

Our Values at Work: Core Values and Code of Conduct 2008

Leader Discussion Guide



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Overview:**Purpose:**

The purpose of this Discussion Guide is to provide Managers with a structured outline and script that can be customized and used to role out Core Values and the 2008 Code of Conduct to your team.

Your Role

The next time you have a team meeting, plan to discuss the Core Values and Code of Conduct. This Discussion Guide provides you with:

- Tips for preparing for your meeting
- A script that can be used as is or customized

What's in it for Your Team:

We “talk the talk” – we want your team to be able to “walk the walk” by displaying behaviors that embody the Core Values and are described in the Code of Conduct.

When everyone is “on the same page,” teams become cohesive, work towards common team and institutional goals, become high functioning, and trusting

Delivering the Message:

Plan on spending approximately 30-40 minutes delivering the Core Values and Code of Conduct messages.

The more you can customize the material and modify the message to meet the needs of your team, the more successful your meeting will be.

Preparing for Your Meeting:**Activities**

A week or two before your meeting:

- Order brochures, promotional items, and poster (The order form can be found on CenterLink. Click the link called “Cincinnati Children’s Vision, Mission, Core Values ...” under CCHMC Fundamentals on the bottom, lower right corner of page)
- Download a few copies of the Code of Conduct from CenterLink. Click the link called “Compliance and Integrity” under CCHMC Fundamentals on the bottom, lower right corner of page.
- Reserve a meeting room
- Send out an email meeting notification
- Become familiar with the material. Practice the presentation – add personal notes or share personal stories where applicable.

Materials and Equipment

Arrange for the following:

- Easel with paper and markers
 - Overhead projector
 - Laptop
- Download the instructions, PowerPoint presentation, and Leader Discussion Guide from CenterLink. Go to the CCHMC Fundamentals section on the homepage. Click on the link for “Cincinnati Children’s Vision, Mission, Core Values...” Look for “Core Value Resources”
- Display Core Values poster
 - Bring a few copies of the Code of Conduct to share
 - Bring your team the brochure, “Our Values at Work”
 - Bring small promotional item for team – the Cell Mate cling disk for the car’s dashboard that features the Core Values

The following material is a suggested script for you to follow during your team meeting. Feel free to customize the material and add personal examples wherever necessary.

The Core Values Presentation:

Purpose:

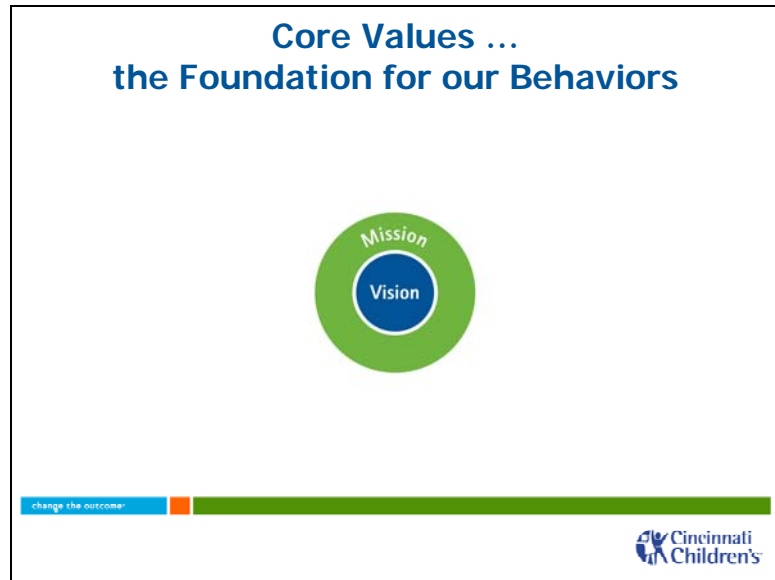
You've read about Core Values and the Code of Conduct in 'Round the Center, in CenterLink, and received a brochure, as well as an e-mail from Mr. Jim Anderson, CEO of Cincinnati Children's.

Today, we're going to take it a few steps further and:

- Discuss each of the four Core Values.
- Provide examples of how we all can incorporate Core Values into our work lives.
- Review the 2008 Code of Conduct.

The Core Values Presentation:**The Big Picture**

DO: Explain the Core Values graphic – start with the Vision and Mission:



VISION: To be the leader in improving child health.

MISSION: Cincinnati Children's will improve child health and transform delivery of care through fully integrated, globally recognized research, education and innovation.

For patients from our community, the nation and the world, the care we provide will achieve the best:

- medical and quality of life outcomes
- patient and family experience and
- value

today and in the future.

The Vision and Mission are the heart of our culture.

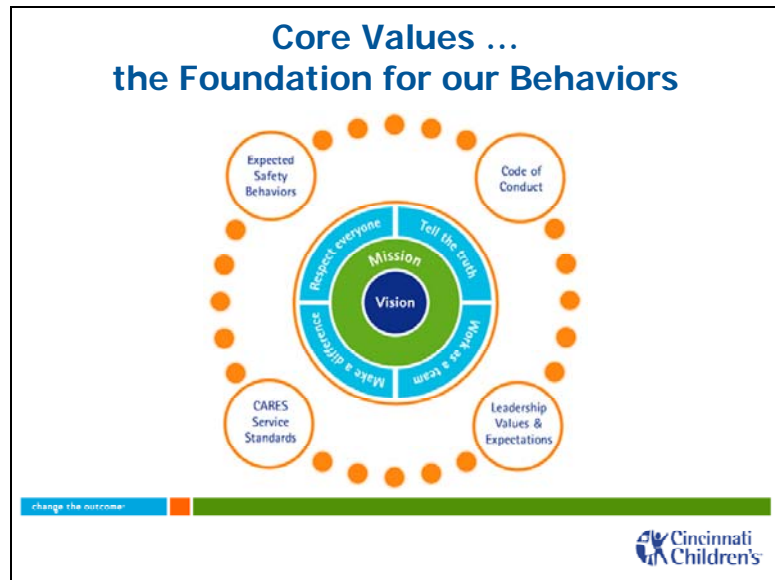
The Core Values Presentation:**The Big Picture****Core Values ...
the Foundation for our Behaviors**

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Core Values are the foundation of our culture at Cincinnati Children's. We live, model, achieve the mission and vision with behaviors that reflect these core values. We demonstrate **Core Values** in everything we say and in everything we do.

The Big Picture (cont.)



Core Values guide each of the following: **Expected Safety Behaviors, CARES Service Standards, Code of Conduct, Leadership Values and Expectations.**

Expected Safety Behaviors:

- ◆ Error Prevention Behaviors (Personally commit to safety, Communicate clearly, Pay attention to detail)
- ◆ Team member checking/ coaching
- ◆ Evidence-based decision making

CARES Service Standards

Courteous, Attentive, Respectful, Enthusiastic Team Members, Safe

Code of Conduct

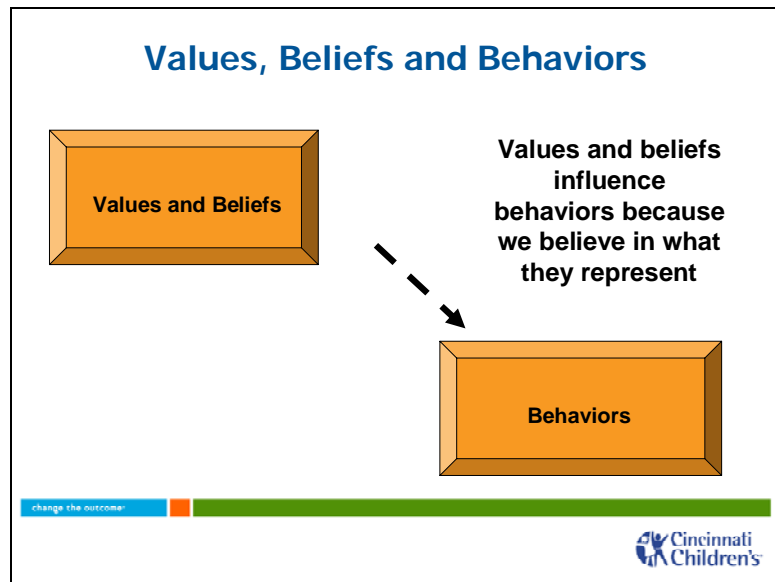
- ◆ CCHMC Vision, Mission and Core Values
- ◆ Employee/Manager expectations
- ◆ Key behaviors
- ◆ Reporting process for potential violations of law or the Code

Leadership Values & Expectations

- ◆ Embrace a spirit of inquiry
- ◆ Earn the confidence and trust of patients, families, and colleagues
- ◆ Execute with discipline and urgency
- ◆ Use common sense

The Core Values Presentation:

Why Core Values?



Beliefs are what we hold near and dear to us – our internal compass.

Behaviors are actions that come from our values / beliefs.

Why Core Values?

Core Values:

- Assure decisions and actions throughout the organization consistently reflect our values – we must all be able to articulate what we believe in
- Build organization competencies that reflect our values and enable us to execute the Strategic Plan – it is not only what we accomplish ... but how we accomplish it

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Core Values were not created to fix any problem – nothing was broken.

The Core Values Presentation:

How Does This Affect Me?

How Does This Affect Me?

Core Values affect:

- People we hire ... by selecting those individuals who embrace these values
- Every aspect of how we treat patients, families, and each other
- Quality and integrity of the research that is performed
- Accountability – we are each, individually, responsible for our actions
- Management decisions: priorities, resource allocation

We live, model, and achieve the Mission and Vision with behaviors that reflect our Core Values

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Core Values mesh with the institution's culture and make Cincinnati Children's the "best" place to work for everyone.

Let's look at some behaviors for each Core Value.

CORE VALUE: Respect Everyone**Behavioral Examples****ASK:**

- What types of behaviors would you expect you and your team members to exhibit that match the core value – **Respect Everyone**?

DO:

- Have someone write the behaviors on a flip chart or easel paper.

SHOW:

- Show this slide and mention these additional behaviors.

Respect Everyone

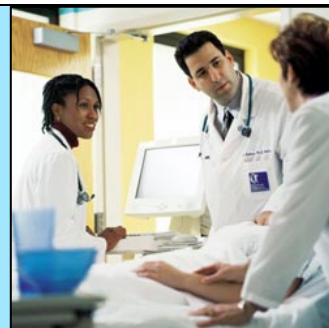
Behavioral examples include:

- Being kind to everyone – patients, families, managers, co-workers, vendors
- Learning from traditions and cultural differences of others
- Celebrating the unique strengths of each person
- Honoring the boundaries set by families



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CORE VALUE: Tell the Truth**Behavioral Examples****ASK:**

- What types of behaviors would you expect you and your team members to exhibit that match the core value – **Tell the Truth**?

DO:

- Have someone write the behaviors on a flip chart or easel paper.

SHOW:

- Show this slide and mention these additional behaviors.

Tell the Truth

Behavioral examples include:

- Communicating openly, honestly and clearly
- Learning from mistakes
- Acting ethically
- Sustaining accuracy and integrity



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CORE VALUE: Work as a Team



Behavioral Examples

ASK:

- What types of behaviors would you expect you and your team members to exhibit that match the core value – **Work as a Team**?

DO:

- Have someone write the behaviors on a flip chart or easel paper.

SHOW:

- Show this slide and mention these additional behaviors.

Work as a Team

Behavioral examples include:

- Listening to others
- Leading an effort for the collective good
- Delivering on commitments
- Working with co-workers and families to improve performance and outcomes



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CORE VALUE: Make a Difference**Behavioral Examples****ASK:**

- What types of behaviors would you expect you and your team members to exhibit that match the core value – **Make a Difference**?

DO:

- Have someone write the behaviors on a flip chart or easel paper.

SHOW:

- Show this slide and mention these additional behaviors.

Make a Difference

Behavioral examples include:

- Embracing new ideas and innovations
- Anticipating future needs
- Engaging in and encouraging scientific inquiry; affirming academic freedom
- Creating, applying and sharing knowledge; teaching others to do the same



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Core Values vs. CARES:**Is CARES going away?**

No, CARES is not going away. The CARES Service Standards are an integral part of Cincinnati Children's culture. Think of CARES as the five behaviors that embody the Core Values.

Accountability and Sustainability:**Accountability**

How will Core Values be measured?

- Our Performance Evaluation process and forms are being redesigned. The new form will include evaluation criteria for the four Core Values.

Sustainability

New Employee Orientation (NEO) introduces new employees to a variety of departments, benefits, and the culture at Cincinnati Children's. The four Core Values and the Code of Conduct are discussed on the first day of NEO within the Culture 101 presentation.

Code of Conduct**Key Points of the Code of Conduct****Code of Conduct 2008**

- Cincinnati Children's Code of Conduct was revised effective July 1, 2008
- The Code sets forth:
 - Cincinnati Children's Vision, Mission & Core Values
 - Expectation that all personnel will comply with laws and policies and that each person is responsible for his or her actions
 - Identifies key areas to guide behavior
 - Reporting process for concerns/questions

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**DISCUSS:**

- The Code of Conduct combines elements of the Integrity and Compliance program with Cincinnati Children's policies to create a set of guidelines for performing individual job responsibilities.
- The Code of Conduct reminds us all to adhere to the Vision, Mission and Core Values of Cincinnati Children's.
- All Cincinnati Children's employees receive a copy of the Code of Conduct at New Employee Orientation.
- All current employees are expected to review the Code periodically and abide by it.

Code of Conduct 2008

- The Code was adopted in conjunction with our Corporate Integrity and Compliance Program
- The Integrity and Compliance Program Overview is available on the Compliance Webpage on CenterLink

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DO:

- The fundamental principles of the Corporate Integrity and Compliance Program can be summed up as honesty, integrity, transparency, and a commitment to “doing the right thing.”
- Both the Code of Conduct and the Integrity and Compliance Program are reviewed regularly and amended as needed to reflect changes in federal and state law and to maintain a high-quality program.
- A full overview of the Integrity and Compliance program is available on CenterLink, or by asking a Compliance Officer.
- The compliance officer for our department is _____.
(Note to presenter: a list of the Compliance Officers can be found on the Compliance and Integrity link on CenterLink.)

The Employee's Role

Code of Conduct – Employee Role

- Cincinnati Children's is committed to complying with all applicable laws and regulations.
- To meet this, each employee is expected to:
 - Read, understand, and comply with the Code of Conduct and policies.
 - Ask questions about the Code and our compliance efforts, and how they impact your daily work activities.
 - Learn applicable rules, regulations, standards, etc.
 - Report concerns.
 - Participate in required education and training.

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DISCUSS:

- As employees of Cincinnati Children's, it is our responsibility to familiarize ourselves with the Code and any procedures that relate to our daily work.
- If, after reading the Code, you have questions about the policies set forth, ask a supervisor or a Compliance Officer for clarification.
- If at any point you have concerns about perceived misconduct or noncompliant activities, talk to a supervisor, a Compliance Officer, or call the Compliance Helpline at 513-636-5555, ext. 5. A full list of Compliance Officers can be found on the Compliance and Integrity link on CenterLink.

DO:

- Mention compliance efforts, rules/regulations/standards that are specific to your department/unit and how employees are expected to comply with the Code of Conduct.
- Review department/unit required training regarding compliance with state and federal laws and regulations.

ASK:

- Ask if there are any questions regarding the Code and compliance efforts in your department/unit.

Code of Conduct Behaviors

Code of Conduct – Behaviors

Familiarize yourself with the behaviors in the following areas as outlined in the Code:

- **Patient and Family Relations**
 - Patient Care
 - Patient Rights
 - Charity Care
 - EMTALA
- **Employee Relations**
 - Individual Performance
 - Environmental Health & Safety
 - Employment Practices
- **Payer Relations**
 - Billing and Claims Submission
 - Excluded Parties
- **Referrals**
 - Referral Sources
 - Patients & Families
- **Confidentiality**
- **Conflicts of Interest**
- **Research**
- **Vendor Relations**
- **Competitors**
 - Antitrust
 - Marketing
- **Cincinnati Children's Assets**
 - Use of Assets
 - Accuracy of Records
- **Political and Legislative Activities**
- **Government Investigations**

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DO:

- Highlight behaviors on this slide that pertain to your department/unit and give examples or discuss the highlighted points below.

OR DISCUSS:

Highlights of the Code include the following:

- Under Patient and Family Relations – Cincinnati Children's delivers appropriate, effective, quality care to our patients in a safe and compassionate manner.
- Employee Relations – Promote a safe and healthy atmosphere for employees, visitors and patients by following policies designed to comply with environmental health and occupational safety requirements.
- Payer Relations – Cincinnati Children's will only submit billing and claims information that is truthful and accurate, and supported by appropriate documentation.
- Referrals – Employees of Cincinnati Children's cannot provide or offer anything of value in exchange for the referral of patients or business from other healthcare providers or suppliers.
- Confidentiality – Protect the confidentiality of patient and research participant health information, as well as Cincinnati Children's proprietary information and strategies.

	<ul style="list-style-type: none"> ○ <u>Conflicts of interest</u> – Avoid conflicts of interest, or the appearance of a conflict, in business, clinical or research settings. ○ <u>Vendor Relations</u> – Cincinnati Children's manages its consulting, contractor, supplier and other vendor relationships in a fair and reasonable manner. A decision-maker's acceptance of anything of value from a vendor or potential vendor could be considered a kickback. ○ <u>Assets</u> – Cincinnati Children's funds, information, equipment, supplies and other assets may not be used for personal benefit. ○ <u>Accuracy of Records</u> – prepare and maintain all clinical, research and business records accurately. Do not cause any of Cincinnati Children's records to contain false or misleading statements.
Reporting Potential Violations to the Code	<div data-bbox="669 762 1435 1337" style="border: 1px solid black; padding: 10px; margin: 10px;"> <p style="text-align: center;">Code of Conduct - Reporting</p> <ul style="list-style-type: none"> • Employee Obligation to Report <ul style="list-style-type: none"> – If an employee comes across a situation that the employee believes may be in violation of applicable law, the Code, or CCHMC policies, the employee should immediately contact: <ul style="list-style-type: none"> • Supervisor/Manager/Director • Compliance Helpline (513-636-5555, ext 5) • Compliance Officer (list on Compliance Webpage) • Legal Department <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="font-size: small;">change the outcome™</div>  </div> </div> <p>DISCUSS:</p> <ul style="list-style-type: none"> ○ The ability of Cincinnati Children's to prevent and detect violations of law, including health care fraud, abuse, waste and other misconduct depends, in part, on you. ○ Again, if at any point you have concerns about perceived misconduct or noncompliant activities, talk to a supervisor, a Compliance Officer, or call the Compliance Helpline at 513-636-5555, ext. 5. A full list of Compliance Officers can be found on the Compliance and Integrity link on CenterLink.

CenterLink**Code of Conduct 2008**

- **Want more information?** Visit the Compliance and Integrity Webpage on CenterLink. The Code of Conduct, Integrity and Compliance Program Overview and other helpful information is available.
- A full list of specific compliance officers is available on CenterLink.

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**DISCUSS:**

To review or download the Code of Conduct at any time, click on the Compliance and Integrity link, under CCHMC Fundamentals on the CenterLink home page.

Wrap Up**Conclusion**

The Core Values and the Code of Conduct are intended to help us act in a manner that promotes the Vision and Mission of Cincinnati Children's.

Both demonstrate our commitment to "doing the right thing."

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**DO:**

- Ask if there are any questions.
- Communicate about the Core Values and Code of Conduct with those who were unable to attend your meeting.

Follow-Up