), password(s) and encryption requirements by Denver Health for laptops and mobile devices.
  - I understand that breaching my obligation to protect the confidentiality and security of Denver Health information assets may result in liability, reporting to civil and criminal authorities and pressing of criminal charges that can lead to imprisonment and financial penalties.
- All Denver Health property in my possession must be returned, in good condition, at the end of my relationship with Denver Health. This includes, but is not limited to, any uniforms, keys, identification badges, pagers, cell phones, computers, computer access devices, company documents, etc. I understand that I shall be responsible for the cost to replace or repair Denver Health property lost or damaged by me.

All non-employee team members are accountable to comply with the National Patient Safety Goals (NPSGs); I understand that my working relationship with Denver Health may be terminated if I am found to be non-compliant.

**A parent/guardian signature is required for learners under the age of 18.**

Today's date: \_\_\_\_\_ Organization/Company/School Name: \_\_\_\_\_

DH ID#: \_\_\_\_\_ DH Department: \_\_\_\_\_

Print First and Last Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Parent / Guardian Print First and Last Name: \_\_\_\_\_

Parent / Guardian Signature: \_\_\_\_\_

**Please send this form to:**

# ACKNOWLEDGMENT: INFORMATION SYSTEMS USER ACCESS AGREEMENT

The confidentiality of all patient health information is protected. The unauthorized disclosure of any information from the patient medical record or other computerized medical files may be punishable by law. **I UNDERSTAND THAT I AM RESPONSIBLE, BY LAW, FOR PROTECTING ALL PATIENTS' MEDICAL INFORMATION.** I understand that my obligation to protect this information does not end at the termination of my access to this facility's computer systems or at the end of my relationship with Denver Health.

\_\_\_\_\_ (Initials)

I agree not to use any user ID to access, use or disclose patient health information except as permitted by state and federal laws, including HIPAA. I may access, use, or disclose a patient's health information only within the scope of my services for treatment, payment, or health care operations or pursuant to a valid authorization. I understand that having access to Denver Health's systems does not give me the right to access a friend or family member's health information without going through the proper channels (requesting a copy of the medical record from the eHS Health Information Management Department). I understand that I am responsible for the confidential disposal of any health information that I print from the imaging system.

\_\_\_\_\_ (Initials)

I understand that a violation of this agreement constitutes disregard of Denver Health policies and may result in termination of my relationship with Denver Health. Such termination will not prevent Denver Health from initiating a criminal investigation and seeking criminal prosecution when a law has been violated or notifying appropriate medical licensing agencies when necessary.

\_\_\_\_\_ (Initials)

As a non-employee team member who uses the Denver Health network and computing resources, I have reviewed, understand, and agree to comply with the attached Information Systems User Access Policy.

---

**Print Name (Last, First, MI)**

**Department**

**Date**

### Please send this form to:

CREDENTIALLED MEDICAL STAFF  
Medical Staff Office  
Interoffice mail: 3240 | Fax: 303-602-2719

ALL OTHER NON-EMPLOYEE STAFF  
Return this and all forms to your assigned Denver Health  
responsible department leader



