NAVEX

Fostering Community Through Hotline Management at Guthrie

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Roger Lathrop

Senior Director For Internal Audit and Compliance

Highlights

Solution

INDUSTRY

Healthcare

NUMBER OF EMPLOYEES

5,800

CHALLENGE

Providing a conduit for community, patient and employee input that translates to action in better patient care

SOLUTION

Leveraging NAVEX E&C™ Incident Management to collect community, patient and employee feedback and incident reports

SINGLE-PRODUCT

EthicsPoint®

INCIDENT MANAGEMENT

About Guthrie

Founded more than a century ago, Guthrie is a non-profit, multi-specialty integrated health system serving a large geographic area spanning Pennsylvania and New York states. With nearly 6,000 employees, Guthrie operates five hospitals – its largest being Guthrie Robert Packer Hospital – and a number of smaller clinics.

Among Guthrie's goals are to provide patient care, "within an environment of compassion, learning and discovery." As one example of how that care philosophy extends to Guthrie's ethics and compliance efforts, 20 years after starting as a respiratory therapist at Guthrie, Roger Lathrop transitioned to a compliance officer role and today serves as the organization's senior director for internal audit and compliance.

To learn more about NAVEX E&C Compliance Training® or Incident Management® or to schedule a demo, please visit **www.navex.com** or call us at **+1 866 297 0224.**

Challenge:

After 120 years in operation, Guthrie's connections to the families and communities it serves and employs span generations. Maintaining that legacy in the pursuit of patient care requires the ability to effectively collect, assess and act on the feedback received from those stakeholders. At the same time, Guthrie must also ensure it is providing an environment and mechanism where stakeholders, internal and external, feel comfortable "speaking up."

Solution:

Guthrie leverages the capabilities of NAVEX E&C Incident Management to help foster strong relationships with internal and external stakeholders by providing an easy-to-use vehicle for reporting potential issues and making inquiries in the manner the user prefers. Those reports directly inform communication to the organization's board of directors and others about the health and nature of those relationships. This open flow of information is critical to ensuring Guthrie is delivering on high standards of patient care.

This success of Guthrie's hotline and incident management program begins with cultivating a strong awareness that the program exists in the first place.

"We have (hotline contact information) everywhere. We place stickers on handsets, and on base sets. It's in every one of our trainings –most times, twice – on an entry slide and an exit slide. It's on our internal website – it's actually on the landing page of every website that's within our set of websites, internal and external," he says.

Results:

The ability to report hotline trends to Guthrie's board at a high level, including from contributors outside the organization, is a critical measure of their success in serving employees and stakeholders, Lathrop says.

"The external inputs to the hotline – it shows to the board that the community is diverse and cares about what we do (as a company)," he says. Lathrop is able to show senior leaders how the hotline facilitated solving problems, how, in one case, "at the end of the day, a person got their prescriptions."

Those reports and inquiries run a large range of use cases. In one instance, a reporting party inquired about practices in a public park Guthrie had volunteered to help maintain. In other cases, concerned family members turned to the hotline for guidance on learning the status of hospitalized loved ones in the early days of the COVID-19 pandemic.

Whistleblower Hotline Intake

Trusted by thousands of clients around the world, our hotlines help employees, customers, suppliers and other stakeholders quickly and easily report potential ethics and compliance issues. Our hotlines also provide you with the E&C data you need to inform your program, helping you spot trends and take corrective action before minor issues become major.

Incident Management: EthicsPoint®

Capture and investigate E&C reports from across your organization in a centralized database.

Our EthicsPoint Incident Management solution gathers data from all of your reporting channels—including your ethics hotline, web intake, and reports forms for open door conversations—to create a systematic approach to documenting case assignments and streamlining workflow.

Awareness Solutions

Raise awareness of key E&C program components, including your hotline and key training messages, with NAVEX's proven awareness materials.

All reporters receive the same 48-hour standard for a response. And notably for Lathrop, reporters can interact with the hotline in their preferred language.

"I think it really demonstrates to our community that it's not just those speaking English that are going to get service. And I think that, especially in healthcare, that's important," he says.

Guthrie's program receives around 100 to 125 reports each year, Lathrop says, around half via phone and about 35 percent being anonymous.

Lathrop notes that the success of Guthrie's hotline program played a role in the due diligence around a recent acquisition. The entity under evaluation used a spreadsheet-based program for incident management and an internal phone number that may not have inspired much confidence in its ability to accommodate anonymous reporting. That entity previously received only a handful of reports a year, but saw an increase of reports after Guthrie transitioned their program to NAVEX E&C, Lathrop says. The anonymous reporting appears to be an incentive for increased reporting both internally and externally.

"It's a blossoming of their external reporting and internal reporting from employees related to all sorts of things, and it really started to build the strength of the compliance program in that area," he says.

Guthrie regularly provides anonymized "learning letters" through its internal management portal, using real-life incident data that may have started from NAVEX E&C's hotline structure as a mechanism for periodic training. Lathrop uses NAVEX E&C to break monthly incident data into four categories for reporting to different constituents such as Guthrie's board. And every year, overall data informs creation of a custom, risk-tailored ethics and compliance training for the entire organization.

Lathrop emphasizes the importance to Guthrie of encouraging people to speak up.

"We just want to know about whatever the issue is. If it's important to our customers, it's important to us, whether it be internal or external," he says.