

Welcome...

New Employee Orientation



Beth Israel Lahey Health 
Beth Israel Deaconess Milton

Topics Covered

- **Senior Leadership Team/About BID Milton**
- **Healthcare Quality & Patient Safety**
- **Infection Prevention**
- **WE CARE Values**
- **Human Resources**
- **Preventing Injuries on the Job**
- **Mandated Reporting**
- **Integrity & Compliance**
- **Hospital Safety & Disaster Plan**
- **Dept of Public Safety & Security**
- **The Patient Experience**



Senior Leadership Team



Rich Fernandez
President



Sarah Thornton
Executive Administrative
Assistant



Dr. Daniel Siao
Chief Medical
Officer



Sheilah Rangaviz-Ensign
Market Chief Financial
Officer



Lynn Cronin
SVP, Chief Nursing
Officer



Angela Fenton
VP, of Ambulatory
Clinical Services



Cheryl Freed-Leow
VP, Human Resources

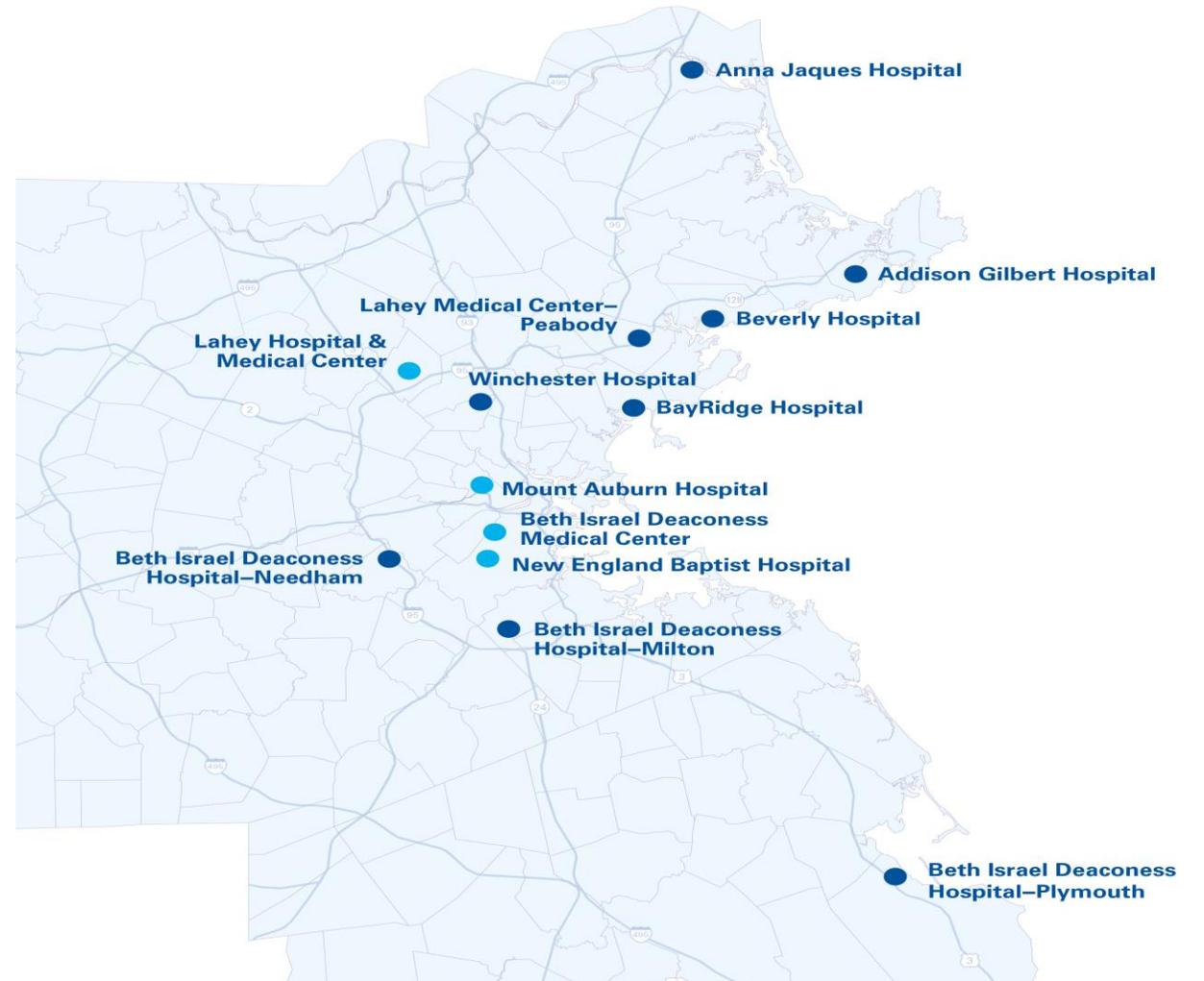


Dave Hyman
Market Vice President,
Philanthropy

Beth Israel Lahey Health

Our History

- Established on March 1, 2019
- **High-quality care** where our patients live and work
- Invests and **strengthens local hospitals & community-based care**
- Works to **keep our patients healthy**
- Advances the science and practice of medicine by investing in **research and education**
- Helps **contain rising health care costs**
- Creates a workplace that **engages and develops** the best people



BID Milton

Our History



1903
Milton Hospital incorporated with 9 beds

1944
Hospital moves to current site

1993
New wing of the medical office building built

2009
Expanded relationship with Atrius Health to establish a new model of health care delivery

2012
Joined the Beth Israel Deaconess Medical Center (BIDMC) system as a corporate affiliate

2018
12 new private rooms and 7th OR opened, surgery program expands with robotic surgery

2019
Became part of the Beth Israel Lahey Health System

Today
A 100 bed leading regional community hospital; 600 physicians on staff; 42,000 ED visits and >1,000 joint replacements annually



Quincy Urgent Care Center
October 2020

...we're poised to change the face of health care, with an emphasis on the right care, delivered at the right place, at the right time.

BID Milton Quality & Safety



32 BID Milton
Physicians on this list!



Healthcare Quality & Patient Safety

Patient Safety at BID Milton



Patient Safety
It's in our hands

Safety Culture

The Joint Commission defines Safety Culture as “the product of individuals and group beliefs, values, attitudes, perceptions, competencies and patterns of behavior that determine the organization’s commitment to quality and patient safety”

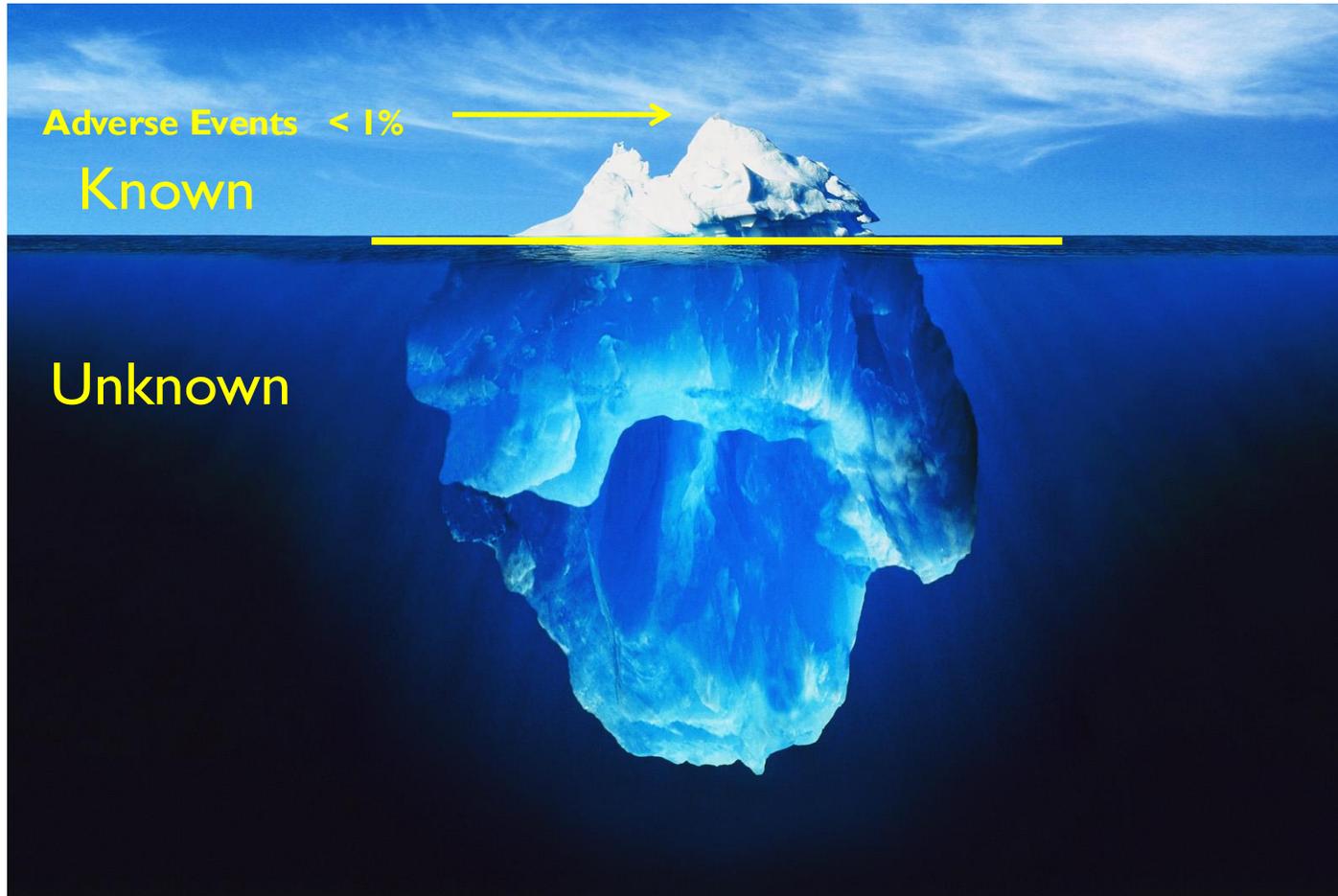


BID Milton's Culture of Safety

The Hospital:

- Acknowledges the high-risk nature of its activities and is committed to consistently providing safe, error free care;
- Creates a blame-free environment where individuals are able to report errors and near miss events without fear of reprimand or punishment;
- Encourages collaboration across all levels and disciplines to seek solutions to identified risks in patient care processes; and
- Is committed to making resources available and to design effective and resilient systems to address safety opportunities.

Adverse Events & Safety Risks



Adverse event: a patient safety event that resulted in harm

Safety Risks: Close calls, safety, near misses, no harm, or good catches

Examples of Safety Risks

Hand Off Communication Failures



Equipment Malfunction



Patient Falls



Medication Errors



Safety Reporting

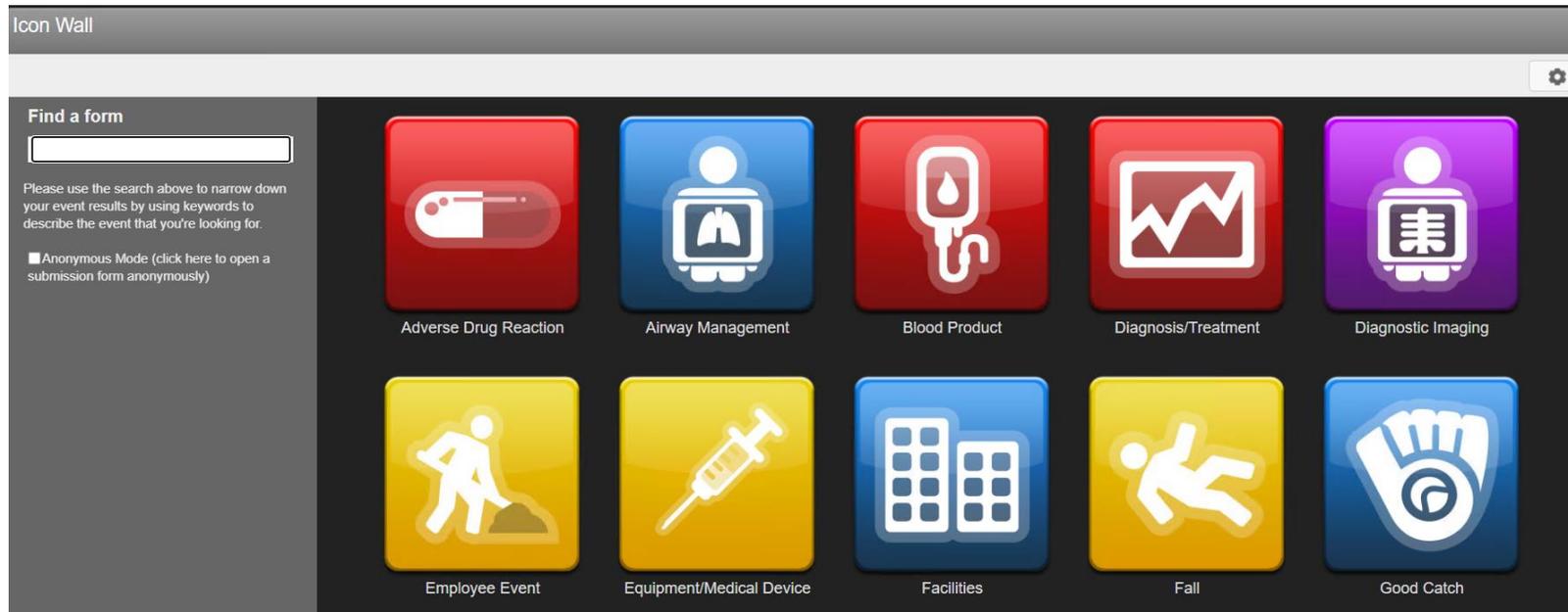
- **Why report?**
- **Who should report?**
- **What to report?**
- **When do I report?**
- **How do I report?**



Safety Reporting System

Safety Tracking And Reporting System (STARS)

- Required by Federal/State Law
- Confidential/Non-punitive
- Enables prompt review and response
- Allows for data collection/trending



Patient Safety: “Don’t Hesitate”

- BID-Milton staff are expected to **“Speak Up”**
- Major events may require immediate action
- Duplicate reports are NOT a problem
- Less serious events may become significant when they occur and are reported frequently
- Follow up with your manager
- Internal Resource: Health Care Quality Department
- External Reporting:
 - The Joint Commission
 - Department of Public Health
 - Board of Registration in Medicine

Dept of Healthcare Quality & Patient Safety

- Provides oversight of STARS
 - Ensures the proper Managers, Directors, or Chiefs are reviewing and addressing the reported issues
- Tracks trends and multiple quality of care metrics
 - Externally reports these metrics as required
- Helps coordinate communication across departments
 - Performance Improvement
- Organizes responses for unexpected or adverse events
- Aids in the development of policies and procedures
- Oversees hospital-wide Infection Prevention and Medical Staff Credentialing

Speak Up for Safety: “I’m Concerned”



Infection Prevention

Goals of Infection Prevention

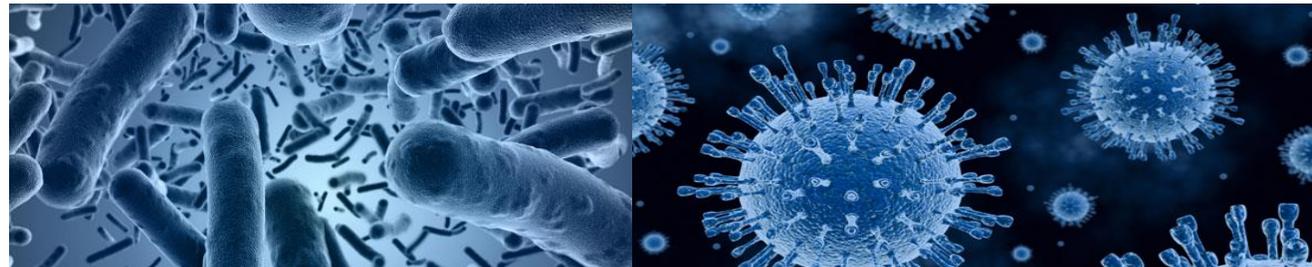


Stop the spread of infection

Reduce risk for exposure/ transmission of infection to our patients, visitors and care providers

Healthcare Associated Infections (HAIs)

STATISTICS	
# HAIs/Year in US Hospitals	1.7 Million
# Rate of HAIs	1: 7.5 Patients
# Patients who Die/Year in US from HAIs	100,000
Cost to Treat each HAI	\$11,000-\$45,000
Total Cost of HAIs in US/Year	\$ 45 Billion



How is Infection Transmitted?

CONTACT	DROPLET	AIRBORNE
<p data-bbox="137 411 927 534">Direct: Person to Person from Physical Contact</p>  <p data-bbox="137 829 759 952">Indirect: Contact with a Contaminated Object</p> 	<p data-bbox="1067 411 1679 605">Passed in the air and is inhaled (Coughing/ Sneezing)</p> 	<p data-bbox="1760 411 2390 605">Suspended in the air for long periods and can be carried long distances</p> 

Hand Hygiene

The single most effective measure to prevent the spread of infection

When ? (5 Moments of Hand Hygiene)

- Before touching patient
- Before clean/aseptic procedure
- After body fluid exposure
- After touching a patient
- After touching patient surroundings



How ?

- Soap and water when hands visibly soiled or C-Diff
- Under running water for at least 20 seconds
- Dry hands and use paper towel to turn off faucet
- Alcohol foam dispensers
- “Didya?”
- Nail management policy

How is Transmission of Infection Prevented?

Standard Precautions

- Consider all patients/visitors/co-workers as potentially infectious
- Correct use of Personal Protective Equipment (PPE)
- Safe handling and disposition of soiled linen or waste
- Proper disinfection practices:
 - Cleaning patient care equipment
 - Cleaning surfaces



How is Transmission of Infection Prevented?

Isolation precautions and PPE:

- Contact/Contact Plus
 - Gloves
 - Gowns
- Droplet/Droplet Plus
 - Procedure masks
 - Goggles
 - Face Shields
- Airborne
 - N95 masks



How is Transmission of Infection Prevented?

- Designated staff eating areas
- EVS cleaning practices: Inc. UVC light technology
- Employee vaccination
- Safe sharp use and disposal (Inc. Safety Devices)
- Cough etiquette



Infection Prevention: Break the Chain

Break the Chain Video



BILH WE CARE Values

New Employee Onboarding Orientation

“Beth Israel Deaconess Hospital – Milton is committed to improving the health of our community by providing exceptional, personalized health care with dignity, compassion and respect.”

Our Purpose, Our Values, Our BILH

We create healthier communities – one person at a time – through seamless care and groundbreaking science, driven by excellence, innovation and equity.



**Richard Fernandez,
President**

BILH WE CARE Values New Employee Onboarding Orientation



Why do our values matter?

- Guiding Principles
- Culture & Engagement
- Trust & Reputation

*Values are like fingerprints.
Nobody's are the same, but you
leave 'em all over everything you do.*

Elvis Presley

BILH WE CARE Values

New Employee Onboarding Orientation

Wellbeing

We provide a health-focused environment and support a healthy work-life balance



BILH WE CARE Values

New Employee Onboarding Orientation



Empathy

We value and work to understand each person's feelings, needs and perspectives

BILH WE CARE Values

New Employee Onboarding Orientation

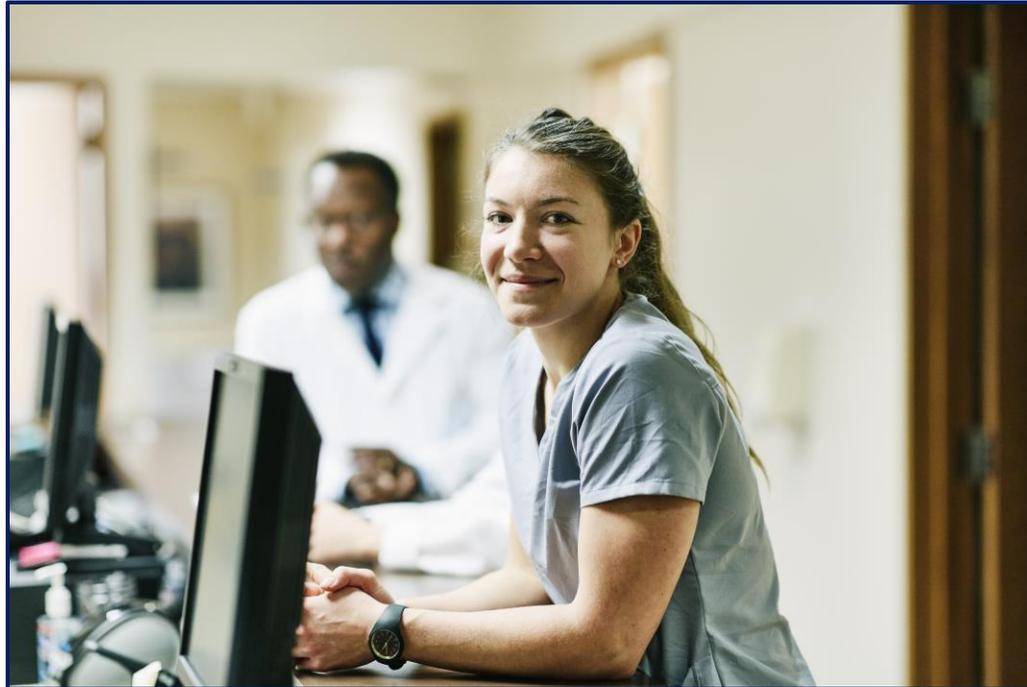
Collaboration

We work together
to achieve
extraordinary
results



BILH WE CARE Values

New Employee Onboarding Orientation



Accountability

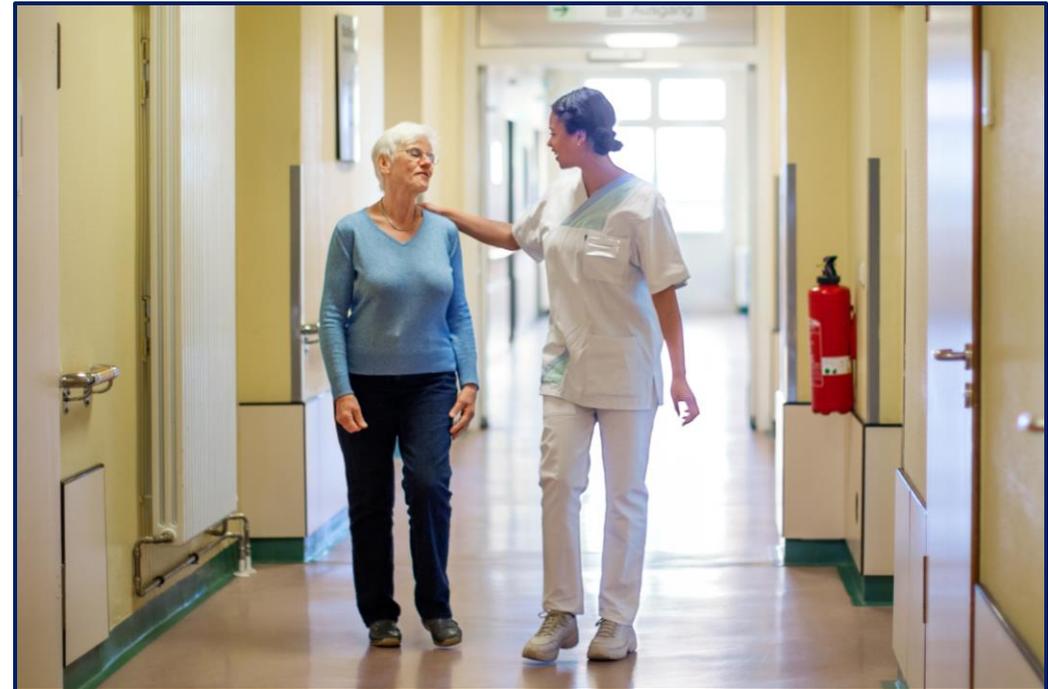
We hold each other
and ourselves to
behaviors necessary
to achieve our
collective goals

BILH WE CARE Values

New Employee Onboarding Orientation

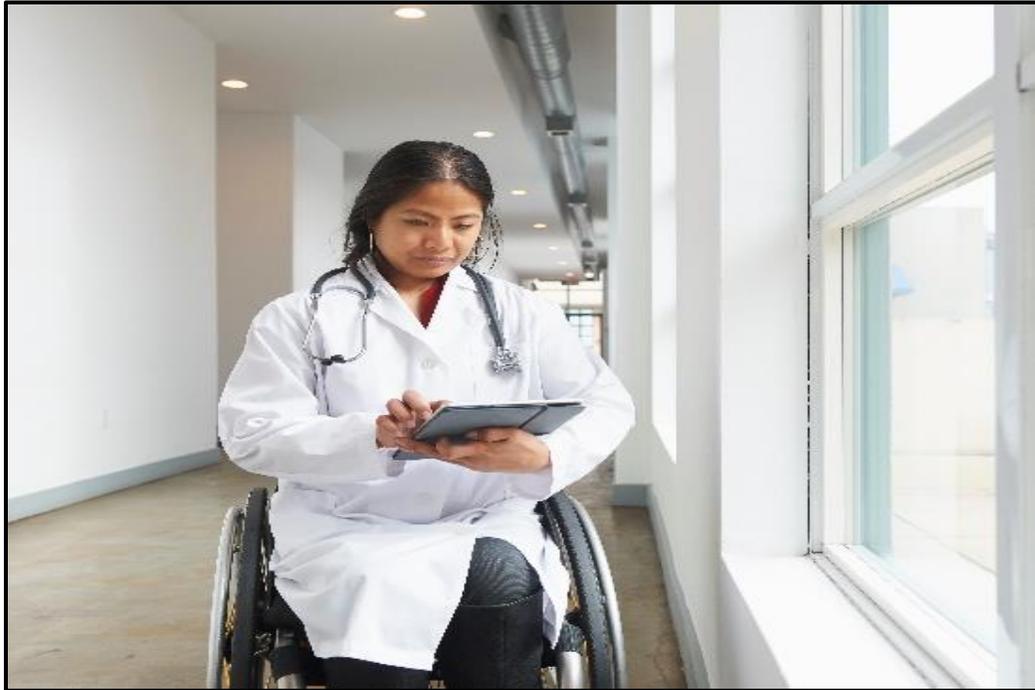
Respect

We value diversity and treat all members of our community with dignity and inclusiveness



BILH WE CARE Values

New Employee Onboarding Orientation



Equity

Everyone has the opportunity to attain their full potential in our workplace and through the care we provide

Human Resources

Contacting Human Resources



Contacting HR: 617-313-1106

- Press **1** for **Employee Benefits**
- Press **2** for **Leave of Absence/Disability**
- Press **3** for **Employment Verification**
- Press **4** for **Employee Health**
- Press **5** for All Other HR Questions – will enable you to connect with an **HR Service Center** professional
- Press **6** for Kathy Manning, BID-M HR Coordinator

The Human Resources Service Center

The HR Service Center (HRSC) is a group of BILH employees here to support employee administrative needs so you have more time to focus on strategic initiatives.

- Questions about benefits, earned time, updating personal information and basic payroll inquiries.
- Support to managers regarding changes to their direct reports including Manager Self Service, learning and vaccine compliance, annual increases and more.
- Personal and Organizational Workday transaction support.



You can contact an HR Specialist by phone or in Workday.

- Talk to a specialist Monday to Friday 7:30am-5:00pm by calling **(617) 667-5000**.
- [Open a case in Workday](#)(opens in a new tab) from your computer or through the Workday mobile app.

Workday at BILH

- *Find Answers*
- *Review Recent Cases*
- *Create Case for Additional Support*

Let's Get Started

Create Case

My Payslips

Time Off Balance

Create Spend Authorization

Create Expense Report

Awaiting Your Action

You're all caught up on your tasks.

Timely Suggestions

Here's where you'll get updates on your active items.

Recommended for You

Showcase Your Best Self with Your Profile

Based on your most popular actions

[Manage Profile](#)

It's Monday, September 29, 2025

Announcements

1 of 4 < >



Annual Flu Vaccination Requirement for Emplo...
As a health care organization, it's our duty t...

Your Top Apps



Career



Benefits and Pay

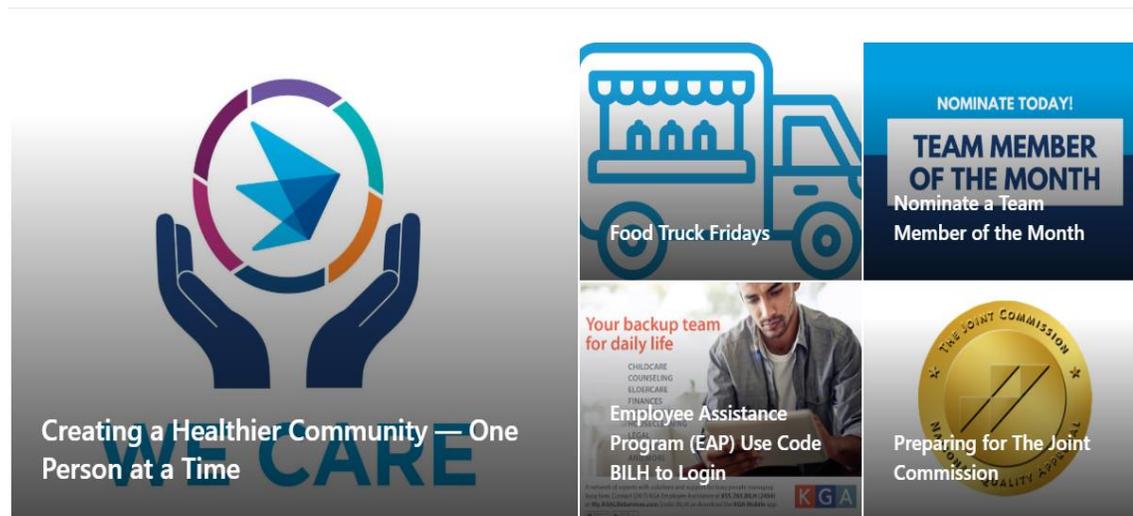


Pay



Talent and Performance

BID Milton Information at your Fingertips!!!



- WE CARE**: Creating a Healthier Community — One Person at a Time
- Food Truck Fridays**: An illustration of a food truck.
- NOMINATE TODAY! TEAM MEMBER OF THE MONTH**: Nominate a Team Member of the Month
- Your backup team for daily life**: Includes links for Childcare, Counseling, Eldercare, Finances, Employee Assistance Program (EAP) Use Code, and BILH to Login. Also mentions 'Preparing for The Joint Commission'.

Important Resources

BILH HR Service Center	BILH IT Service Desk	Facilities Request Instructions
HealthStream	O365	Order BID Milton Apparel
Recognize a Staff Member/Care to Share	STARS (Report a Safety Event)	TDSS



Cheers for Peers!

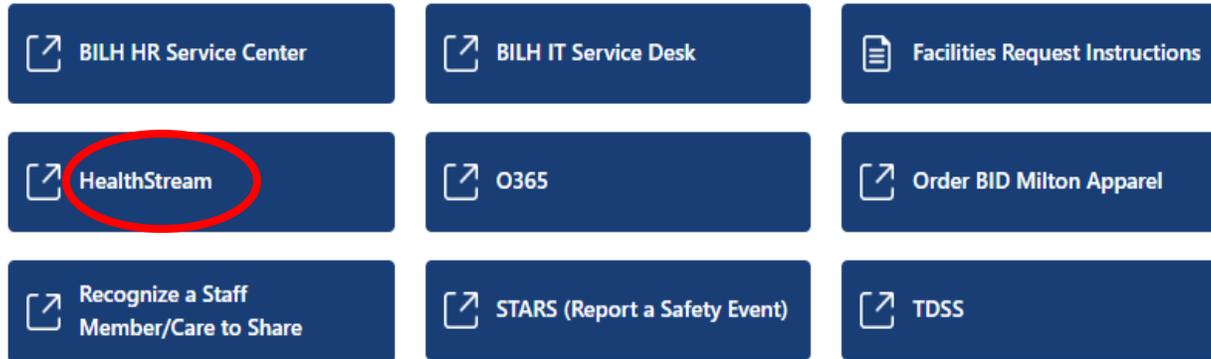
Nominate next month's department to be recognized in the Cheers for Peers program.

[Cheers for Peers Nomination Form](#)

HealthStream

Computer Based Learning

Important Resources



Cheers for Peers!

Nominate next month's department to be recognized in the Cheers for Peers program.

[Cheers for Peers Nomination Form](#)



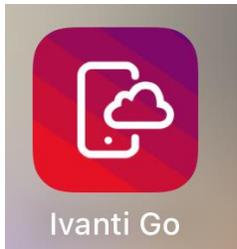
- Employee online training portal
- Access HealthStream via the icon or the intranet
- Your logon is your user name (i.e. Irivera20)

Email



To access email only, click on this icon.

**Check e-mail regularly
for important
information & updates**



Download the Ivanti Go app to access email on mobile devices



For email access from outside the hospital, use these links:

- <https://outlook.office365.com/owa/>
- <http://www.office.com/signin>

Recognition Programs

Cheers to Peers



Care to Share


Beth Israel Deaconess Hospital
Milton
CARE TO SHARE

First and last name of person to be recognized
(one person/nomination per form, please)

Person's department

Reason for recognition:



*In recognition for going the extra mile
in caring for patients and staff at
Beth Israel Deaconess Hospital-Milton*

The DAISY Award



Team Member of the Month

**Beth Israel Deaconess Hospital-Milton
TEAM MEMBER OF THE MONTH**

Any employee may nominate or be nominated for the "Team Member of the Month" award at Beth Israel Deaconess Hospital-Milton. To be considered for the "Team Member of the Month" the employee must meet the following criteria:

1. Candidate/nominee must be employed at BID Milton for at least six months;
2. Candidate/nominee must meet all of BIDH's Shared Values: We Care as outlined below. In addition, please check off the standard(s) you feel the candidate exceeds or goes above and beyond in his/her role, and provide an explanation as to why you feel the candidate is deserving of the "Team Member of the Month."

- Wellbeing**
We provide a health-focused environment and support a healthy work-life balance.
- Empathy**
We value and work to understand each person's feelings, needs and perspectives.
- Collaboration**
We work together to achieve extraordinary results.
- Accountability**
We hold ourselves and each other to behaviors necessary to achieve our collective goals.
- Respect**
We value and treat all members of our community with dignity and inclusiveness.
- Equity**
Everyone has the opportunity to attain their full potential in our workplace and through the care we provide.

Pay

- Dept leaders provide instructions on how to record your time, meal breaks, and any department specific guidelines
- Pay periods are two-week periods
 - Pay periods begin on Sunday at 7:00 am
- Pay day is every-other Thursday
- Sign up for Direct Deposit ASAP
 - May take a few pay periods to process
 - Paychecks are mailed for those who do not have direct deposit
 - Sign-up via Work Day, “Payment Elections”

Paid Time Off

- **Earned Time (ET)**
 - based on your position, employment type and length of service
 - Use for vacation, sick, personal, holidays and MA laws

- **MA Earned Sick Time (MEST)**
 - For employees who work < 32 hours/week
 - Annual max accrual of 40 hours
 - Paid time off designated by MA Earned Time Sick Law

BETH ISRAEL DEACONESS HOSPITAL-MILTON STANDARD PROCEDURE
Title: Earned Time and Extended Illness Bank Policy
Policy: SOP#-951-108
Purpose: To provide Beth Israel Deaconess Hospital-Milton's policy and procedures regarding MA Earned & Sick Time
Applicability: All employees of Beth Israel Deaconess Hospital-Milton.
Policy Owner: Human Resources
Effective Date: January 16, 2005
Revised: January 1, 2026

You have **30 days** from your first day of employment to enroll in benefits via *Workday*

Employment Status	Hours Worked/Pay Period	Benefits Eligibility
Regular Full Time (RFT)	80 hours	Eligible for all benefits
Special Part Time (SPT)	72 hours (3 12-hour shifts/week)	Eligible for all benefits
Part Time (PT)	40+ hours	Medical, Dental, Vision, FSA plans, some Voluntary plans, & pro-rated ET/EIB
	32-40 hours	Some voluntary benefits and pro-rated ET and EIB
Per Diem and Part Time (less than 32 hrs.)	Schedule varies	Accrue MA Earned Sick Time (MEST)

Your Benefits

Your Benefits Resource

Visit BILH Benefits Central!

BILH Benefits Central is our one-stop shop for everything you need to know about BILH's benefit programs.

- Access it **anytime, any place** from your smartphone, tablet, or laptop
- Easily review **information, tools, and resources** for all of the benefits we offer – from A (Accident Insurance) to W (Well-Being)
- Find **contact information** if you have questions about any of our benefit programs

Visit the site by scanning the QR code on your smartphone or by visiting <https://flimp.live/BILH-Benefits>.



- Medical
- Prescription Drug Coverage
- Dental
- Vision
- Flexible Spending Accounts
- Disability
- Life and AD&D Insurance
- Accident Insurance
- Critical Illness Insurance
- Hospital Indemnity Insurance
- Legal Insurance
- Retirement Benefits
- Paid Time Off
- Commuter Program
- Tuition Assistance
- BILH Living Well
- Employee Assistance Program
- Care.com
- BenefitHub
- 403 (b)

Workforce Planning & Development

All BILH employees can access career and academic supports offered by the BILH Workforce Planning and Development Team. Some of the benefits BILH offers include:



Career Advising

One on one career and academic advising



English Classes

Free English classes for employees with limited English language skills



Education Support

Programs to jump start employees' pursuit of nursing and allied health careers. Pre-college math and other college courses



Online Webinars

Monthly webinars on career development and financial literacy topics



Training to New Roles

Pipeline training programs to high demand jobs at BILH with guaranteed placement for successful completers

For more information on these programs visit the [Workforce Development Site](#). To ask questions or meet with an advisor, email careerdevelopment@bilh.org. An advisor is onsite monthly to meet with employees.

Contacting Human Resources

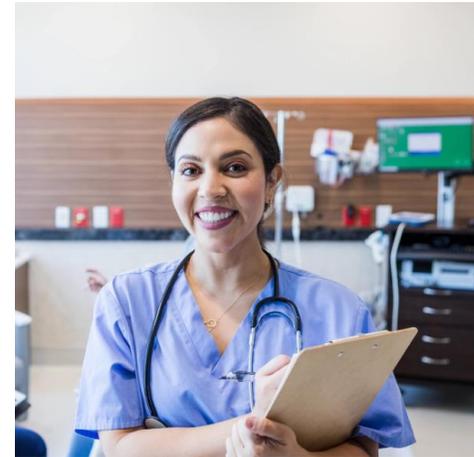
Please Review These Policies on the Intranet



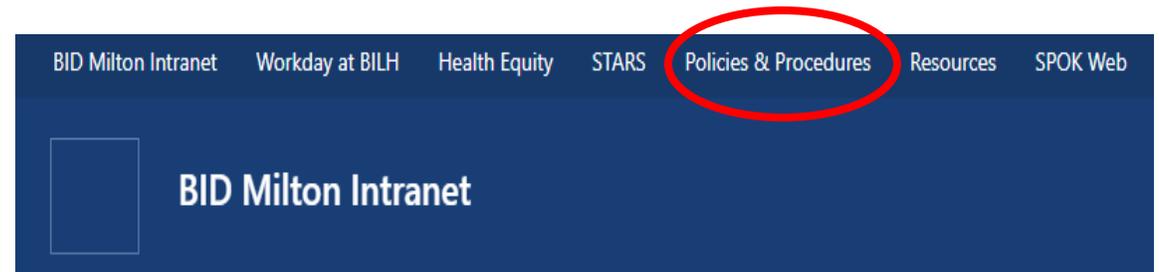
Discrimination & Harassment



Attendance



Mobile Phone Usage



The Employee Experience

WE CARE Surveys

Our purpose, our values, our BILH.

We create healthier communities – one person at a time – through seamless care and ground-breaking science, driven by excellence, innovation and equity.



- BILH launched its 2nd system-wide survey in April '25
- The survey covered a number of topics:
 - Culture of the Workplace: Employee Engagement, Manager Effectiveness, and Wellbeing
 - Culture of Safety
 - Nursing Excellence (Magnet) for specific entities

Highlights for BID Milton

- Highest engagement among all Community Hospitals
- Highest engagement increase of +3 in the Community Division
- Highest results (81) and improvement (+4) in Culture of Safety (CoS)
- Highest score (73) and improvement (+7) in Communication

The Employee Experience

Your Opinion Matters



WE CARE Surveys

- At 30 days - 22 questions plus open response
- At 90 days -26 questions plus open response
- Average time to complete = <5 minutes
- Invitations come from Glint (survey@mail.us1.glintinc.com)

Preventing Injuries on the Job

Learning Objectives

Preventing Injury on the Job

Upon completion of this module you should be able to:

- Select the appropriate lifting equipment
- Use safe lifting techniques
- Know when to ask for help when lifting
- Practice wheelchair safety

Did You Know?

Back injuries are seldom caused by a single incident!

Decrease your risk of injury now and in the future

**EVERY TIME: Use The Right Equipment
and Good Body Mechanics**



Preventing Injury on the Job

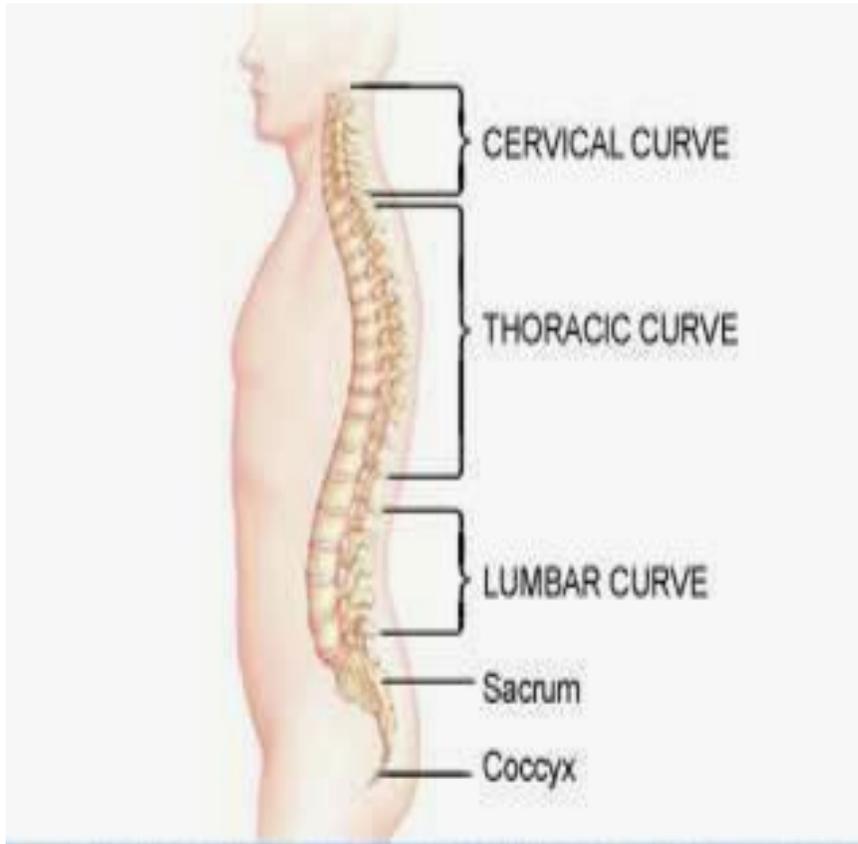
Choosing the Right Equipment for Every Transfer

Transfer	Options Available @ BID Milton*			
<p><i>Slide Transfer / Boost</i></p>	<p>Pink Slip</p> 	<p>Provolan mat</p> 	<p>Ceiling lift</p> 	
<p><i>Out of Bed</i></p>	<p>Patient's usual equipment</p> 	<p>Lumex</p> 	<p>Ceiling lift</p> 	<p>Tenor Lift</p> 

Preventing Injury on the Job

Good Posture

Good Posture means the natural curves of the spine are not strained but are in a neutral position ready to absorb and distribute loads.



When Sitting:

- Feet flat with knees at hip level
- Lumbar Support or chair armrests to support weight of our arms
- Sit close to your work area



When Standing for Prolonged Times:

- Place one foot in front of the other or on a stool
- Stand on a cushioned or rubber mat



Preventing Injury on the Job

Pushing is Better Than Pulling

You can push **TWICE** as much as you can pull

Pushing allows you to:

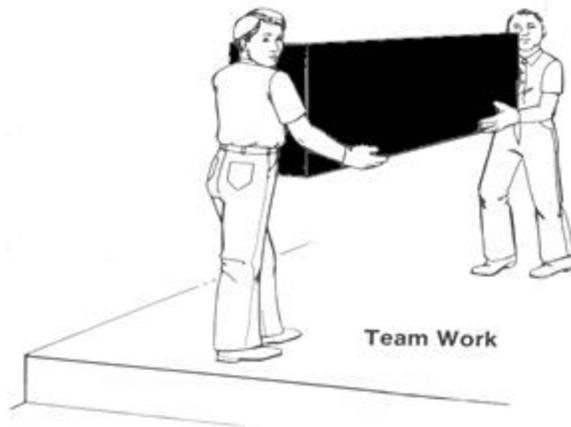
- Keep upright
- Use your body weight to create momentum
- See where you are going!



Preventing Injury on the Job

When Should You Ask for Help?

Anytime an object weighs 35 pounds or more, you may need to use lifting equipment and/or get a **SECOND** person to assist you to ensure safety.



Ask For Help



With Patient Care, consider how much the patient is able to follow commands and assist when determining the need for a Second Assist.

Preventing Injury on the Job

Safe Lifting Mechanics



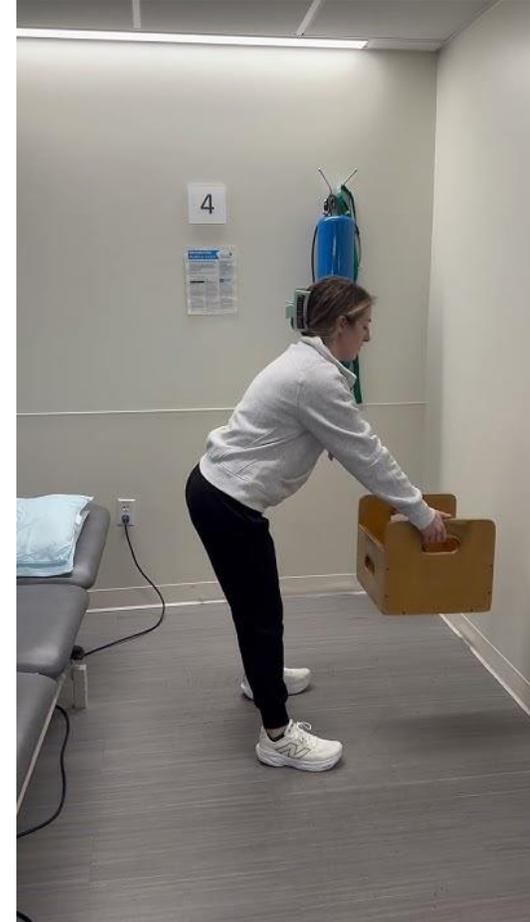
- Keep your head and chest up and maintain your low back curve.
- Position your feet shoulder width apart.
- Bend at the hip and knee.
- Keep objects (weight) close to the body and directly in front of you.
- Use your legs to lift.
- Step when moving the object, DO NOT keep your feet planted and twist your back.

Preventing Injury on the Job

Safe Lifting Mechanics



Squatting (correct way to lift)



Stooping (wrong way to lift)

If You Are Injured Steps to Take

- Use Caution to avoid further injury.
- Let your supervisor know immediately
- Complete STARS report before end of shift
- See Employee Health / ED
- Use ice
- Balance Movement and rest

Mandated Reporting

Mandated Reporting

Definitions

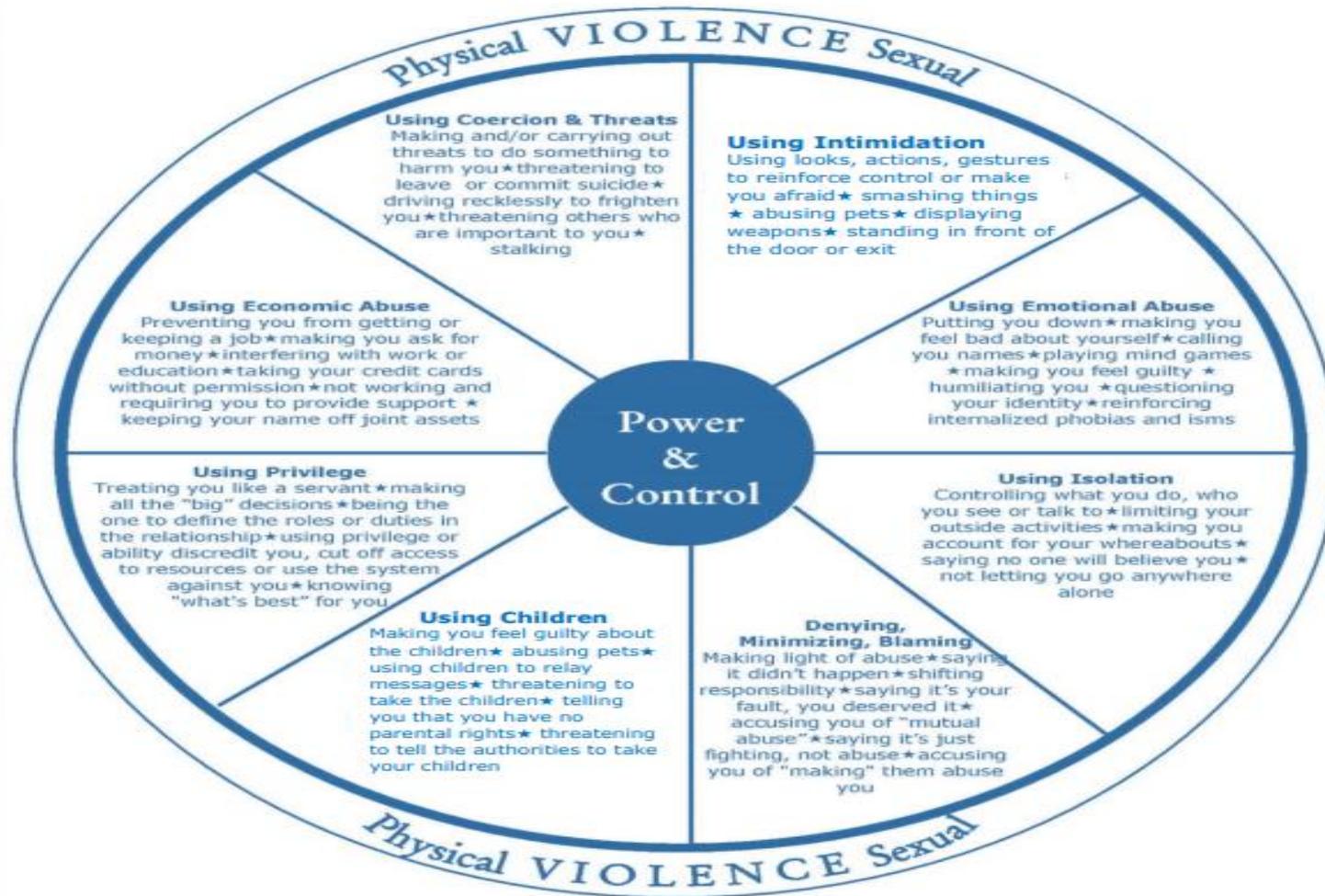
Abuse: A non-accidental action or inaction taken by an intimate partner, family/household member or caregiver which causes physical or emotional injury

Neglect: The failure of a caregiver to provide essential care, supervision, or protection to a dependent person, resulting in harm or risk of harm

Abuse impacts people of all races, ethnicities, gender and sexual identities, religions, abilities, and socio-economic classes.



Mandated Reporting Definitions



Intimate Partner Violence (IPV) is a pattern of behavior used to establish non-consensual **power and control** over another person through *fear and intimidation*

- Abuse may be emotional, verbal, financial, technological and cultural, and may or may not include physical and sexual

Healthcare professionals may be the first to recognize signs, symptoms, or to receive disclosures of abuse or neglect

Mandated Reporting

Forms of Abuse

Emotional Abuse

- Continued Attacks on Self Esteem
- Insults
- Repeated Harassing or Interrogating
- Forcing to Stay Awake,
- Blaming for All that Goes Wrong, Isolation, Mind Games, Controlling Access to Support Network, Accusations of Cheating or "Mutual Abuse"

Verbal Abuse

- Threats to hurt/kill partner, children, pets, self
- Yelling/Screaming
- Threats to take Children
- Threats to Disclose Information about Partner that is Confidential (such as past abuse)
- Name Calling
- Threats to Use Partner's Immigration Status, Disability or Sexual Identity Against Them

Financial Abuse

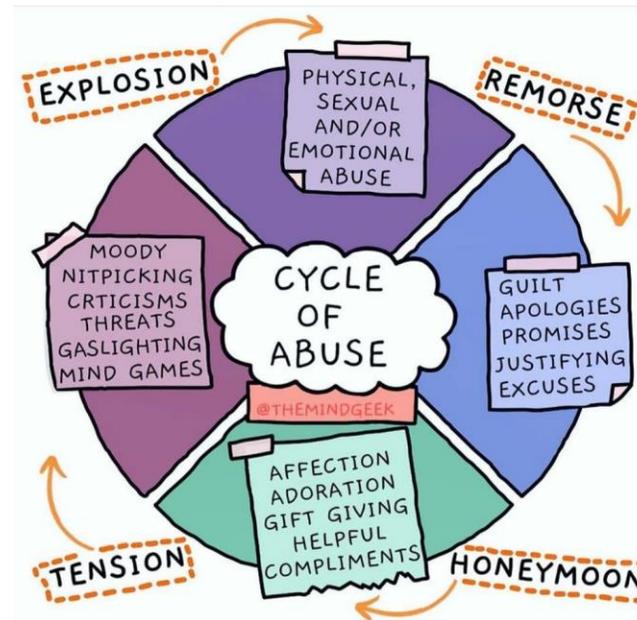
- Refusing Partner Access to Money for Basic Needs
- Preventing Partner from Getting a Job or Keeping a Job
- Controlling All Assets
- Putting all Bills in the Partner's Name
- Running up Charges
- Ruining Credit

Physical Abuse

- Slapping/Punching
- Kicking
- Biting
- Spitting
- Pinching
- Pushing
- Use of Weapons
- Throwing Objects
- Strangulation
- Denial of Physical needs: i.e. sleep, food, or medical attention

Sexual Abuse

- Manipulation/Blackmail
- Guilt-tripping
- Coercing
- Forcing Degrading Sexual Acts
- Jokes/Insults/Comments like "Whore" or "Slut"
- Unwanted Touching or Groping
- Birth Control Refusal
- Exposing self



Mandated Reporting

Who Is Mandated to Report?



Anyone can report suspected abuse or neglect, but a **Mandated Reporter** is a person who is required by state law to make a report.

- Only need a "*mere suspicion*" or "*reasonable cause to believe*"

The hospital is required by state law to report concerns of abuse/neglect

Mandated Reporters include any hospital personnel who are engaged in the examination, care or treatment of individuals

DID YOU KNOW?

A reporter's name and reasons for reporting is kept confidential

There can be a fine or penalty for a mandated reporter chooses not to report

Mandated Reporting

Who to Notify

Children: under the age of 18
Department of Children and Families (DCF)
Hotline: 800-792-5200

Disabled Persons: ages 18-59
Disabled Persons Protection Commission (DPPC)
Hotline: 800-426-9009

Older Adults: age 60 and living home
Adult Protective Services (APS)
Hotline: 800-922-2275



Institutional Abuse

Abuse of a resident of a skilled nursing facility, rest home or other healthcare facility or organization licensed by the Department of Health gets filed directly with DPH

Mandated Reporting

Call Our Team

- **Notify your manager/supervisor**
 - Consult with Social Work and/or file your report of concern with the appropriate agency
- **A referral to Social Work is made**
 - 7 days/week, 8 am – 4 pm
 - During off hours, the Nursing Supervisor can be reached to assist



Melissa Drohan, LICSW
Ext 1127
Melissa_Drohan@bidmilton.org



Kellie Murphy, LCSW
Ext 1473
Kellie_Murphy@bidmilton.org

Integrity & Compliance

Topics Covered

- **Code of Conduct: Key Points**
- **Key Rules and Regulations:**
 - HIPPA Privacy & Security
 - Sensitive Information
 - State Data Laws
 - Fraud, Waste and Abuse
 - False Claims Act, Stark law, and Anti-Kickback
- **Gifts & Conflicts of Interest**
- **Reporting Concerns**
 - When to Speak Up
 - Non-retaliation
- **Contact Information**



Code of Conduct Overview

Compliance is everyone's responsibility at BID-Milton

- The Code of Conduct applies to each and every one of us and serves as our guide for navigating common issues, whether you work in clinical care, research, education or an administrative role
- While the Code of Conduct does not cover every issue we might encounter, it **provides a framework for approaching many common situations** and works in conjunction with human resources, clinical, and other policies
- The Code of Conduct also includes resources for questions you may have and important information about how to report concerns, including anonymously

Please make sure to read the Code and familiarize yourself with the important topics covered. Should you have any questions or concerns, please reach out to your supervisor or Integrity and Compliance

Key Rules & Regulations

The Health Insurance Portability and Accountability Act of 1996 (HIPAA)

What is it?

Federal law that requires the creation of national standards to protect sensitive patient health information from being disclosed without the patient's consent or knowledge.

HIPAA allows physicians, nurses, technicians and other workforce members to access, use or disclose patient information for the purposes of **treatment, payment or operations** (TPO)

Examples:

Treatment: Inpatient and ambulatory medical care and services

Payment: Billing and receipt of payment for services provided

Operations: Activities, such as looking at procedure data or doing quality audits, necessary to run the organization and ensure all patients are receiving high quality care

Key Rules & Regulations Continued...

HIPAA: What is Protected Health Information (PHI)?

PHI is any information that relates to the past, present, or future health of an individual which identifies or could be used to identify the individual. PHI includes (but is not limited to):

Name	Date of service	Email	Phone #
Medical/clinical information	Photos	Medical record #	Any other identifying code, number, picture, etc.

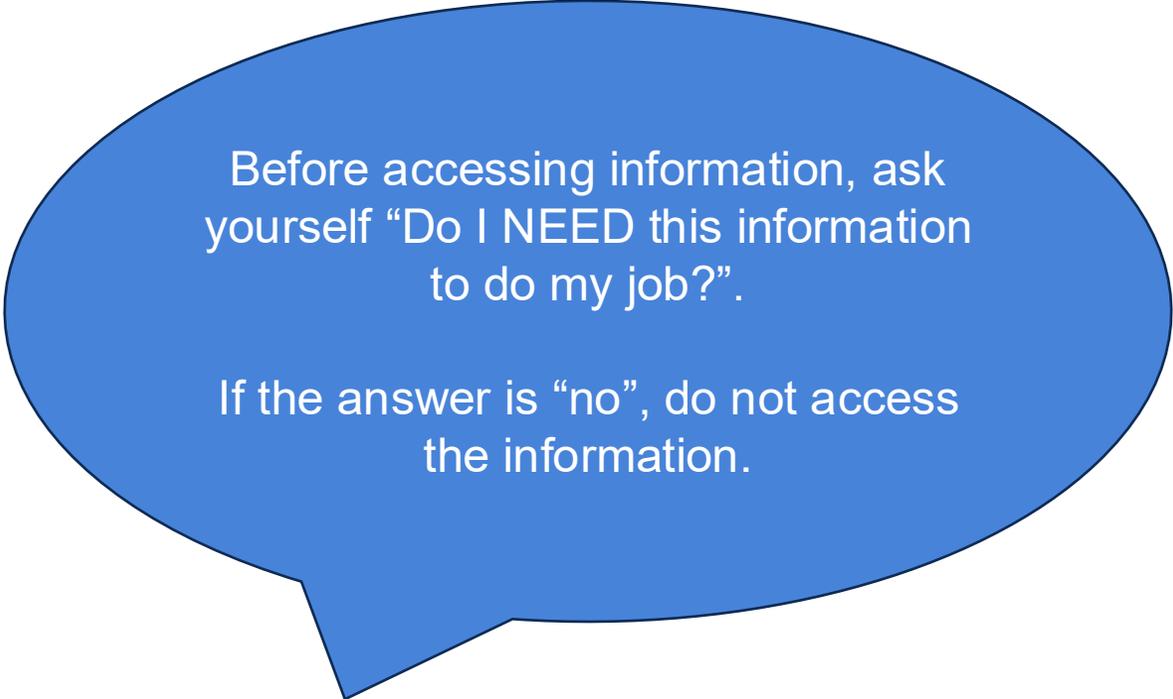
Electronic PHI (ePHI) is PHI that is found on electronic media devices. This includes but is not limited to:

Desktop computers, laptops, tablets, smartphones and other mobile devices	Memory sticks (USB, thumb drives)	Email or websites	Computer network
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Key Rules & Regulations Continued...

HIPAA: Minimum Necessary

Under HIPAA's minimum necessary provisions, a health care provider must make reasonable efforts to limit PHI to the minimum necessary to accomplish the purpose of the use, disclosure or request.



Before accessing information, ask yourself “Do I NEED this information to do my job?”.

If the answer is “no”, do not access the information.

Key Rules & Regulations Continued...

HIPAA: DO's and Don'ts

DO



Close exam room doors when caring for patients or discussing their health concerns

Tell your supervisor / compliance if you see patient information in an open trash container

Dispose of all paper with patient information using the shredder bins provided

Turn computer screens so patients and other individuals can't see information on the screen

Double-check e-mail addresses and fax numbers before securely sending patient information

Request 2 identifiers (name & DOB) to verify a patient's identity before disclosing PHI

Double check all sheets of paper before mailing or handing to a patient

Use low voices and discretion when discussing patient protected health information (PHI)

Correctly register patients and process billing information

Report **ALL** privacy concerns to your supervisor or privacy officer including lost or stolen PHI

Key Rules & Regulations Continued...

HIPAA: Do's and Don'ts



DON'T

Share patient information with family, friends, news reporters, etc. without prior approval from the patient

Talk about patients in public places, such as elevators, hallways or cafeteria lines

Allow faxes or printed e-mails containing PHI to lie around the office

Leave a medical record open while you leave the room to care for another patient

Keep materials that connect patients' names with their conditions out in the open where anyone can see them

Leave phone messages containing sensitive patient information on answering machines or voicemail systems

Go into patient medical records unless you have a clinical or business need to do so

Keep in Mind: Sensitive Information

In addition to HIPAA, there are state and federal rules that give greater protection to certain sensitive information. **This information may require even more protections and specific authorization to release for our patients**. This includes information such as:

- Alcohol or Drug Use Treatment*
- Sexually Transmitted Diseases
- Domestic Violence Victim's Counseling
- Communication between a patient and Social Worker
- Psychiatric Health - Mental Health Information

In Massachusetts, HIV/AIDS Diagnosis and/or Treatment and Genetics Testing are subject to heightened protections



When dealing with sensitive information, PAUSE and triple check it is appropriate to access, use or disclose. Always follow protocols that are in place for releasing information. Additional authorization may be required. Contact Integrity and Compliance or Legal if you have any questions.

** 42 CFR Part 2, ("Part 2") applies to federally assisted programs and protects the confidentiality of substance use* disorder patient records, including diagnosis, treatment and referral information.*

Proper Use of Electronic Health Record (HER)

We take patient privacy very seriously. It is our duty under the law and forms the foundation for staff and patient trust. Both law and policy require that we use the EHR for work-related purposes only. EHR use is actively monitored for proper access and violations of law or policy will be subject to review and disciplinary action.

Q: My friend asked that I look up their lab results. Can I look up the results?

A: No. EHR use is for work-related purposes only. Even with patient permission, it is against BILH policy. Please use the patient portal or review paper records obtained by the patient for this purpose.

Q: My spouse needs some blood work and I know what he needs done. Can I enter the order?

A: No, the patient should contact their provider to coordinate testing.

Q: My mother is in the emergency room and I want to confirm her allergy to a medication is documented. Can I add it?

A: No, you should confirm this information with the patient's care team and only chart in records for patients to whom you are providing care.

Q: I need my child's immunization records. I can access those, right?

A Even though you may be authorized to direct your child's care, this access is not work-related. Please use the patient portal or request paper records from HIM for this purpose.

Q: My coworker has been out for a few days and I want to look up their record so I can call them to make sure everything is ok. Can I just access their demographics in the EHR?

A: Demographic information – like name, address, phone number, email address, DOB – is PHI and is protected. This should not be accessed for personal reasons, even with good intentions.

State Data Breach Laws

In addition to HIPAA that protects PHI, many states also have laws that protect **Personal Information (“PI”)**.

In **Massachusetts**, PI is defined as a MA resident's first name and last name or first initial and last name in combination with any 1 or more of the following data elements that relate to such resident:

- (a) Social Security number;
- (b) driver's license number or state-issued identification card number; or
- (c) financial account number, or credit or debit card number, with or without any required security code, access code, personal identification number or password, that would permit access to a resident's financial account.

In **New Hampshire**, PI means an individual's first name or initial and last name in combination with any one or more of the following data elements, when either the name or the data elements are not encrypted:

- (a) Social security number;
- (b) Driver's license number or other government identification number;
- (c) Account number, credit card number, or debit card number, in combination with any required security code, access code, or password that would permit access to an individual's financial account.

There may be breach reporting requirements if PI is obtained by an unauthorized party. If you learned of an incident involving PI, notify your supervisor or Integrity and Compliance (“I&C”) as soon as possible.

Surrounding states may have similar obligations or definitions of PI. Contact I&C with any concerns if PI is impacted by a resident of another state

Fraud Waste & Abuse (FWA)

Fraud

What is Fraud?

Fraud is the intentional deception or misrepresentation of facts or information that a person knows to be false, which results in an unauthorized benefit to himself/herself or another person.

Waste

What is Waste?

Waste is defined as the inappropriate, overuse, and careless spending of funds or resources when there is not a real need to do so.

Abuse

What is Abuse?

Abuse occurs when incidents or clinical/medical practices are not consistent with accepted sound medical or business practices and they create unnecessary costs to government programs.

Examples of Fraud Waste & Abuse

Fraud

Improper billing, up-coding, duplicate billing, billing for items or services not provided or received for free, failing to have proper documentation to support services billed, falsifying documentation of patient care, providing medically unnecessary or substandard care

Waste

Duplicate testing, overuse, underuse or ineffective use, prescribing medications for a longer period of time than is necessary, redundancy, delays, and unnecessary process complexities

Abuse

Billing Medicare and Medicaid patients higher rates than non- Medicare/Medicaid patients, billing Medicare instead of the primary payer, keeping money that doesn't belong to you, hiring or doing business with someone excluded from the Medicare program

Additional Key Laws

False Claims Act

Makes it a violation to submit a claim for payment that you know or should know is false or fraudulent; OR Knowingly make, use, or cause to be made or used, a false record or statement material to a false or fraudulent claim (Government does not need to show intent)

Anti-Kickback

Prohibits the knowing and willful **offer, payment, solicitation, or receipt of anything of value** 1) to induce, or in exchange for, the referral of an individual for healthcare services 2) to induce, or in exchange, for the purchase, lease, order, or recommendation for the purchase, lease or order of any health care good, facility, service, or item; or 3) solicitation of anything of value in return for the above.

Stark

If a physician (or an immediate family member) has a financial relationship with an entity, the physician may not make a referral to that entity for Medicare designated health services (there are some exceptions)

If you have questions or concerns regarding these key laws, contact Legal or Integrity & Compliance

Gifts & Interactions with Vendors

Workforce members are not allowed to accept personal gifts for themselves or their staff – including meals – from companies or their employees

This includes any company that:

- Sells drugs, devices, technology or supplies
- Provides goods or services
- Otherwise wants to do business with our organization (including referral sources)

Personal gifts include food, bags, clothing, trinkets, pens and any other item of value.

When you accept, use or display items from a company (including wearing an item or putting it on your desk), it could make a patient or co-worker wonder about your influences and decisions.

Refer to your organizations policy of gifts from patients and any other applicable policies/procedures related to interacting with vendors.

In addition to gifts from patients, there are rules around offering free or discounted goods/services to patients. Before providing anything free or discounted, contact Integrity and Compliance.

Conflicts of Interest

What is a business conflict of interest?

- Any situation in which you or a family member have a personal interest (including a financial interest) that may influence, or may reasonably appear to influence, how you carry out your job

Who may be involved?

- In addition to yourself, a family member who is a spouse or domestic partner, child, parent, sibling or any person living in the same household

What do I need to do?

- Let your manager or leader know if this situation comes up; you may need to formally disclose your interest to the organization

Reporting Concerns: When to Speak Up?

Call Integrity and Compliance Immediately if...

A patient voices concerns about a privacy issue

Ex.
Patient receives another patient's medical information in the mail

You are not comfortable with action that you think may not be in the best interest of our patients.

Ex.
Patients referred only to a clinic that a provider's family member owns

You disagree with how a provider is billing for services.

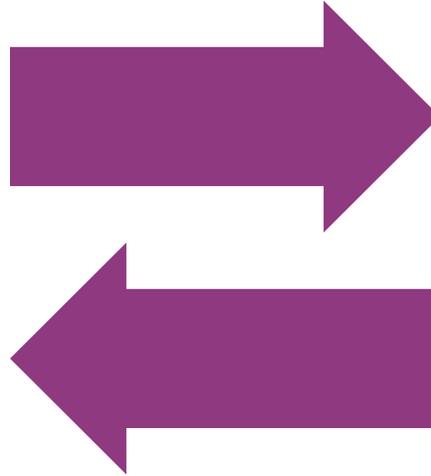
Ex.
Billing for care not provided

You think an Workforce member or vendor is doing something unethical, illegal or improper.

Ex.
Stealing (work time, hospital resources, patient property)

Speaking Up & Non-Retaliation

Responsibility of **all employees** to comply with the Code of Conduct and to **report *any*** suspected or known violations to Compliance.



Non Retaliation
Zero tolerance for retaliation of any sort against an employee who reports a suspected violation

- Individuals are required to report issues or concerns regarding suspected wrongdoing such as fraud, waste and abuse or violations of federal or state law, insurer rules or regulations, or company policies, and unethical behavior.
- Callers who report issues or concerns, in good faith, **will not face retaliation or retribution** for doing so. This is not only our policy – it's the law.

Key Take-A-Ways

Each one of us is responsible for integrity and compliance, so keep these basics in mind every day:

- ✓ Practice respect and inclusion as outlined in the Code of Conduct
- ✓ Follow federal, state and local requirements, as well as our organization's policies and procedures
- ✓ Know the processes and policies that are most important to your work and learn where to find the information or guidance you need
- ✓ Ask your manager or leader if something is unclear or you have questions
- ✓ Read the Code of Conduct and complete required trainings
- ✓ Report concerns to your manager or leader, Human Resources, Integrity and Compliance, or the Speak Up Hotline, which has an anonymous reporting mechanism.

Integrity & Compliance Contacts

Compliance & Privacy Officer: (Eileen Helle)

- Phone: 857-345-0157
- Email: Eileen.Helle@BILH.org

Speak Up Hotline (Allows for Anonymous Reporting)

- By phone: 888-753-6533
- By Website: www.bilh.ethicspoint.com

Integrity & Compliance Main Line & Email

- 617-278-8300
- bilhintegrityandcompliance@bilh.org

Hospital Safety & Disaster Plan

Protecting Our Patients and You



- General Safety
- Fire/Life Safety
- Emergency Preparedness



Hazard Surveillance

- Required of all employees
- Report hazards to supervisor

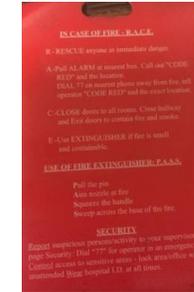


How to Report an Emergency

1. Dial “77”
2. State your name and type of emergency
3. Specify the location

Follow R.A.C.E. – Immediately

- R. Rescue anyone in immediate danger
- A. Alarm - activate nearest pull box
 - dial “77”
 - give your name and state **“CODE RED”**
 - state location of incident
- C. Close - doors and windows to contain
- E. Extinguish – if fire is small and containable



Check your badge

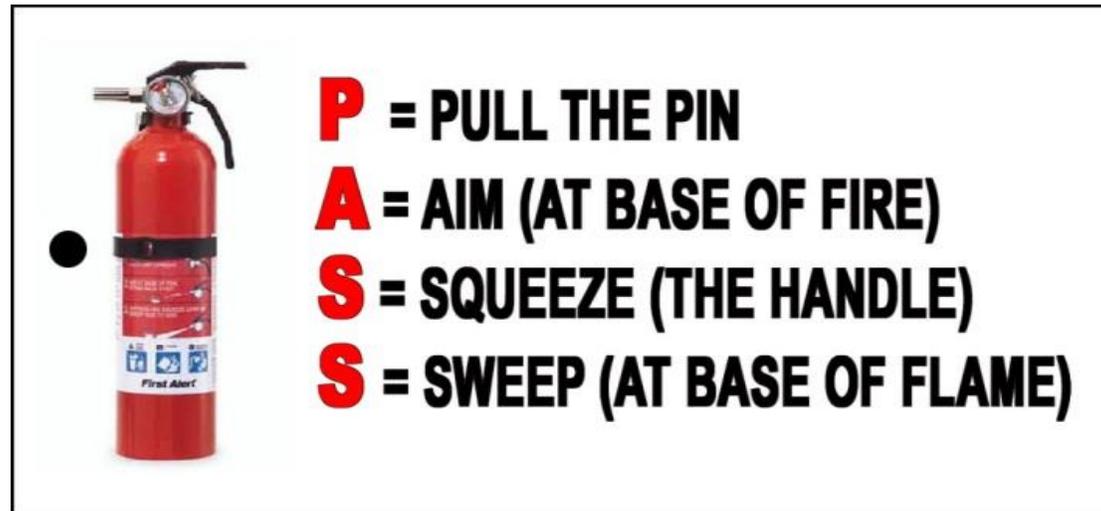


How to Use a Fire Extinguisher

Only consider if:

Previous requirements of **RACE** have been completed
AND

the fire is small, containable and does not pose immediate risk to self



Fire Alarm Codes

1. Know the alarm sequence.
2. Never assume it is only a drill.
3. Follow procedure outlined in Dept. Fire Plan.
4. Listen to the directions from the Floor Marshal.
5. Wait for all-clear signal.



Identifying Location of Actual/Potential Fire

- May hear as “shout out”
- Bell Code – Will be repeated 3 times
- Annunciator: “Code Red: Wing and Floor”

	Brooks	North	West	
Sub-Basement	2-1	3-1	4-1	2-0 Brooks Sprinkler
Ground	2-2	3-2	4-2	3-0 North Sprinkler
1st Floor	2-3	3-3/4-3	3-3/4-3	4-0 West Sprinkler
2nd Floor	2-4	3-4	4-4	1-1 All Clear
3rd Floor	2-5	3-5	4-5	7-7 Evacuation & Labor Pool
Penthouse	2-6	3-6	4-6	First #: Wing Second #: Floor

Emergency Preparedness



Know the Codes; Know Your Role

Code Red	Fire
Code Gray	Security Emergency
Code Pink	Infant/Child Abduction
Code Orange	Hazardous Spill/ Decontamination
Code Blue	Cardiac Arrest
Code Silver	Combative Person with a weapon
Code Disaster	Incident Command activation

Additional information can be found on the **Emergency Response Guides** located throughout the facility

Emergency Preparedness

Code Disaster Activation

- A Code Disaster may be activated due to any internal or external emergency
- Activation of Code Disaster is done in collaboration with the Administrator On Duty and Emergency Management
- Some disasters may create an influx of patients



Notification and Response

- Employees may be notified by page, call tree, or the emergency notification system
- Escalate any issues to your manager
- Follow any instructions given by Incident Commander or their designee
- Check in before reporting to the hospital/ leaving the hospital during a Code Disaster



Hospital Incident Command System (HICS)

An all-hazards tool that:

- Ensures an efficient and organized response for any incident
- Provides a clear chain of command and manages resources
- Is scalable depending on the type and size of incident
- May involve the entire hospital community



Department of Public Safety & Security

Public Safety & Security

Here to support our patients, visitors and staff.

Responsible for:

- Responding to Code Gray/Code Silver (De-escalation)
- Patient Security Watches
- Campus Patrols
- Parking Compliance
- Escorts to Cars during Off Hours
- Employee badging
- Campus Access Control
- Maintaining campus safety



Code Grey Security Alert

Important:

The best time to call Security is **before** a situation escalates into violence

Call extension 77 immediately and state:
“CODE GREY: Security Emergency” and state Location

- Remain calm; get back-up from staff
- Talk in a quiet tone of voice
- Do not confront the abusive person
- Do not “corner” the person
- **Keep yourself safe**

Code Silver: Active Weapon Threat

Code Silver is activated in response to a person armed with a deadly weapon actively threatening or injuring others on BID-Milton property.

Note: Possession of a weapon with no active threat does not qualify for Code Silver activation.

**Call extension 77 *immediately and state* –
“CODE Silver: Active Weapon Threat” and Location
or
Dial 911 (local law enforcement) to report the specifics of the incident**

Evacuate if you find yourself in imminent danger and there is a safe accessible path.
If unable, shelter in place and barricade doors.

Your Responsibilities

- Respect and interact responsibly with patients, visitors, fellow employees and supervisors
- Promptly report any acts or threats of workplace violence to your supervisor and Security
- Cooperate fully in investigations
- Request help as needed
- Inform Security about domestic orders (209A) and harassment orders (258E)



Universal Precautions for Violence

Avoid or mitigate violence through preparation and common sense

Remember:

- ALL patients & visitors are anxious
- Don't be complacent - remain situationally aware
- Evaluate each situation for potential violence when entering a room or beginning to interact with a patient or visitor
- Be respectful of personal space



- Use the buddy system if there is any concern
- Always keep an open path for exiting
- Use de-escalation tactics provided through AVADE Training
- If feeling threatened, call ext. 77 and say **“Code Gray”** & provide location

Parking

Patients First

Goal: To facilitate safe and efficient parking for our patients, visitors and employees.

General Rule: The more convenient a parking spot, the more likely it should be left open for a patient or visitor.

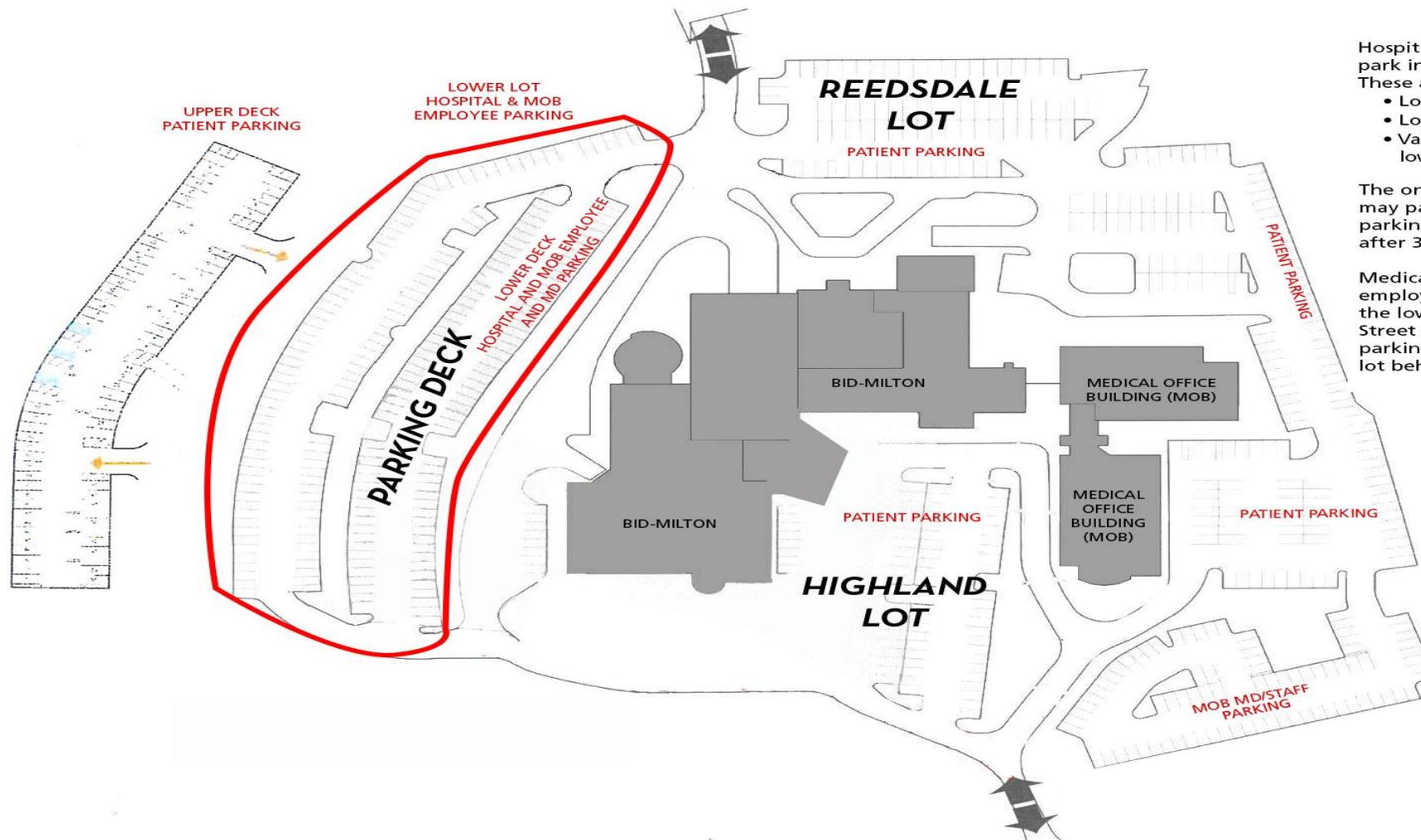
Familiarize yourself with employee approved parking areas

- **Free valet employee parking (lower deck)** is offered Monday – Friday during high-traffic times for those not assigned to off-site parking
- If you park outside of employee parking or if you are assigned to park off site and park on site you must notify Security at 617-313-1370
- Parking is monitored and strictly enforced by Public Safety, Security and Parking personnel
- Parking Violation Notice's are issued upon identification of violations

Policy: Safety and Security SOP# 960-01: Employee Parking

Parking

Patients First



WHERE TO PARK

Hospital employees and physicians must park in the designated parking areas.

These are:

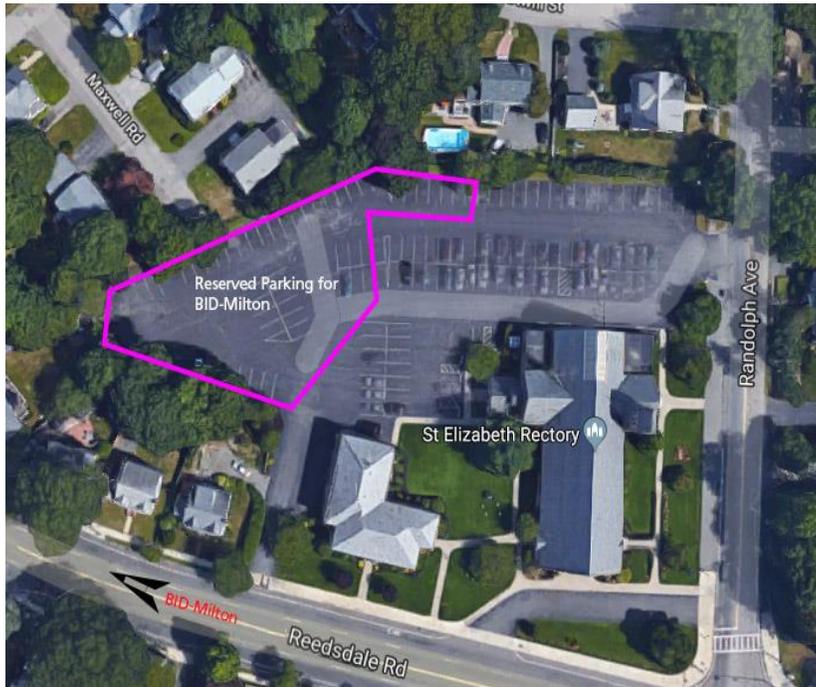
- Lower level of the parking deck
- Lower lot in back of parking deck
- Valet parking is available in the lower lot and lower level of parking deck.

The only employees and physicians who may park on the upper level of the parking deck are staff whose shift starts after 3 p.m.

Medical Office Building (MOB) employees and physicians must park in the lower lot closest to the Highland Street entrance, the lower deck of the parking deck near the E.D., or the lower lot behind the hospital's parking deck.

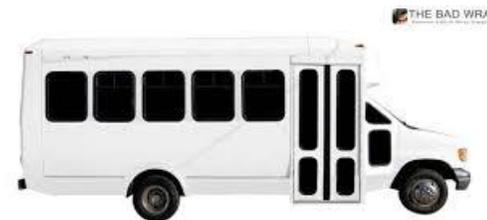
Off Site Parking

St. Elizabeth's Church located at 350 Reedsdale Road (Route 28) in Milton (0.4 miles from the hospital)



A **free employee shuttle service** runs continuous loops between St. Elizabeth's Church and the Reedsdale entrance Monday through Friday starting at 6:00 a.m. (*first pick up at St. Elizabeth's Church*) to 7:00 p.m.

If assigned to offsite parking and departing before 2:30pm, call the shuttle cell phone for transport



857-939-6573

The Patient Experience

What Do Our Patients Expect?

Everyone has a role in Patient Care...

Inpatient Care

- Know who we are and what we are going to do - Introduce yourself
- Pain is acknowledged
- Focus on comfort and privacy
- Explain what is happening and provide education
- Explain next steps

Outpatient Care

- Know who we are and what we are going to do - Introduce yourself
- Minimize wait times
- Explain delays
- Focus on comfort and privacy
- Explain next steps

**Always treat patients and family members
with Dignity, Compassion and RESPECT**

G.R.E.A.T. Behaviors

G.R.E.A.T. Behaviors for SERVICE EXCELLENCE

 G GREET	 R RELATE	 E EXPLAIN	 A ASK	 T THANK
<p>Introduce yourself in a welcoming, reassuring way.</p> <ul style="list-style-type: none">• Knock and ask permission to enter the room.• Smile and make eye contact; use open body language• Acknowledge others who are with a patient.• Introduce yourself by name and title and explain your role. Always wear your ID badge.• Hand off to other staff by using name/department.	<p>Actively listen to needs and respond in an authentic and empathetic manner.</p> <ul style="list-style-type: none">• Ask how the patient would like to be addressed and use their preferred name.• Sit down and get at eye level.• If an appointment, state, "We are expecting you."• Use empathy statements. "I am sorry to hear you're not feeling well."• Understand patient's sense of urgency. "We will take care of that right away."• Be optimistic and confident.	<p>Clarify your role and the situation/ plans as clearly as possible.</p> <ul style="list-style-type: none">• Use understandable language-no acronyms or medical terms. For patients with limited English proficiency, request an interpreter.• State what will happen next what you will be doing.• Talk about what the patient can expect, including how long a test/procedure/task will take.• Update communication boards with the patient's plan of care.	<p>Inquire with open-ended questions to gauge understanding.</p> <ul style="list-style-type: none">• Anticipate concerns and provide answers.• Avoid yes/no questions. Use questions that require longer responses. "What questions can I answer for you."	<p>Show gratitude for the interaction and wish them well.</p> <ul style="list-style-type: none">• Thank you for choosing BID-Milton.• Thank you for waiting.• Thank you for trusting us to care for you.

Words Matter When Connecting

Things we should NEVER say...	Things we should ALWAYS say...
“That’s not my job/patient.”	“I’ll find someone to help you.”
“I don’t know.”	“I’m unsure but, I’m happy to find out for you.”
“I don’t make the rules.”	“I understand your frustration, please know this is for your safety.”
“We’re short staffed.” or “I’m on break.”	“We’re never too busy.”
Blaming: “That’s Radiology for you.”	Talking up the team: “Radiology is excellent. You are in good hands.”
“I didn’t know you were coming.”	“Welcome to our unit/department.”
“Okay, bye.”	“Thank you.” “You are welcome.” “My pleasure.”

Patient Rights & Responsibilities

- Patient Rights and Responsibilities are posted at patient access points/Hospital entrances.
- Patient Rights and Responsibilities are listed in the Inpatient Handbook—***Guide for Patients and Visitors***



Patient Guide: "Your Right to be Heard"

At Beth Israel Deaconess Hospital-Milton, we support your right to know about your health and your right to participate in decisions that affect your well-being.

Every Patient of Beth Israel Deaconess Hospital-Milton (BID-M) shall have the right to:

- Be treated with respect, compassion and dignity while protected from all forms of abuse and harassment;
- The highest standard of care as BID-M does not discriminate on the basis of your race, color, national origin, ethnicity, ancestry, religion, creed, sex, sexual orientation, gender identity, age, disability, immigration status or any other status protected by applicable laws;
- Receive considerate and respectful treatment that supports your cultural values and beliefs. Pastoral counseling is available upon request;
- Request and receive interpreter services when you need help understanding, speaking or reading English, free of charge;
- Request and receive information concerning Advance Directives, appoint a Health Care Proxy as a substitute decision maker for your health care should you become unable to make or communicate your own decisions;
- Name a "health care partner" to support you during your hospitalization, such as a friend or family member;
- Upon request, to schedule flexible visiting hours for support person consistent with your treatment plan;
- Request and receive information regarding care and treatment, to participate in decisions relating to care and make informed decisions regarding care;
- Receive appropriate assessment, treatment and management of your pain;
- Receive prompt (bypassing treatment in an emergency without discrimination based on economic status or source of payment), and to treatment that is not delayed by discussion regarding the source of payment;
- Know the identities and roles of individuals involved in your care;
- Privacy within the capacity of the hospital including limiting the release and disclosure of patient information;

Page 1

11/11/11

You are required to respect patient rights.

Patient Satisfaction Survey Process

BID-Milton cares about the experience staff and patients have every day.

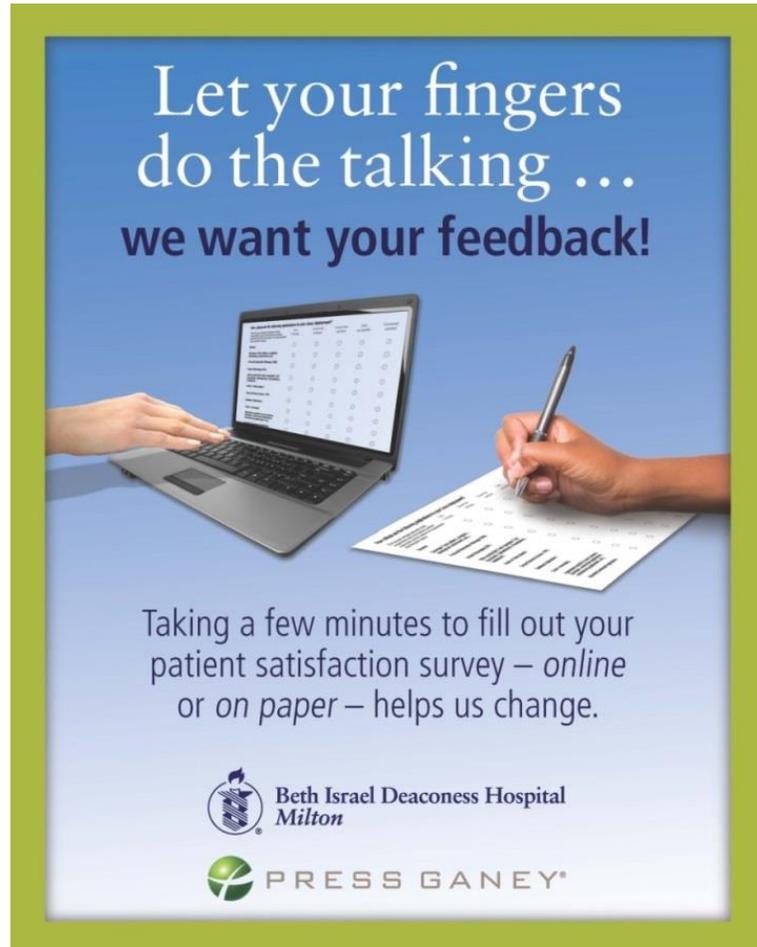
Patient Survey Process:

- Patients receive survey within week of discharge
- Survey is mailed or electronic
- Results are available in real time via the Patient Experience folder on the “S” drive.

Which patients are surveyed?

- Inpatient, ED, Ambulatory Surgery, all outpatient areas (Rehab, Radiology, Specialty Clinics etc.)

Encourage patients to complete surveys: collect email addresses



Let your fingers do the talking ... we want your feedback!

Taking a few minutes to fill out your patient satisfaction survey – *online* or *on paper* – helps us change.

 Beth Israel Deaconess Hospital
Milton

 PRESS GANEY®

The graphic features a blue background with a white border. It shows a hand pointing at a laptop screen displaying a survey form and another hand writing on a printed survey form. The text is in white and dark blue.

Patient Experience Improvements

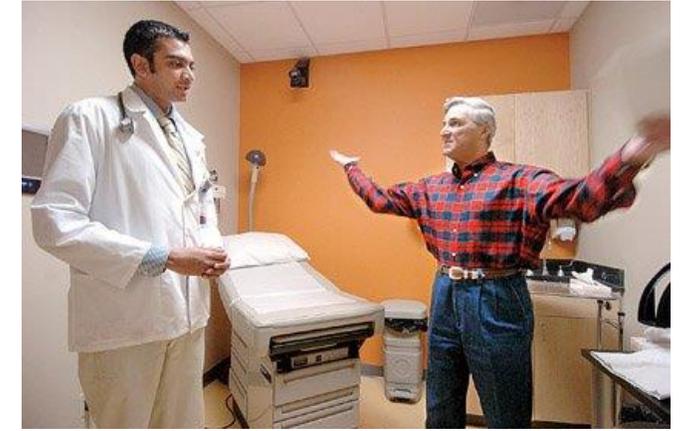
Improvements from patient feedback include:

- Enhanced Interpreter Services
- Interdisciplinary Bedside Rounds
- Enhanced Communication Boards in Patient Rooms
- Expanded Patient Food Service
- Intensivist in the ICU
- Chaplaincy Services
- Certified Therapeutic Dog Visits



Service Recovery

When something goes wrong... We **A.C.T.!***



Acknowledge and **A**pologize

Calm, **C**larify, **C**orrect

Thank and **T**ake action and

*** Make Amends**

A COUPON FOR YOU
We recognize that we did not meet your expectations.

\$5.00 VALUE

Redeem at:
Cafeteria, Coffee Kiosk, or Gift Shop

Issued by: _____ Date: _____
Good for one purchase up to \$5.00.



Helping Patients Make Decisions

Health Care Proxy & MOLST (Massachusetts Orders for Life-Sustaining Treatment)

- What are these?
- What is our responsibility?
- How important are they?

MASSACHUSETTS MEDICAL ORDERS for LIFE-SUSTAINING TREATMENT (MOLST) www.molst-ma.org

INSTRUCTIONS: Every patient should receive a MOLST form. This form should be signed based on good medical judgment by the patient's clinician. Sections A-C are valid orders only if signed by a physician or other qualified health care professional. If a section is not completed, there is no order. The form is effective immediately upon completion.

A	CARDIOPULMONARY
Select one circle →	<input type="radio"/> Do Not Intubate
B	VENTILATION
Select one circle →	<input type="radio"/> Do Not Intubate
C	TRAUMA
Select one circle →	<input type="radio"/> Do Not Resuscitate
PATIENT	or patient's representative

MASSACHUSETTS HEALTH CARE PROXY

Patient's Name _____
Date of Birth _____
Medical Record Number if applicable: _____

I, _____ (Principal - PRINT your name), residing at _____ (Street), _____ (City or Town), _____ (State), _____ (Zip), do hereby appoint as my Health Care Agent: _____ (Name of person you choose as Agent), residing at _____ (Street), _____ (City or Town), _____ (State), _____ (Zip).
(OPTIONAL: If my Agent is unwilling or unable to serve, then I appoint as my Alternate Agent: _____ (Name of person you choose as Alternate Agent), residing at _____ (Street), _____ (City or Town), _____ (State), _____ (Zip).)

2. My Agent shall have the authority to make all health care decisions for me, including decisions about life-sustaining treatment, subject to any limitations I state below, if I am unable to make health care decisions myself. My Agent's authority becomes effective if my attending physician determines in writing that I lack the capacity to make or to communicate health care decisions. My Agent is then to have the same authority to make health care decisions as I would if I had the capacity to make them EXCEPT (here list the limitations, if any, you wish to place on your Agent's authority): _____

I direct my Agent to make health care decisions based on my Agent's assessment of my personal wishes. If my personal wishes are unknown, my Agent is to make health care decisions based on my Agent's assessment of my best interests. Photocopies of this Health Care Proxy shall have the same force and effect as the original and may be given to other health care providers.

3. Complete only if Principal is physically unable to sign: I have signed the Principal's name above at his/her _____ (Name), _____ (Street), _____ (City/Town), _____ (State), _____ (Zip) in the presence of the Principal and two witnesses.

4. WITNESS STATEMENT: We, the undersigned, each witnessed the signing of this Health Care Proxy by the Principal or at the direction of the Principal and state that the Principal appears to be at least 18 years of age, of sound mind and under no constraint or undue influence. Neither of us is named as the Health Care Agent or Alternate Agent in this document.

Witness #1 Name (print) _____, _____ (City/Town), _____ (State), _____ (Zip), _____ day of _____, 20____
Address: _____ (Street), _____ (City/Town), _____ (State), _____ (Zip)
Signature: _____

Witness #2 Name (print) _____, _____ (City/Town), _____ (State), _____ (Zip), _____ day of _____, 20____
Address: _____ (Street), _____ (City/Town), _____ (State), _____ (Zip)
Signature: _____

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You Can Make A Difference!

"If we could see inside other people's hearts"

**Thank you for completing
the Orientation Program!**

Welcome !