

The Orange Book

Concentra⁺

Living out our
Mission, Vision, and Values to
improve the patient experience,
redefine health care, and help people
achieve lifelong well-being



Equipping Colleagues

- Provide tools, knowledge, and skills that increase engagement and improve patient/customer experience.

Patient/Customer Experience

- Create repeatable processes that increase customer satisfaction and colleague engagement.

Technology Solutions

- Implement systems that improve efficiency and enable greater access to information.

Our Mission

Improving the health of America's workforce, one patient at a time.

Our Vision

Every person is treated the Concentra Way: quality clinical care and a positive customer experience from welcoming, respectful, and skillful colleagues.

Our Values

A healing focus
A selfless heart
A tireless resolve

Why

- Who we are as a company is made up of the things we do as individuals.
- This book tells us what daily actions help deliver great customer service and help create an outstanding customer experience.
- It's meant to be our guide to provide perfect service ... from the inside out.

What

The book is divided into three sections to match our three key **MW** words.

Welcoming

Respectful

Skillful

Each section gives:

- actions that relate to that word
- tips and quotes from colleagues
- stories from patients and customers

The **Orange Book** also offers:

- a note page, so we can record our goals, ideas, and stories
- a CEO-addressed postcard, so we can send our own great care story directly to the top
- a reference card, so the actions are as close as our pocket

Welcoming

*a friendly openness
that creates a sense
of family*

Welcoming goes beyond how we greet individuals. It includes how our facilities look, how we continually attend to a person's needs, and how we finish the visit and say goodbye ... that is the entire experience.

thoughtful **engaging** friendly **easy to use**

open **inviting** caring

Greet everyone

- > make eye contact
- > speak with a friendly tone
- > answer the phone with a smile



When people are greeted with our total attention, our smile, and we ask the question, ‘What can we do for you today?’ they start to feel welcome and gain confidence that we will address their needs.

“

Upon arrival at your Polaris center (Las Vegas), I was **greeted** by two very nice ladies, and the doctor was also very sweet and cordial to me. They made the experience so much nicer than any I've ever experienced over the past 15 years ... Your staff is an amazing group of people.

”

– **Shelly**, a patient in Nevada

hello **WELCOME** smile **make eye contact**

be pleasant **¡hola!** hold the door

Introduce yourself

- ask for and use the person's name
- call other colleagues by their name
- put patients and clients at ease

“I like to introduce myself to a patient as I would to a friend. I believe this helps make the patient feel more comfortable in our clinic and helps make their stay a more enjoyable experience.”

– Alvin Morris, Jr.
Medical Assistant
Tulsa, OK



HELLO
my name is

“

After one of our managers expressed reservations about sending employees to Concentra, Paul in your Omaha center quickly **put her at ease** with his warmth and openness. He graciously gave her a tour of your center and answered all her questions without hesitation. Soon after the visit, she began immediately sending employees to the center.

– **Linda**, an employer
in Nebraska

”

thank you for calling Concentra.

my name is Karen. how can we help you today?

Offer help to everyone

- > put others first with generosity and compassion
- > lend a hand to those in need
- > do something extra for someone else



My team always reaches out to other departments to assist with any needed task because we realize success does not rely on one person or one department. It takes leadership, hard work, and dedication from all of us to achieve the highest level of service for our clients.

“ On a flight from San Diego to Baltimore, Ruth learned a pregnant passenger named Jane was having trouble and possibly miscarrying. Ruth tended to Jane and consulted an airline physician via phone. It was determined Jane needed immediate attention, so the plane was diverted to St. Louis. Ruth stayed with Jane, **accompanying her** to the hospital until Jane’s husband arrived. ”

– **about Ruth**, a medical assistant colleague

teamwork explain **go out of your way**

follow up **be understanding**

Connect with the individual

- > talk with the person
- > understand the patient's needs
- > build a relationship



“One way to validate the concerns of my patients is to talk with them and not at them. Another is to make sure I understand them by restating their concerns. When we connect with patients, we establish a relationship and trust that are very important in the treatment and healing of their condition or injury.”

– Paul Cleveland, PT
Center Therapy Director, Savannah, GA

“ When I found myself both stranded and ill in Chicago, I was very nervous ... Once I arrived at your center, I was greeted by friendly, warm, and efficient staff, who both took my information and **commiserated with me** on the situation back East ... They provided a bright spot in a weekend that was very trying. ”

– **Debora**, a patient from New York

//////////
Aloha **take time** be attentive

//////////
how can I help?

“ I just wanted to let you know that I received exceptional service from Maryann, one of your employees. I had never been to Concentra before and did not know what the policies and procedures were. Maryann was very friendly; she put me right at ease and explained everything. Thanks for having such a great staff. It sure made a bad situation (injury while working) much more comfortable and easier to handle. ”

- Terry D., a patient in Warren, MI

“ He’s the first to volunteer to go above and beyond in any manner. I told him he lives out Concentra’s MWs and The Orange Book. He immediately reached in his pocket, pulled out the most tattered-held-together-with-tape-half-the-cover-ripped-off version of The Orange Book I have ever seen, and said, ‘I read this every day.’ ”

- **about Al**, a medical assistant colleague

“ This is the first time in 30 years of employment that I’ve ever had to use ‘Workman’s Comp’ for any injuries. The staff at the Aurora Concentra was so helpful and always had a congenial attitude, even when extremely busy. The nursing staff was exceptional in their listening to me in assistance to determine my medical needs. All of the doctors were very knowledgeable and immediately set my path to recovery. Thank you for making a very difficult situation into a more amenable one for me.

- Daniel C., a patient in Aurora, CO ”

Respectful

*is what we want to be
and project outwardly
when interacting
with others*

Respectful describes how we view, speak to, listen to, and treat each other and our patients. We should respect them as individuals, including what they do for a living, their input, and their time.

//////////
pleasant **proactive** honest **courteous**

//////////
confidential **sincere**

Address patients, clients and colleagues

- > initially, as Mr. or Ms. plus their first and last names
- > then, as they wish to be called



“I really care about the clients I support and strive to do my best to help them succeed. I feel that when they succeed, I succeed, and that helps everyone.”

– **Gloria Zambelli**
Executive Assistant
Phoenix, AZ

“

I recently visited your Austin North clinic for a pre-employment drug screen ... I've been to many clinics over the last 25 years and they are usually very busy and a bit impersonal, but the front desk people were very kind and took time with each person to explain and highlight what they needed to fill out ... The workers in back **made eye contact, were smiley, and gave detailed instructions.** I felt they were continually putting me at ease and treated everyone equally ... You guys work together as a great team.

– Paula, a patient in Texas

”

welcome back, Mr. Smith! **show you care**

¿Cómo le puedo ayudar? shake hands

Show courtesy

- use pleasantries such as “please,” “thank you,” and “you’re welcome”
- treat others like special guests
- show compassion with those we serve



“Consistently great customer service starts with courtesy – being welcoming – and using the simple but powerful words ‘please’ and ‘thank you.’”

– **Joe Martinez**
Central Billing Operations
Director, Ontario, CA

“

I recently sprained my ankle at work and was directed to your center in Troy, MI. I couldn't walk, so a nurse helped me in, and I was given a wheelchair immediately ... EVERYONE at the Troy location was **professional, courteous, helpful, and friendly**. I was never made to wait, and for that I applaud their efforts on running a tight ship.

”

– **Carey, a patient in Michigan**

please is the magic word **use best manners**

thank you for your patience ¡Gracias!

Work diligently

- > deliver quickly and efficiently
- > show respect for others' time
- > provide clear guidance



“Serving others is the ultimate gift. Through attentiveness and perseverance to detail, we can effectively accomplish our tasks with the highest standards and ethics. Our values build a character of integrity and trust that we owe to ourselves and others.”

– Clifford Shaw, PA-C
Physician Assistant, San Antonio, TX

“ Your service delivery is just amazing in its **thoroughness and sincerity**. This is obviously not just another job for you and your team, and that shows ... Concentra has gone a long way toward winning the trust and respect of what is a pretty tough crowd here in our organization ... You guys are unfailingly professional and a true technical resource! ”

– Barb, an employer in Illinois

create a to-do list **be timely** have integrity

be productive own it

Communicate continually

- communicate expected wait times and update them frequently
- explain procedures to set expectations
- provide clear, concise information



“Most customer service issues go back to ineffective communication, but if the principles of The Orange Book are emphasized, client satisfaction grows. ‘One of the most valuable things we can do to heal one another is to listen to one another, that’s a saying we can all take to heart.’”

– **Devika Bhola-Bird**
Center Operations Director, Baltimore, MD

“ May, I wanted to say a huge thank you for all the help you and your fantastic team did with our event! ... All of us thought you and your team were great and made the event a big success. I especially thank you for having staff here to **provide bilingual assistance** – that was most helpful to encourage participation of our Spanish-speaking team members! ”

– **Julia**, a client in California

follow up **smile on the phone**

respond to patient needs

Have you heard about Johnny the Bagger?

In a little book called *The Simple Truths of Service*, there is a great example of commitment in action in the inspiring story of Johnny, a bagger in a grocery store.

Johnny wanted to do something special for customers and decided to put a ‘thought for the day’ in every bag and say, “Thanks for shopping with us!” Soon his checkout line was three times longer than the others, and when the manager offered to open more lanes, customers said no thanks; they were waiting for Johnny’s thought for the day.

Johnny's spirit of customer service soon transformed the store. Others were inspired to do a little something extra, to speak to customers when they used to be silent, to put a personal touch on their service. "Our customers are talking about us...in a good way," said the manager. "They're coming back and bringing their friends."

Customer service is in all of us. Like Johnny, let's act on it and see what great things happen.



Skillful

goes beyond intelligence to encompass experience, judgment, effort, common sense, and other attributes

Skillful describes the technical, clinical, and problem-solving capabilities of our colleagues.

With appropriate training, technology, and support, every colleague in every position will be skillful.

ingenious **be a leader** diligent **careful**

competent **problem-solving**

May I have your attention?

Listen actively, avoid interrupting

- to understand the individual's needs
- to meet and exceed expectations
- to anticipate needs in advance

Everyone is special

Personalize your service

- ensure everything is relevant to the individual
- create a unique experience

One of our greatest rewards is knowing that we have made a meaningful difference in a patient's life. Listen to your words through the ears of the patient.

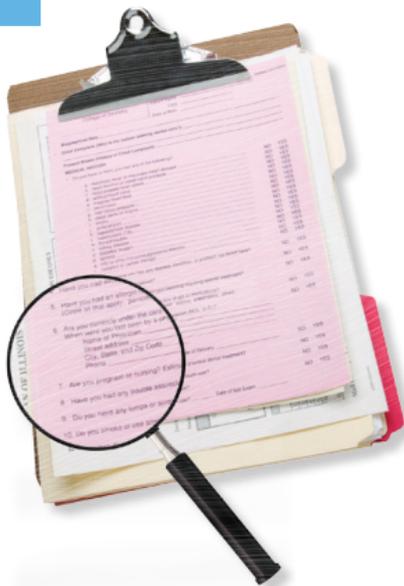


Listening means understanding

ask questions **take notes** find out

Review work for accuracy

- to ensure it's correct and complete
- follow up to make sure all issues are resolved; close the loop
- deliver error-free service



“I grew up on a farm where we were taught to do our work correctly and put away everything at the end of the day, I strongly believe in continual follow-up to assure nothing falls through the cracks, because our clients, colleagues, and patients expect nothing less of us.”

– Sara Loya, CPC
Professional coder, Lanewood, CO

“ I went for a pre-employment physical for the first time in over 22 years. I was nervous about the new job and didn't know what to expect at the pre-employment physical. Mary was my attendant and **she was very friendly and efficient.** She made me feel comfortable, and I began to relax. She's an excellent employee, and I appreciated her great attitude.

”

– **Mark, a patient in Virginia**

double check **follow up** be detail-oriented

what is the status? ask for help

Take ownership of issues

- resolve to everyone's satisfaction
- be a champion for finding the solution
- deliver on your commitments



“I am responsible for the quality and timeliness of my assignments. Developing a network of resources has enabled me to take action and deliver results. The key to ownership is taking responsibility, and sometimes you have to take several paths to find a solution.”

– **Deb Easter**
On-site Administrative Assistant, Cincinnati, OH

“ I just wanted to let you know that one of your physical therapists, Summer, saved my life ... I came for a regular session and had a very bad headache ... She took my blood pressure, and low and behold, it was 144/102. **She advised me** to get to an urgent care center or my doctor right away ... If it wasn't for her, I could have had a heart attack or stroke because my blood pressure kept going up ... Kudos to Summer for saving my life! She is the BEST! ”

– **Doreen**, a patient in North Carolina

no problems, only solutions **be accountable**

go out of your way handle with care

Show professionalism

- demonstrate in appearance, speech, and actions
- represent Concentra with pride
- deliver more than what was expected

Professionalism is the consistent ability to exceed expectations with regard to being timely, knowledgeable, and courteous when interacting with patients, customers, and colleagues.



“ I wanted to let you know how thoroughly impressed I was with your staff (Paul and Brent) at our recent health fair. Each of them went about their work with our employees with great care, professionalism, and understanding ... I have never, in all my years working in many various industries, come across such a **professional and easy-to-work-with staff** as these people from your company. ”

– **David, a client in Ohio**

clean uniform **tidy work area** deliver quality

be confident represent Concentra

Concentra⁺

Concentra is a member of the Select Medical family of companies. Throughout its history, Select Medical has redefined and reinvented itself in response to the nation's health care needs. As part of this family, we help deliver a range of services to people where they live and work. Concentra is proud to be a key part of Select Medical's vision of perfect service:



We believe that to accomplish our mission, we must be true to our values. To be true to our values, we must see the world through the eyes of patients and their families, fellow employees, physicians, referral sources, and job candidates.

We believe that taken together these experiences will form an enduring impression and legacy for Select Medical.

Chief Executive Officer

Attn: Great Care Stories

Concentra

5080 Spectrum Dr.

Suite 1200 W

Addison, TX 75001

What we
want to **be**

What we
need to **do**

//////////
Welcoming

- Greet everyone
- Introduce yourself
- Offer help
- Connect with the individual

//////////
Respectful

- Address patients
- Show courtesy
- Work diligently
- Communicate continually

//////////
Skillful

- Listen actively
- Personalize
- Review work
- Take ownership
- Show professionalism

What we want to **achieve**

Our **M**ission

Improving the health of America's workforce, one patient at a time.

Our **V**ision

Every person is treated the Concentra Way: quality clinical care and a positive customer experience from welcoming, respectful, and skillful colleagues.

Our **V**alues

A healing focus
A selfless heart
A tireless resolve

Tell us your story



Concentra⁺ra[®]