Non-Employee Orientation and Training Handbook

This document should be given to all Denver Health non-employee team members.
Revised July 2017
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**STUDENTS/INTERNS**

| Trainees/ Apprenticeships/ Students - Clinical | Students completing training at Denver Health through contracted, formalized medical education programs and who will be interacting with patients, such as:  
Residents, Fellows (including visiting)  
Medical students  
Dental students  
PA Students  
International Trainees  
Post Graduate (non-physician)  
Nursing Students  
Non-medical post grad interns (ASL, PT, OT, SLP, RT, Psych, Pharmacy, etc.)  
Denver Health Emergency Medical Technicians |

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 and observers here to look at some aspect of Denver Health operations).

**INSTRUCTIONS**

This purpose of this handbook is to provide non-employees with an overview of conducting services at Denver Health. The handbook provides a brief outline of the policies and procedures of Denver Health that are critical to the safe and compliant operation of the Denver Health 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's contract or agreement to perform services for Denver Health. As a non-employee performing services for Denver Health, you may be responsible for the following:

1. Read this entire document  
2. Sign all forms at the end of this package including:  
   - Signature page  
   - User Agreement (if accessing Denver Health systems)  
3. Return all completed forms to your appropriate contact/responsible party (listed at the bottom of the Acknowledgment form on page 29)  
4. Please refer all questions to the manager of the unit to which you are assigned or the Denver Health representative listed in your contract with Denver Health (hereinafter referred to as your "Denver Health Responsible Party")
GENERAL ORIENTATION INFORMATION

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 150,000 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 an integrated, efficient, 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 body corporate and political subdivision of the State of Colorado pursuant to Colorado Revised Statutes § 25-79-101, et seq. (the “Act”). 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. An eleven-member Board of Directors that is responsible for the operation of the Authority’s health system, including the Denver Health Medical Center, governs the Authority.

PROVIDING SERVICES FOR DENVER HEALTH

Authorization Process
Our non-employee Team Members perform many different tasks and work for many different employers. In general, all non-employees 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 Party 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 Party 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-employees must have a health screening form filled out by their provider and submitted to their Denver Health contact 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, 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 Party 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 Party 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-employees working at a Denver Health location must wear an identification 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 Human Resources Department located at 660 Bannock Street at the start of your assignment. When your assignment ends, you must return your ID badge to your Responsible Party, to the Security desk in the DECC or send it to MC 0411.
COMPLIANCE

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 Party or reach out to the Enterprise Compliance Services team for guidance and support. You will be given access to the Denver Health Code of Conduct and any applicable policies and procedures required for you to perform your services. Your Denver Health Responsible Party will assist you in locating these documents.

Your failure to comply with the law and all applicable policies, procedures, principles and practices and the Denver Health Code of Conduct provisions when performing services for Denver Health 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 Party, other Leaders in the Organization, or a Denver Health Human Resources representative.
• Call the Denver Health ValuesLine at 1-888-273-8452 or report using the ValuesLine Web Report 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.
• Access Denver Health’s Enterprise Compliance Services Pulse sub site for more information or contact Enterprise Compliance Services. For DHHA matters call 303-602-3255 or send a secure fax to 303-602-7024. For DHMP matters call 303-602-2004, email ComplianceDHMP@DHHA.org, or send a secure fax to 303-602-2074. You are always welcome to stop by or make an appointment as well.
• If you decide to contact Enterprise Compliance Services, you may say who you are or remain anonymous. If you choose to remain anonymous, Denver Health will protect you from being known 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, another individual, or 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 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.
RESEARCH

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) who 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-employees involved in research at Denver Health are expected to:
  • Comply with all relevant laws, regulations, Denver Health policies and core values. Individuals engaged in research must also complete research-related trainings.
  • Gain appropriate study outcomes through sound study design and maintaining 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; and properly acquire, maintaining and protecting 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 Party 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 will need to have access to the electronic medical record (EMR) for data abstraction, documentation, orders, or administering care for research subjects at Denver Health. 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.
Shoes
Tennis shoes are never allowable with professional dress.

Body piercings
Only two holes in each ear are acceptable. All others must be removed. Any other piercing i.e. tongue, eyebrow, etc. are NOT acceptable and should be removed immediately. A small nose stud is acceptable.

Artificial fingernails
Artificial fingernails are not acceptable in clinical areas.

Hair color
Hair color must be a naturally occurring color.

VISITORS & VENDORS
• No visitors in break rooms or at work stations
• Vendors and sales representatives must:
  - Have an appointment with the department they are visiting and be registered in the vendor management system (REPTrax)
  - 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
When performing services for Denver Health, individuals are expected to respect Denver Health's social media site policies and procedures and act responsibly when posting information. The following key points are important to remember:
• Posting patient information (including patient names, descriptions, photos, etc) is a HIPAA violation and is strictly prohibited
• Denver Health strongly cautions against connecting with patients on social media
• Offering medical advice via social media to someone in another state may constitute unlicensed practice of medicine
• If you are contacted by the media to speak on behalf of Denver Health about a posting or comment made on a social networking site, direct that request to the Media Relations Department (303-520-9591 or DenverHealthMedia@dhha.org) immediately

TOBACCO-FREE ENVIRONMENT
Denver Health provides a tobacco-free workplace and environment. Smoking (including the use of marijuana and 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. This policy also prohibits the use of tobacco products in vehicles owned by Denver Health and any personal vehicles parked on Denver Health property.
INTERACTING WITH & CARING FOR OUR PATIENTS AND MEMBERS

PATIENTS AND MEMBER RIGHTS

At Denver Health we treat our patients with dignity, compassion and the utmost respect for their rights. We treat patients competently, which requires maintaining the disciplinary skill 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 patient’s age, gender, disability, race, color, religion, sex, sexual orientation, gender identity or national origin. Denver Health recognizes and respects the diverse backgrounds and cultures of its patients and makes every reasonable effort to equip caregivers with the knowledge and resources necessary to respect 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 rights for informed decision making regarding medical treatment, payment and 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
- Health education, health promotion and illness prevention programs as part of Denver Health’s effort to improve quality of life for our patients and communities.

We also take care of patient’s non-clinical needs by providing:

- Privacy, security and protective services
- Pastoral counseling
- Opportunity for resolution of complaints through our Patient Representatives who:
  - Advocate for patients’ rights and needs
  - Mediate and negotiate resolution of patients’ complaints
  - Communicate the Denver Health policies, procedures and service to customers
  - Educate staff on effective customer service behavior
AIDET

1. **Acknowledge**: Acknowledge the patient by name. Make eye contact, smile and acknowledge everyone in the room (patient and family). Use the patient’s name when possible; this makes the patient and family 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.

3. **Duration**: Give an accurate time expectation for wait times, tests, arrival of clinical providers and identify/communicate next steps. When this is not possible, give a time in which you will update patient on progress.

4. **Explanation**: Explain step by step what will happen and answer questions. Use language a patient can understand. Avoid medical jargon and acronyms and align with 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.

**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 customers’ 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.
Language Proficiency Testing (Orange Badge holders)
Language proficiency tests for bilingual staff. Please contact DL_SpanishProficiencyTestingTeam@dhha.org, once certified, you can assist patients in their own language, if you wish to do so. Please note, you cannot interpret without an orange badge that verifies you are proficient.

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 who are > 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 patients/prisoners on medical/surgical areas who do not need a higher level of care, i.e. MICU, SICU or PCU and Labor & Delivery can be admitted to CCMF.

CCMF Safety
If you are a non-employee providing services in the CCMF, you must observe the following:
- Remove all sharps and items that could be used as a potential weapon from the immediate area (i.e., sharps, 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 appropriate bright yellow envelope and given to the officer to bring back to the sending facility.
EMAIL / CALENDAR
Microsoft Outlook is the primary tool used for email and calendar 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-employees 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 then 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 "Scheduled Downtime", "Return to Normal Operations" and "Unscheduled Downtime"

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 4 ways to encrypt email:

- Add 'CRYPT' to the subject line
- Add 'SAFEMAIL' to the subject line
- Add 'PHI' to the subject line
- Mark the message as 'low priority' by pressing the 'low priority' button.
# SAFETY AND ENVIRONMENT OF CARE

## 2017 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.

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<th>Identify patients correctly</th>
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<th>Improve staff communication</th>
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<th>Use medicines safely</th>
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<th>Use alarms safely</th>
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<th>Prevent infection</th>
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<td>NPSG.07.03.01</td>
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<th>Identify patient safety risks</th>
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<th>Prevent mistakes in surgery</th>
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STATE REPORTING REQUIREMENTS FOR MEDICAL PROFESSIONALS

All medical professionals, including non-employees providing services at Denver Health, must report the following specific events immediately on the Patient Safety Net and to Denver Health's Risk Management Dept. at 303-602-4930.

If you witness or have knowledge of an unexpected:
- Death or Brain Injury
- Spinal Cord Injury
- Patient Burns

If you witness or have knowledge of any:
- Missing Persons
- Physical, Verbal or Sexual Abuse
- Misappropriated Property
- Life-Threatening Complications
- Diverted Drugs
- Transfusions Errors or Reactions
- Neglect

Call Risk Management with any questions – 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 (i.e. TB, chickenpox, measles)
  - Food/Water borne
  - Vector – contact with infected animal (i.e. 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 and after each patient contact
  - After removing gloves
  - Before and after eating
  - After using the restroom
  - Before leaving work
- Use hand sanitizing foam unless:
  - Hands are visibly soiled and when working with C. diff patients – use soap and water and friction for at least 15 seconds

Gloves
- Wear gloves when contact with blood, other body fluids, mucous membranes and non-intact skin could occur
- Remove gloves after caring for a patient
- Change gloves during patient care when moving from contaminated to clean site
- Perform hand hygiene immediately after removing gloves
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 (ext. 67444).
- Security Escorts are available on the main campus for escort to your vehicle.
- Metal detectors are located around the Emergency Department (ED), Denver Emergency Center for Children (DECC) and the Adult Urgent Care Clinic (AUCC).
- Wear your identification badges at all times.
- Report any suspicious activity right away. If you see something, say something.
- Call ext. 67444 for Security
- Call ext. 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 repairperson alone in your office even if you are familiar with the person. If you are uneasy with the repairperson, call your Denver Health Responsible Party 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 Party or the Denver Health HelpDesk.

Key Safety
If you are provided keys to Denver Health' premises, you must not put an identifying tag on a key ring and keep Denver Health issued keys on a separate ring and your personal keys on another ring. Never leave your keys in an unlocked desk drawer or coat pocket.

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 employees 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 in infectious waste. When in doubt or unsure, opt for the infectious waste.
- Safety Data Sheets (SDS)
  - SDS are managed online – click the icon for immediate access
- Resource Conservation and Recovery Act (RCRA)
  - Specific waste stream for designated chemicals
  - Look for a pink or a green dot – and use only RCRA containers
- “Hazardous Spill” alert = Major Hazardous Materials Spill
**LEAN**

**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) 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**

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