SERVICE EXCELLENCE STANDARD

Version 5.0
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Director General’s Message

Reaching customer happiness and building their confidence is a major goal of the Dubai Health Authority.

This objective confirms the efforts made by the administrative and medical staff in providing health services that exceed expectations and meet all needs. This is done through a set of values that the Dubai Health Authority is keen to be the basis for the working charter.

The Dubai Health Authority adopts this guide “Service Excellence Standard” and renews its commitment to provide the best health services, integrated care and outstanding support. It also reaffirms its commitment to duties and responsibilities towards customers, who visit hospitals, health centres, and medical clinics, in search of a distinctive healing environment, based on cadres who are always keen to please patients.

Thank you to all those who contributed to the preparation of the Excellence Service Guide, hoping to maintain its content, regulations, and standards.

H.E. Humaid Al Qutami
Director General of Dubai Health Authority
The Dubai Health Authority was founded in June 2007, by Law No.1 issued by His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, Ruler of Dubai, with an expanded vision to include strategic oversight for the complete health sector in Dubai and enhance private sector engagement.

The DHA’s aim in Dubai is to provide an accessible, effective and integrated healthcare system, protect public health and improve the quality of life within the Emirate by taking into consideration the strategic plan and the vision of the Emirates Program for Excellence in Governmental Service.

Based on the directives of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai to focus on customer happiness to achieve the message of the National Program of Happiness and Positivity that happiness is the goal of government work in the country.

Dubai Health Authority’s believes that hard work and the continuous development of the skills and knowledge of its employees, the improvement and development of systems, responsibility, constructive teamwork, commitment to the authority’s values, and the pursuit of providing the best for the happiness of its customers, will enable the authority to achieve its strategic objectives and the message of the National Program for Happiness and Positivity and the vision of the Emirates Program for Excellence, to become one of the best government institutions in the healthcare sector in the UAE for providing excellent services that exceeds customer expectation.
**Mission**

Transforming Dubai into a leading health care destination by fostering innovative and integrated care models and by enhancing community engagement.

**Values**

- **Consumer centricity** - To prioritize the individual experience in the care delivery process through a coordinated set of services that are tailored to the needs, safety and preferences of the consumers, their families and their caregivers. Individuals, with their families and careers should be involved in decisions about their care and treatment.

- **Efficiency** - To maximize the value of healthcare services delivered by pursuing efficiency and appropriate allocation and utilization of resources.

- **Engaged and motivated workforce** - To create a work environment that can motivate and attract talented healthcare workforce. The aim is to create engaged, attentive and accomplished workforce that provides distinctive and compassionate care and fosters patient trust.

- **Motivated workforce** - Create an attractive environment for the talented workforce to build a skilled and accomplished workforce that provides excellent care, which enhances patients’ confidence.

- **Accountability and transparency** - To be accountable for delivering high quality healthcare services and accountable for the communities served. A system of responsibility and accountability should be put in place to track the process of health-related decisions and ensure that the process and results are transparent and clear to the public, patients, healthcare workforce and the communities served.

- **Innovation** - To embrace an innovative and interdisciplinary approach to clinical care that strives to enhance the lives of the communities served.

- **Excellence** - To aspire to the highest standards of excellence and professionalism in the provision of care.

**Vision**

Towards a healthier and happier society.
What is Service Excellence Standard

Service Excellence Standard has been developed as an internal document that aims to:

1. Educate the front-line staff about raising customer happiness and manner of service delivery.
2. Explaining and clarifying the Service Excellence Standard to customers and its importance in all its forms in the Dubai Health Authority.
3. Enhancing the efficiency of frontline employees and raising the level of their professionalism in providing services on the highest standard.

This guide is a reference for all the employees concerning customer service in terms of daily practice in dealing with customers.

Scope of the Standard

The Standard applies on all the service delivery channels, health centres and hospitals in the DHA, in addition to any organizational unit that deals with customers directly.

The Standard focuses on how to provide the Authority’s services in a distinguished way that achieves customer happiness and exceeds their expectations.

Beneficiaries of the Standards

The Standard applies on all DHA employees, this includes:

1. Front-line employees
2. Doctors
3. Nurses
4. Pharmacists
5. Medical support employees
6. Contact centre and digital channels employees
Customer Happiness Charter

Dubai Health Authority is keen on providing excellent services to achieve customer happiness and exceed their expectations.

Our Commitment Towards You

- We will treat you with courtesy, respect, and a smile.
- You will receive high standards and a fair service.
- We will treat people of determination, according to the highest levels of service.
- We will cater to your needs professionally and to the best of our ability.
- We will provide our services through a cooperative, knowledgeable staff that can fulfill your needs.
- We will respond to your requests in a timely manner and without delay.
- We will reduce the number of steps required to complete a service in the easiest and most efficient manner.
- We will ensure accurate information on the services requirements and the completion dates.
- We will provide you with a multi-channel service and ensure that we serve at your convenience, whenever possible.
- We will deal with you via social media channels and the smart channels in a professional and confidential manner.
- We welcome your suggestions and complaints which will be taken into account to develop our services, and we are committed to responding to your complaints in a timely manner (normal complaints within 7 working days – critical complaints within 2 working days – emergency complaints within one working day), and we will respond to your suggestions within 15 working days.
- If you are not satisfied with the complaint settlement, you can lodge a grievance and we will respond within 5 working days.

What we expect from you to deliver services that make you happy

- Appreciate efforts of staff members at your service and treat them with mutual respect.
- Prepare and provide the supporting documents required to complete a service.
- Inform us immediately of any changes to information provided or in case of error.
- Inform us immediately of any changes that may affect service provision.
- Respond in a timely manner to queries of staff to ensure timely service and quality.
- Respect the Authority and its employees and adhere to the conditions and rules for using social media channels and smart channels.
General Standards
We are responsible for customer happiness

Vitality
The employee should be active and vital in interacting with the customer and welcoming them with a positive and proactive manner.

Responsibility
Take the responsibility in dealing with customer complaints and make an effort to solve them.

Equality
Ensure fairness and equality during service provision to all categories of customers.

Positivity and Caring
Being positive towards the customer, showing interest and responding to their requirements.

Humility
Treating the customers with humility and respect.

Customers Always Come First
Ensure that customer happiness is the priority and avoid bureaucracy and routine.

We are responsible for a safe, healthy and happy community
DHA’s Service Centre Facilities

- Providing electronic systems to record and keep customer data, such as SALAMA system for hospitals and medical centres, SALEM medical fitness system, SHERYAN for health regulation and E-Delphyn system for Dubai blood donation Centre.
- Provide car parking for customer and a special parking area for people of determination.
- Maintain external and internal appearances and cleanliness of DHA centres.
- Provide facilities for people of determination and provide braille brochures.
- Provide signs inside and outside the building to make access easier for the customer.
- Provide waiting areas for customers and maintain cleanliness.
- Provide quality hospitality services for the customer.
- Provide service centres with information/reception desks close to the entrances.
- Place screens that display services, service delivery channels and the customer charter.
- Provide a Q machine in service centres to organize the workflow
- Place happiness index machine in service centres
- Provide clean and well-maintained toilets
- Provide prayer rooms in service centres
<table>
<thead>
<tr>
<th>01 Responsibility</th>
<th>02 Personal Appearance</th>
<th>03 Attitude</th>
</tr>
</thead>
<tbody>
<tr>
<td>Every DHA employee must be committed to their roles and responsibilities to ensure the success of individuals, departments and the authority as a whole</td>
<td>Your appearance represent the UAE culture and traditions</td>
<td>Your behavior is the first thing that customers and patients notice. Behavior is the only thing that you can control.</td>
</tr>
<tr>
<td>• Commit to following the DHA Law of Behavior and Ethics</td>
<td>• Wear a nametag that is easily readable by the customer</td>
<td>• Respect others and consider their rights</td>
</tr>
<tr>
<td>• Treat customers as a top priority</td>
<td>• Maintain appearances by committing to wear the official dress</td>
<td>• Confidently welcome all people with warmth and a smile.</td>
</tr>
<tr>
<td>• Ensure that confidentiality is never compromised</td>
<td>• Avoid eating during work hours or while talking to the customers on the phone or anywhere that is visible to patients and visitors</td>
<td>• Show quick response when interacting with customers, patient and colleagues</td>
</tr>
<tr>
<td>• Always follow standards and policies</td>
<td>• Be responsible for maintaining an uncluttered, neat and safe workplace.</td>
<td>• Make sure to complete all requests in a short period of time</td>
</tr>
<tr>
<td>• Attempt to correct customers’ issues from the beginning of their contact with the DHA</td>
<td>• Avoid talking and getting distracted by personal phone calls while interacting with customers</td>
<td>• Be focused all the time and be dedicated and disciplined at your work</td>
</tr>
<tr>
<td>• Respect other people’s time by responding to them quickly</td>
<td>• Report any damages such as burnt lights, garbage, broken items and leaks</td>
<td>• Don’t discuss personal life in front of customers</td>
</tr>
<tr>
<td>• Don’t leave the office except if there is someone to cover for you</td>
<td>• Don’t leave the office except if there is someone to cover for you</td>
<td>• Show desire to provide the service for the customer</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Take any problems or issues directly to the person involved in a non-blaming, non-defensive manner with a potential, mutual solution in mind.</td>
</tr>
</tbody>
</table>
04 Communication and body language

Effective communication is the key to providing outstanding and safe care.

- Initially address customers formally and then ask how they would like to be addressed.
- Be positive with customers to create a comfortable environment for them.
- Thank customers for choosing our centres and hospitals.
- Let the line manager know if there is any problem and get the problem solved.
- Introduce yourself to the customer and make eye contact.
- Let your hands face up while talking to the customer, in order to convey a verbal and friendly signal.
- Slightly bend to the customer while talking and use simple gestures to show how important they are.
- Direct the customer to the requested department.

05 Service Quality

Quality of service provided is a basis of DHA’s success.

"Be a Dubai Health Authority ambassador"

- Take every customer visit as an opportunity to exceed their expectations.
- Anticipate customers’ needs before they ask for them.
- Give each customer a VIP experience.
- Offer a distinctive service to your colleagues at work as you would with the authority's customers.
- Use the customer’s name while providing the service.
- Always ask the customer “Is there anything else I can do for you?”
- Show customers that we value their time by communicating with them frequently, and in the event of a delay, explain to them the reasons for the delay.
- Apologize when you do not meet customers’ expectations and let them know what improvements we will make to avoid such events in the future.

06 Teamwork

Providing excellent services is our goal to meet the needs of the customers.

- Appreciate your colleague’s roles and support them.
- Avoid side talk that could affect teamwork.
- Remember to refrain from gossip and negativity.
- Respect each other’s time by arriving at or prior to the start of a scheduled meeting.
- Respond to requests positively with clear expectations of what we can do to help.
- Recognize that everyone is busy.
- Be welcoming, supportive and helpful to all new employees.
- Celebrating each other’s accomplishments.
<table>
<thead>
<tr>
<th><strong>DHA’s Great Employee Attributes</strong></th>
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<tbody>
<tr>
<td><strong>Unifying</strong> the authority’s systems databases for easy access to customer data and linking services internally and with other entities electronically.</td>
</tr>
<tr>
<td><strong>Provide</strong> exceptional or alternative procedures in the event of service interruption.</td>
</tr>
<tr>
<td>The <strong>possibility</strong> of payment in multiple ways suitable for everyone (cash, electronic payment, transfer, cheque ... etc.).</td>
</tr>
<tr>
<td><strong>Providing technical</strong> support through the website and the smart application</td>
</tr>
<tr>
<td><strong>Follow up</strong> on the request of the customer and make sure that he is always aware of the progress of the request during the waiting period</td>
</tr>
<tr>
<td><strong>Communicate</strong> with patients after two or three days to confirm their health condition</td>
</tr>
<tr>
<td><strong>The frontline</strong> employee, nurses, must follow with process of the customer’s request</td>
</tr>
<tr>
<td><strong>Follow up</strong> on the request of the customer and make sure that he is always aware of the progress of the request during the waiting period</td>
</tr>
<tr>
<td><strong>Ability</strong> to benefit from personal information that’s saved on DHA systems such as (Salama, Sheryan, etc...).</td>
</tr>
<tr>
<td><strong>Confidentiality</strong> of information and maintaining customer privacy.</td>
</tr>
<tr>
<td><strong>Speed</strong> in completing the service within the specified and indicated time.</td>
</tr>
<tr>
<td><strong>Guiding</strong> the customer in every step of providing the service</td>
</tr>
<tr>
<td><strong>Learn</strong> about patients' personal needs and preferences</td>
</tr>
<tr>
<td><strong>Learn</strong> about the patients’ background</td>
</tr>
<tr>
<td><strong>Dealing</strong> with the patient as a guest in the centre, and accompanying them and guiding them from when they enter until they leave.</td>
</tr>
</tbody>
</table>
Employees are required to understand the needs of people of determination, respect their capabilities and learn how to interact with them.

**Standards for people of determination**

- **LEARNING DISABILITIES**
  - Introduce yourself to customers and ask them if they need help.
  - Be patient while providing them with the required information.
  - Give customers sufficient time to explain all their requirements in a way that suits them.

- **PHYSICAL IMPAIRMENT**
  - Suggest smart app services that they can use.
  - If the customer must visit the centre or the hospital, contact with customer and provide them with all the documents requirement.
  - Ensure necessary facilities like private parking and special counter to reduce the waiting time, are provided.
  - Try to finish the service during the visit, if possible, to not ask him to return.

- **SPEECH IMPAIRMENT**
  - Ask closed questions that need to be answered with "yes" or "no" if possible.
  - Avoid repeating the same questions to the customer if things are clear to you.
  - Be patient and do not rush to finish the service.

- **HEARING IMPAIRMENT / DEAFNESS**
  - Be clear and specific when asking questions and explaining instructions.
  - Ask customers if they prefer to use a specific way to communicate e.g. by pen and paper or any other way.
  - Try to get their attention and make sure the customer is communicating with you before you start talking.
  - If you need to communicate with them in a loud voice, respect their privacy, you can take them to another office.
  - If the customer is using sign language, try to find a colleague who can communicate with the customer.

- **VISUAL IMPAIRMENT / BLINDNESS**
  - Identify and introduce yourself when dealing with the customer.
  - Speak in a clear and calm tone.
  - Do not approach the customer by touching him/her.
  - Read to the customer all the forms and instructions if needed.
  - Provide Braille language booklets or any larger forms and booklets.
  - Help them to fill in the forms when needed.
Other segment of customers (vulnerable population) standards are:

- Be patient in dealing with them
- Complete all the procedures that they require for them
- Provide them with special parking and a private counter to reduce the waiting time.
- Try to finish the service during the visit, if possible, to not ask them to return.

- Provide them with special parking and a private counter to reduce the waiting time.
- Giving them priority and ensure their privacy

- Explain to the child why he is in the hospital and what will happen while he is there
- Praise the child and tell them they are doing well when receiving treatment
- Ask them about their school, their favorite TV shows, pets, friends, and encourage them to share stories, as the more they focus on these topics, the less they focus on their fear.
- Take your time explaining the various tools and machines in the hospital, for example: allow them to listen to their heartbeat through a stethoscope

- Be patient while providing the required information and try to communicate in a suitable way with them
- Give the customer sufficient time to explain all his requirements in a way that suits them
Complaints Process

• Complaints can be submitted by patients or any family member of the first degree. If the patient is underage, the complaint can be submitted by the parents.
• All complaints are registered in the unified complaints system of the Government of Dubai (eComplaint).
• The Wasel Sotak Section is responsible for sending the report to the head of the concerned department if their complaint is taking time to get resolved.
• After entering the complaints into the system, the administration coordinates with the concerned department to process the implementation.

Suggestions Process

• The suggestion can be submitted by the patients, or by a family member acting on their behalf.
• All suggestions are registered in the Dubai Government’s unified suggestion system (eSuggest) and will be evaluated by the relevant team in the authority.
• If the suggestion is applicable, it is transferred to the concerned organizational unit for evaluation and a response is made to the customer within 15 working days.
• After entering the suggestion into the system, the administration coordinates with the concerned department to process the implementation.

Process for Submitting Complaints and Suggestions

Email Address for Wasel sotak
Customers opinion form “waselsotak”
Dubai Health Authority Smart application

The toll-free number for the call centre is 800342
DHA fax number 04-3113171
Submit complaints and suggestions personally at DHA facilities or headquarter

Internal and external complaints
Different media site (live broadcast, social media, newspapers, etc.)
Happiness meter measuring device

Dubai Government’s unified suggestion system
The unified complaints system of the Dubai government
WhatsApp Business for Dubai Health Authority.
Customer Happiness Department

Key Performance Indicators - Complaints

<table>
<thead>
<tr>
<th>2% of grievances received on complaints</th>
<th>92% satisfaction rate with resolved complaint</th>
</tr>
</thead>
<tbody>
<tr>
<td>90% resolved within 7 working days</td>
<td>90% responsiveness within 7 working days</td>
</tr>
</tbody>
</table>

7 WORKING DAYS To Solve Normal Complaints

ONE WORKING DAY To Solve Urgent Complaints

2 WORKING DAYS To Solve Sensitive Complaints
Service Excellence Standards for Front-line Personnel
In order to provide information and respond to customer inquiries, front line employee’s, receptionists, or centre supervisors are expected to deliver the service with excellent communication skills to build a distinctive experience according to the required standards listed below:

**Beginning of service delivery**

- **Be present** at the reception desk, and serve the customer within 10 minutes
- **Use 3-5-10 rule and maintain a smile and remain positive.**
- **Greet** the customer and introduce yourself (for example: Good Morning/ Good Evening, My name is ....”) And ask the customer “How may I help you?
- **Provide the needed information** about the services delivered by the centre or hospital (paper / electronic).

**Through service delivery**

- **Demonstrate** desire and passion to provide the service
- **Use** the name of the customer throughout the service completion period.
- **Use** titles when talking with the customer, such as (Mr, Mrs or Ms).
- **Use** clear and smooth language when speaking with the customer (the language the customer understands is preferred if possible).
- **Listen** carefully and don’t be distracted from the customer in personal conversations with others.
- **Do not** assume to know the customer’s request, and do not interrupt them unnecessarily.
- **Avoid** using cell phones while providing the service to the customer.

**Conclusion of service delivery**

- **Ensure** that all the needs and inquiries of customers are met, even if additional services or information are required .
- **If the service** that the customer received during his visit requires other procedures, the next step must be explained to the customer.
- **Thank and say good bye to** the customer after the completion of the service.
The Hero Employee Standard

To build a positive base with the customer and exceed their expectation, the employee should possess skills such as good communication skills and ability to spread positivity when dealing with the customer. Below are four examples of procedures that the employee must follow:

<table>
<thead>
<tr>
<th>Customer</th>
<th>Mistakes and problems are not crucial</th>
<th>Mistakes and problems are crucial</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Understanding</strong></td>
<td><strong>Hero Employee</strong></td>
</tr>
<tr>
<td></td>
<td>Empathize with the customers and solve their problem immediately.</td>
<td>Give customers all the information about the procedures to solve the problem and follow up through and after the problem, and that's the golden chance to exceed the customer's expectation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Centre / Hospital</th>
<th>Compensating</th>
<th>Special treatment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Provide a simple gesture to compensate the customer for the inconvenience and apologize to the customer for the situation that happened.</td>
<td>Apologize to the client for the problem that occurred on behalf of the authority or centre and explain the solutions of what can be done.</td>
</tr>
</tbody>
</table>
• **Male employees** required to wear a uniform that’s includes the following
  - A light shirt and dark pants.
  - Formal shoes without making noise while walking

• **Female employees** required to wear a uniform that’s includes the following
  - Plain and formal, light or dark colored clothing.
  - Plain dark long pants or skirt.
  - Formal shoes that do not make noise while walking and the heel should not be higher than 7 cm

• **The male employees** that committed to Emirati uniform, must wear Emirati white kandora, the white ghutra and the black headband.

• **The female employees** that committed to Emirati uniform, must wear black Abaya and headscarf

• **Wear a nametag** that are easily readable by the customer
Personal Appearance

**Clothes**
- The clothes should be clean, practical and suitable for the employee's job and work duties and allow the customers to easily identify the employee.
- The clothes listed below are not suitable for the workplace:
  - Dirty, wrinkled, or mismatched with other clothing.
  - Too tight or revealing, transparent evening wear.
  - Informal clothes.
  - Seek for attention and distracts other employees from their duties.
  - Provoking, alerting, offending, or belittling the customer, visitors, or management to be doubt with the competence, trust, professionalism, care or quality of the centre/hospital.
  - Expose employees, patients, or others to unnecessary safety or health risks.
  - Clothes that contain, advertisements or other messages that represent organizations other than the Dubai Health Authority or that promote political, social, religious beliefs or other reasons.
  - Clothing that contains inflammatory, disturbing, or offensive messages.

**Hygiene**
- Avoid heavy perfumes, aftershaves and other strong smells.
- The cosmetics should be suitable for the workplace.
- The hair should be clean, finely styled, and with "natural" hair color (excluding bright colors).
- Patient care or support service employees may require a hair length shorter than the shoulder.
- Facial hair and nails should be trimmed carefully.
- Follow Occupational safety and infection control standards for certain classification and job duties.
- Should cover the tattoos with half or full sleeves.
- Any tattoos that provoke or detracts should be cover all the time.

**Jewelry**
- The jewelry, buttons and brooches should be limited and not noise.
- It’s preferred to remove any body piercing which includes tongue, eyebrow, and nose piercing while working.
- Earrings with excessive length are not permitted in patient care areas due to safety reasons.
### Key Performance Indicators

<table>
<thead>
<tr>
<th>Fast</th>
<th>Average Time of Completing Transaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 5 Minutes</td>
<td>%80 Employees Happiness Percentage</td>
</tr>
<tr>
<td>Less than 10 Minutes</td>
<td>%92 Happiness Index Percentage</td>
</tr>
<tr>
<td>Less than 30 Minutes</td>
<td>%90 Mystery Shopper Percentage</td>
</tr>
<tr>
<td>%92 Customer Happiness Percentage</td>
<td></td>
</tr>
</tbody>
</table>

- **80%** of transactions completed within the specified time (face transaction)
- **90%** waiting time commitment ratio

![Image](https://via.placeholder.com/150)
## Supervisor List

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Was the employee avoiding eating and drinking at the service site?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Was the employee committed to the hours of rest and prayer?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Was the employee dealing fairly and equally with the customers?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Were the employee addressing the customer by his first name, or did he use a title such as &quot;Mr. / Mrs. / Miss ...&quot;?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Did the employee thank the customer and say goodbye to him when the transaction was completed?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has the employee directed customers to use DHA – toll-free number 800342?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Was the employee's service site attentively clean and tidy?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Was the employee sidetracked while dealing with the customer with a personal phone call or personal side conversations, which caused delay in the delivery of the service?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Was the employee wearing an ID card / or had a nameplate on the table?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Was the employee keen to complete the customer transaction quickly?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of transactions completed by the employee from the employee’s scheduled transaction rate?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Was the employee wearing a “clean, neat” work uniform?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Was the employee able to maintain privacy while dealing with customers?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Did the employee encourage customers to use the happiness index?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has the employee apologized to the customer in case of a delay in completing his Service?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Did the employee thank the customer and say goodbye to him when the transaction was completed?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Did the employee encourage customers to use the happiness index?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has the employee provided the correct information to the customers?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Tike ✔️ for every question that has been correctly implemented
Service Excellence Standards for Nurses
In order to deliver excellent service to the customer, the clinical and support service and nursing employees are expected to build a distinctive experience according to the required standards listed below:

**General Standard**

- **Knock the door** before entering the patient's room.
- **Greet the customer** and introduce yourself (good morning/ good evening, my name is ..... and your designation”
- **Put the mask** and make sure to cover your mouth and nose to ensure the patient's safety
- **Commit to maintain** the confidentiality of personal medical information and patient's preferences
- **Follow** all the authority's policies and procedures

**Beginning of service delivery**

- **Demonstrate** the knowledge and confidence to contribute effectively and proactively
- **Follow up** on patient care details
- **Avoid** mistakes when it comes to giving medications to the customers
- **Educate** the patients and their family members on their diagnosis and create a care plan together with the patient while ensuring to try to help them overcome any fears they may have.
- **Educate** them on how to use the medicine and the reason of usage, which may contribute to relieving their anxiety.
- **Ensure** that the patient has information on how to communicate with the nurse and move through the hospital

**Through service delivery**

- **Ensure** that all the needs and inquiries of the customer are met, even if additional services or information are required
- **Thank and say good bye to** the customer after the completion of the service.

**Conclusion of service delivery**

Customer Happiness Department

26
Personal Appearance

• Commitment to **wear the uniform**, according to the approved organizational policy

• Uniforms should be covered outside the work with the medical coat

• **Wear a nametag** that is easily readable by the customer

• **Don't** wear your uniform outside the facility

• **It is preferable** to wear white shoes with a rubber base that does not make noise while walking. Avoid wearing sandals and heels.

• **Workers in uniform** can wear small earrings made of gold or silver. They are not allowed to wear any other jewelry such as brooches, rings, wristwatches, bracelets and necklaces.
Personal Appearance

**Clothes**

The clothes should be clean, practical and suitable for the employee’s job and work duties. The clothes should be designed in a way that allow the customers to easily identify the employee.

The clothes listed below are not suitable for the workplace:

- Dirty, wrinkled, or mismatched with other clothing.
- Too tight, revealing, transparent or evening wear
- Informal clothes
- Clothing styles that seek attention and distract other employees from their duties
- Provoking, alerting, offending, or belittling the customer.
- Making the customer, visitors, or management doubt the competence, trust, professionalism, care or quality of the centre/hospital
- Expose employees, patients, or others to unnecessary safety or health risks
- Clothes that contain advertisements or other messages that represent organizations other than the Dubai Health Authority or that promote political, social, religious beliefs etc.
- Clothing that contains inflammatory, disturbing, or offensive messages.

**Hygiene**

- Avoid heavy perfumes, aftershaves and other strong smells.
- The cosmetics should be suitable for the workplace.
- The hair should be clean, finely styled, and with "natural" hair color (no bright colors)
- Patient care or support service employees may require a hair length shorter than the shoulder.
- Facial hair and nails should be trimmed carefully
- Follow occupational safety and infection control standards for certain classification and job duties.
- Cover tattoos with half or full sleeves clothing
- Any tattoos that provoke or distract should be covered all times.

**Jewelry**

- The jewelry, buttons and brooches should be simple and restrained
- It’s preferred to remove any body piercing which includes tongue, eyebrow, and nose piercing while working
- Excessively long earrings are not permitted in patient care areas due to safety reasons
Supervisor List

- Did the employee use the 10-5-3 theory to greet the customers?
- Was the employee wearing an ID card with his name?
- Did the employee introduce himself and explain to the patient their role in treating them?
- Did the employee use easy and clear language while talking with the patient?
- Did the employee apologize to the patient if they are late for any reason?
- Was the employee committed to the hours of rest and prayer?
- Was the employee’s service site attentively clean and tidy?
- Was the employee sidetracked while dealing with the customer with a personal phone call or personal side conversations, which caused delay in the delivery of the service?
- Did the employee wear a "clean, neat" work uniform?
- Was the employee able to maintain privacy while dealing with customers?
- Were the employees addressing the customer by their first name, or did they use a title such as "Mr. / Mrs. / Miss ...?"
- Did the employee thank the patient and wish him/her a speedy recovery?

Tick for every question has been correctly implemented.
Service Excellence Standards for Doctors
In order to deliver excellent service to the customer, the doctors are expected to build a distinctive experience according to the required standards listed below:

- **Use 3-5-10 rule** and maintain a smile and positivity.
- **Knock the door** before entering to the patient's room.
- **Greet the customer** and introduce yourself (Good Morning/Good Evening, My name is .....” and your designation.
- **Put your mask on** and make sure to cover your mouth and nose for patient's safety.
- **Commitment to maintain** the confidentiality of personal medical information and patient’s preferences.

- **Demonstrate** your knowledge and confidence to contribute effectively and proactively.
- **Listen** to the patient and allow them to express their feelings and express your sympathy.
- **Look for opportunities to improve the patient/customer experience.**
- **Answer** all patient questions with confidence and clarity.
- **Get permission** from the patient when explaining new information about his health and treatment.
- **Explain** to the patient the reason for the current procedure and the next steps in treatment.
- **Avoid** discussing the patient's condition in locations where conversation can be heard.
- **Avoid** discussing any issue related to the patient with any person outside or within the organization unless there is a work-related reason for the discussion.

**Communicate** with patients to see their commitment to the treatment plan.

**Ensure** that all the needs and enquiries of the customer are met, even if they require additional services or information.

**Thank you and farewell message:** Wish the customer after completion of the service.
Personal Appearance

- **Doctors** should wear a plain white coat, light shirt and dark pants.
- **Doctors** must wear appropriate shoes, preferably with a rubber sole that does not make noise while walking.
- **Female doctors** should wear a plain white coat and plain, light or dark formal clothes.
- **Female doctors** should wear plain dark long pants or skirts.
- **Female doctors** should wear formal shoes that do not make noise while walking and the heel should not be higher than 7 cms.
- **The male doctors** that wear Emirati clothes, must wear a white kandora, the white ghutra and the black headband.
- **The female doctors** that wear Emirati clothes, must wear black Abaya and a headscarf.
- Wear a nametag that is easily readable by the customer.
- Keep the coat looking clean and neat.
- **Female doctors can wear** small earrings made of gold or silver, and it is not allowed to wear any other jewelry such as brooches, rings, wristwatches, bracelets and neck chains.
Personal Appearance

**Clothes**

- The clothes should be clean, practical and suitable for the employee's job and work duties. The clothes should be designed in a way that allow the customers to easily identify the employee.

- The clothes listed below are not suitable for the workplace:
  - Dirty, wrinkled, or mismatched with other clothing.
  - Too tight, revealing, transparent or evening wear.
  - Informal clothes.
  - Clothing styles that seek attention and distract other employees from their duties.
  - Provoking, alerting, offending, or belittling the customer.
  - Making the customer, visitors, or management doubt the competence, trust, professionalism, care or quality of the centre/hospital.
  - Expose employees, patients, or others to unnecessary safety or health risks.
  - Clothes that contain advertisements or other messages that represent organizations other than the Dubai Health Authority or that promote political, social, religious beliefs etc.
  - Clothing that contains inflammatory, disturbing, or offensive messages.

**Hygiene**

- Avoid heavy perfumes, aftershaves and other strong smells.

- The cosmetics should be suitable for the workplace.

- The hair should be clean, finely styled, and with "natural" hair color (no bright colors).

- Patient care or support service employees may require a hair length shorter than the shoulder.

- Facial hair and nails should be trimmed carefully.

- Follow occupational safety and infection control standards for certain classification and job duties.

- Cover tattoos with half or full sleeves clothing.

- Any tattoos that provoke or distract should be covered at all times.

**Jewelry**

- The jewelry, buttons and brooches should be simple and restrained.

- It's preferred to remove any body piercing which includes tongue, eyebrow, and nose piercing while working.

- Excessively long earrings are not permitted in patient care areas due to safety reasons.
<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Did the employee used the 3-10 rule to greet customers?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Did the employee use an identification card with his/her name?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Did the employee introduce himself and explain to the patient his/her role in treating the patient?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Did the employee use easy and clear language while talking with patient?</td>
<td></td>
<td></td>
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<tr>
<td>Did the employee apologize to the patient if he/she was late for any reason?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Did the employee explain the treatment steps to the patient?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Was the employee distracted by the customer and held a personal conversation with others?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does the employee avoid using a cell phone while providing a service?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Was the employee wearing a &quot;clean, neat and tidy&quot; work uniform?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does the employee have the ability to maintain privacy while dealing with his/her clients?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the employee communicating with the patient to know the extent of their commitment to the treatment?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does the employee wear a mask and gloves while examining the patient?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does the employee deal with all patients with fairness and equality?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Did the employee address the customer by his first name, or did he use a title such as &quot;Mr. / Mrs/ Miss ....?&quot;?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Did the employee thank the patient and wish him a speedy recovery?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Tike ✔️ for every question that has been implemented
Service Excellence Standards for Pharmacists
In order to deliver excellent services to the customer, pharmacists are expected to build a distinctive experience according to the required standards listed below:

- **Use 3-5-10 rule** and maintain a smile and positivity.

- **Greet the customer** and introduce yourself (for example: Good Morning/ Good Evening, My name is .....”) And ask the customer “How may I help you?

- **Educate** the customer about the medication and implications in case of not taking them.

- **Check** the prescription before handing it over to the customer.

- **Explain** to the customer the prescription given, how to use the medication and all the details specified. Explain the method of usage in an easy, simple and clear manner.

- **Provide** the customer with advice about preferred times to take the medicine (such as before or after food ...) and the periodicity of taking the medicine as mentioned in the prescription.

- **Don’t assume** you know the customer’s request and don’t interrupt the customer unnecessarily.

- **Ensure** that all the needs and enquiries of the customer are met, even if they require additional services or information.

- **Thanks and farewell message**: Wish the customer after completion of the service.

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**Customer Happiness Department**

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36
Personal Appearance

• **Pharmacists** should wear a plain white coat, light shirt and dark pants.

• **Pharmacists** must wear appropriate shoes, preferably with a rubber sole that does not make noise while walking.

• **Female pharmacists** should wear a plain white coat and plain, light or dark formal clothes.

• **Female pharmacists** should wear plain dark long pants or skirts.

• **Female pharmacists** should wear formal shoes that do not make noise while walking and the heel should not be higher than 7 cm.

• **Male pharmacists** who wear the Emirati uniform, must wear an Emirati white kandora, a white ghutra and a black headband.

• **Female pharmacists who wear** the Emirati uniform must wear a black Abaya and a headscarf.

• **Wear a nametag** that are easily readable by the customer.

• **Keep the coat** looking clean and neat.

• **A pharmacist can wear** small earrings made of gold or silver, and they is not allowed to wear any other jewelry such as brooches, rings, wristwatches, bracelets and neck chains.
Personal Appearance

**Clothes**

The clothes should be clean, practical and suitable for the employee’s job and work duties. The clothes should be designed in a way that allow the customers to easily identify the employee.

- The clothes listed below are not suitable for the workplace:
  - Dirty, wrinkled, or mismatched with other clothing.
  - Too tight, revealing, transparent or evening wear
  - Informal clothes
  - Clothing styles that seek attention and distract other employees from their duties
  - Provoking, alerting, offending, or belittling the customer.
  - Making the customer, visitors, or management doubt the competence, trust, professionalism, care or quality of the centre/hospital
  - Expose employees, patients, or others to unnecessary safety or health risks
  - Clothes that contain advertisements or other messages that represent organizations other than the Dubai Health Authority or that promote political, social, religious beliefs etc.
  - Clothing that contains inflammatory, disturbing, or offensive messages

**Hygiene**

- Avoid heavy perfumes, aftershaves and other strong smells.
- The cosmetics should be suitable for the workplace.
- The hair should be clean, finely styled, and with "natural" hair color (no bright colors)
- Patient care or support service employees may require a hair length shorter than the shoulder.
- Facial hair and nails should be trimmed carefully
- Follow occupational safety and infection control standards for certain classification and job duties.
- Cover tattoos with half or full sleeves clothing
- Any tattoos that provoke or distract should be covered at all times.

**Jewelry**

- The jewelry, buttons and brooches should be simple and restrained.
- It’s preferred to remove any body piercing which includes tongue, eyebrow, and nose piercing while working
- Excessively long earrings are not permitted in patient care areas due to safety reasons
### Supervisor List

<table>
<thead>
<tr>
<th>Question</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Did the employee use the 10-5-3 theory to greet customers?</td>
<td>Yes</td>
</tr>
<tr>
<td>Did the employee wear an identification card with his/her name?</td>
<td>Yes</td>
</tr>
<tr>
<td>Was the employee keen to complete the customer transaction quickly?</td>
<td>Yes</td>
</tr>
<tr>
<td>Percentage of transactions completed by the employee from the employee’s scheduled transaction rate</td>
<td>Yes</td>
</tr>
<tr>
<td>Has the employee apologized to the customer in case of a delay in completing his service?</td>
<td>Yes</td>
</tr>
<tr>
<td>Was the employee’s service site clean and tidy?</td>
<td>Yes</td>
</tr>
<tr>
<td>Was the employee avoiding eating and drinking at the service site?</td>
<td>Yes</td>
</tr>
<tr>
<td>While providing the service was the employee busy (example: using the phone use, having personal conversations) or doing other things that lead to a delay in service delivery?</td>
<td>Yes</td>
</tr>
<tr>
<td>Was the employee wearing a clean and neat work uniform?</td>
<td>Yes</td>
</tr>
<tr>
<td>Was the employee able to maintain privacy while dealing with customers?</td>
<td>Yes</td>
</tr>
<tr>
<td>Did the employee encourage customers to use the happiness index?</td>
<td>Yes</td>
</tr>
<tr>
<td>Has the employee provided the correct information to the customers?</td>
<td>Yes</td>
</tr>
<tr>
<td>Was the employee committed to the hours of rest and prayer</td>
<td>Yes</td>
</tr>
<tr>
<td>Was the employee treating customers fairly and with equality?</td>
<td>Yes</td>
</tr>
<tr>
<td>Was the employee addressing the customer by his first name, or did he use a title such as “Mr. / Mrs. / Miss “?</td>
<td>Yes</td>
</tr>
<tr>
<td>Did the employee thank the customer and say goodbye to the customer when the transaction was completed</td>
<td>Yes</td>
</tr>
<tr>
<td>Has the employee directed customers to use the DHA’s toll-free number 800342</td>
<td>Yes</td>
</tr>
</tbody>
</table>

*Tick ✔️ for every question that has been implemented*
Service Excellence Standards for Contact Centre Employees
General Standard

In order to provide information and respond to customer inquiries, contact centre employees are expected to deliver the service with excellent communication skills to build a distinctive experience according to the required standards listed below:

- **Pay** attention to the customer’s tone of voice while speaking to the customer. This will help you determine the correct way to deal with him.
- **Apologize** before proceeding to meet the customer’s needs.
- **Listen** carefully and avoid interruption by allowing him to explain his inquiry and needs so you can give him the correct information.
- **During** the conversation with the customer use words like (yes/right...or others).
- **During your conversation** with the customer, always call him by his name correctly.
- **Use** understandable language with the customer and avoid using complex vocabulary or colloquial words during the discussion.
- **After the customer has finished** speaking, ask if the customer needs any other clarifications to ensure the customer fully understands the response to his./her inquiry.
Inbound Calls

**Beginning of service delivery**

*Greeting*: “Thank you for calling the Dubai Health Authority. This is [YOUR NAME], how may I help you?”

**During service delivery**

- **If you need to put the call on hold:**
  - Ask for permission
  - Give reason e.g.: “May I place your call on hold, while I get/retrieve the information?”
  - Wait for the response: If the call hold exceeds 60 seconds, get back to the customer and inform him/her about the delay
  - Thank the caller for being on hold and apologize for the delay

**Conclusion of service delivery**

*Ending the call*: “Thank you for calling the Dubai Health Authority, have a nice day/evening”
**Outbound Calls**

**Beginning of service delivery**

*Greeting:* Good morning/afternoon/evening, (This is .........., calling from Dubai Health Authority, Contact centre)

**During service delivery**

- In case you need to put the phone on hold:
  - Ask for permission
  - Give reason e.g.: "May I place your call on hold, while I get/ retrieve the information?"
- Wait for the response: If the call hold exceeds 60 seconds, get back to the customer and inform him/her about the delay
- Thank the caller for being on hold and apologize for the delay

**Conclusion of service delivery**

Ending the call: “Thank you for your time, have a nice day”
Chat

Beginning of service delivery

_Greeting:_ “Welcome to Dubai Health Authority. Hello, this is (agent name), how may I assist you?”

During service delivery

In case of leaving the chat:
- **Ask** for permission
- **Give reason** e.g.: “May you just give me a moment while I check this information for you.”
- **Wait** for the response. If you have left the chat for more than 60 seconds, get back to the customer and inform him/her about the delay
- **Thank the customer for** being on hold and apologize for the delay

Conclusion of service delivery

_Ending the chat:_ “Thank You for your time, have a nice day”

Service Delivery Channels
<table>
<thead>
<tr>
<th><strong>Personal Appearance</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Clothes</strong></td>
</tr>
</tbody>
</table>

The clothes should be clean, practical and suitable for the employee’s job and work duties. The clothes should be designed in a way that allow the customers to easily identify the employee.

- The clothes listed below are not suitable for the workplace:
  - Dirty, wrinkled, or mismatched with other clothing.
  - Too tight, revealing, transparent or evening wear.
  - Informal clothes.
  - Clothing styles that seek attention and distract other employees from their duties.
  - Provoking, alerting, offending, or belittling the customer.
  - Making the customer, visitors, or management doubt the competence, trust, professionalism, care or quality of the centre/hospital.
  - Expose employees, patients, or others to unnecessary safety or health risks.
  - Clothes that contain advertisements or other messages that represent organizations other than the Dubai Health Authority or that promote political, social, religious beliefs etc.
  - Clothing that contains inflammatory, disturbing, or offensive messages.

| **Hygiene** |

- Avoid heavy perfumes, aftershaves and other strong smells.
- The cosmetics should be suitable for the workplace.
- The hair should be clean, finely styled, and with “natural” hair color (no bright colors).
- Patient care or support service employees may require a hair length shorter than the shoulder.
- Facial hair and nails should be trimmed carefully.
- Follow occupational safety and infection control standards for certain classification and job duties.
- Cover tattoos with half or full sleeves clothing.
- Any tattoos that provoke or distract should be covered at all times.

| **Jewelry** |

- The jewelry, buttons and brooches should be simple and restrained.
- It’s preferred to remove any body piercing which includes tongue, eyebrow, and nose piercing while working.
- Excessively long earrings are not permitted in patient care areas due to safety reasons.
## Key Performance Indicators

<table>
<thead>
<tr>
<th>91%</th>
<th>60 seconds</th>
<th>96%</th>
</tr>
</thead>
<tbody>
<tr>
<td>responding to non-urgent calls within the specified time (20 seconds)</td>
<td>The waiting time for the customer to answer the call</td>
<td>% of call quality score</td>
</tr>
<tr>
<td>92%</td>
<td>4%</td>
<td>96%</td>
</tr>
<tr>
<td>% of happiness satisfaction</td>
<td>% of calls in which the customer was put on hold</td>
<td>CRM</td>
</tr>
<tr>
<td>92%</td>
<td>2%</td>
<td>abandonment % of incoming calls</td>
</tr>
<tr>
<td>% of complaints satisfaction with resolution of complaint</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Supervisor List

<table>
<thead>
<tr>
<th>Question</th>
<th>Example Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Did the employee avoid eating during the conversation with customer?</td>
<td>Tike ✔️</td>
</tr>
<tr>
<td>Did the employee committed to the prayers break time?</td>
<td></td>
</tr>
<tr>
<td>Do the employee deal with justice and equality with the patient?</td>
<td></td>
</tr>
<tr>
<td>Do the employee addressed the patient by his first name or using a nicknames Mr/ Mrs /Ms...?</td>
<td></td>
</tr>
<tr>
<td>Did the employee thank the customer when completing the call?</td>
<td></td>
</tr>
<tr>
<td>Were the employee keen to complete the customers' transaction quickly / efficiently?</td>
<td></td>
</tr>
<tr>
<td>Are the employee distracted from the customer and talking a personal conversation with others?</td>
<td></td>
</tr>
<tr>
<td>Do the employee have ability to maintain privacy while dealing with clients?</td>
<td></td>
</tr>
<tr>
<td>Did the employee apologize to the patient if you are late for any reason?</td>
<td></td>
</tr>
<tr>
<td>Did the employee used the appropriate greetings text? For the call?</td>
<td></td>
</tr>
<tr>
<td>Did the employee introduce yourself to the customers?</td>
<td></td>
</tr>
<tr>
<td>Did the employee used words such as (yes / correct .... or others) during listening to the customer?</td>
<td></td>
</tr>
<tr>
<td>Did the employee used easy and clear language while talking with the patient</td>
<td></td>
</tr>
</tbody>
</table>

*Tike ✔️ for every question has been implemented*
Service Excellence Standards for Support Services Employees
General Standard

In order to provide services to the customers of the centre / hospital, the employees of support services (Security and Housekeeping) are expected to deliver the service with excellent communication skills to build a distinctive experience according to the required standards listed below:

- **Use 3-5-10** rule and maintain a smile and be hospitable.
- Greeting the customer and introduce yourself. For example: Hi, I am ....... and how may I help you?
- **Demonstrating** desire to provide help.
- **Speak** in a calm and friendly tone of voice.
- **Solve the** problems and challenges of the customer
- **Be courteous**.
- **Answer** all the customer’s inquiries through full knowledge of the locations of all departments and inpatient clinics.

- **Compliance with emergency** exit checks by security personnel
- **The security and housekeeping staff** should wear a uniform approved by the DHA and present their identification card.

**Compliance of support service employees to:**
- Escort patients in wheelchairs.
- Follow Disinfection & Sterilization Guidelines
- Maintain cleanliness of facilities and service areas at the centre/hospital.
- Waste management and hazardous materials policy.
Personal Appearance

**Clothes**

- The clothes should be clean, practical and suitable for the employee's job and work duties. The clothes should be designed in a way that allow the customers to easily identify the employee.

The clothes listed below are not suitable for the workplace:

- Dirty, wrinkled, or mismatched with other clothing.
- Too tight, revealing, transparent or evening wear
- Informal clothes
- Clothing styles that seek attention and distract other employees from their duties
- Provoking, alerting, offending, or belittling the customer.
- Making the customer, visitors, or management doubt the competence, trust, professionalism, care or quality of the centre/hospital
- Expose employees, patients, or others to unnecessary safety or health risks
- Clothes that contain advertisements or other messages that represent organizations other than the Dubai Health Authority or that promote political, social, religious beliefs etc.
- Clothing that contains inflammatory, disturbing, or offensive messages.

**Hygiene**

- Avoid heavy perfumes, aftershaves and other strong smells.
- The cosmetics should be suitable for the workplace.
- The hair should be clean, finely styled, and with "natural" hair color (no bright colors)
- Patient care or support service employees may require a hair length shorter than the shoulder.
- Facial hair and nails should be trimmed carefully
- Follow occupational safety and infection control standards for certain classification and job duties.
- Cover tattoos with half or full sleeves clothing
- Any tattoos that provoke or distract should be covered at all times.

**Jewelry**

- The jewelry, buttons and brooches should be simple restrained.
- It's preferred to remove any body piercing which includes tongue, eyebrow, and nose piercing while working.
- Excessively long earrings are not permitted in patient care areas due to safety reasons.
Appendix
## Terminology

<table>
<thead>
<tr>
<th><strong>COUNTRY</strong></th>
<th>UNITED ARAB EMIRATES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Government</strong></td>
<td>Dubai Government</td>
</tr>
<tr>
<td><strong>AUTHORITY</strong></td>
<td>Dubai health Authority</td>
</tr>
<tr>
<td><strong>GUIDE</strong></td>
<td>Excellent service guideline</td>
</tr>
</tbody>
</table>

### GOVERNMENT SERVICES

Set of activities or processes and their outputs that are provided by the authority in order to meet the needs and expectations of customers.

### MAIN SERVICES

Group of services that express a general mission that the authority undertakes to provide through communication or cooperation with customers of all groups in order to meet their needs and expectations.

### CUSTOMERS

It is everyone who communicates with or deals directly with the authority, whether (G2C individuals or the G2S community, G2G governmental institutions or G2B private institutions). It also includes the indirect beneficiaries of the service from among the community groups.

### CUSTOMER EXPERIENCE

The total of all interactions and experiences that the customer has over the course of his relationship with the authority and this experience includes all contact points.

### CUSTOMER JOURNEY

Set of steps that the customer takes during his interaction with the authority, and this trip includes all the activities and interactions that the customer performs from before his arrival or request for service until the completion of the service.

### Interactions in Customer experience

Interaction with customers is the connection or impression that the customer has through his dealings with the authority.

### CLASSIFICATION OF CUSTOMER

Dividing the customer base into groups or classes according to the distinct characteristics of each category, so that the dealers of each category are similar in specific characteristics, including demographic, behavioral, or social characteristics, etc., in order to allow the authority to target each of these groups in a different way to ensure that the needs and expectations of its customers are met.

### SERVICE DELIVERY CHANNEL

Communication or interaction between customers and the authority through which the customer can access the required services (the authority’s facilities, customer happiness centres, the call centre, the website, smart applications ... etc.).

### CALL CENTRE

Centre that receives phone calls and can provide some services such as: registration, providing service information, registering complaints and others.

### CUSTOMER HAPPINESS CENTRE

Centre of Dubai Health Authority that receives customers to provide them with all or part of their services through personal interactions.

### PEOPLE OF DETERMINATION

Any person who suffers from deficiencies in his physical, sensory, mental, communicative, educational or psychological abilities wholly or partly, permanent or temporary, and this term is used to describe them due to the tremendous efforts that each of them makes to overcome daily challenges and achieve various accomplishments.

### FRONTLINE EMPLOYEES

Employees who have direct interaction with the dealers and take care of their needs.

### BACKLINE EMPLOYEES

Employees of the administrative functions necessary to provide services in the authority and that do not require direct interaction with customers.

### MEDICAL STAFF

All workers in the medical staff of various groups and specialties.

### NURSING STAFF

All workers within the nursing staff of various groups and specialties.

### Pharmacists staff

All pharmacy workers in different categories and specialties.

### Technicians staff

All workers in the technical staff include radiologists, laboratory technicians, ophthalmologists, nutritionists, and therapists in physiotherapy departments.

### ADMIN STAFF

All employees in administrative positions in various categories and specialties.

### CUSTOMER HAPPINESS CHARTER

Official document concerned with describing the Authority’s obligations towards its customers.

### Service specifications

A set of performance indicators (measures and targets) that express the level that the authority pledges to adhere to in providing its main services. These specifications include indicators of service provision, and indicators of dealing with complaints related to the service, and this definition includes the specifications announced for dealers in service charters, as well as internal and unannounced specifications.
The DHA has approved the customer classification framework for the authority, where 4 main categories and 11 sub-categories have been defined as:

<table>
<thead>
<tr>
<th>MAIN CATEGORIES</th>
<th>G2S community</th>
<th>G2C INDIVIDUAL</th>
<th>G2B-G2G INSTITUTION</th>
<th>Potential Customer</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUB CATEGORIES</td>
<td>Beneficiaries of preventive campaigns and vaccinations</td>
<td>Demographic classification</td>
<td>Governmental institutions</td>
<td>Expo customer 2021</td>
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<tr>
<td></td>
<td>Beneficiaries of humanitarian aid</td>
<td>Demographic based of lifestyle</td>
<td>Educational institutions</td>
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<tr>
<td></td>
<td>Demographic based on behaviors</td>
<td>Geographic classification</td>
<td>Health institutions</td>
<td></td>
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<tr>
<td></td>
<td>People of Determination</td>
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</tr>
</tbody>
</table>

### INDIVIDUAL CLASSIFICATION G2C

<table>
<thead>
<tr>
<th>SEX</th>
<th>Age</th>
<th>Nationality</th>
<th>Category</th>
<th>Social statuses</th>
<th>Job</th>
<th>Educational Level</th>
<th>Pregnant</th>
<th>Information Delivery channel</th>
<th>Service Delivery channel</th>
<th>Communication on language used</th>
<th>Living place</th>
<th>Treatment abroad</th>
<th>Nature of the disability</th>
</tr>
</thead>
<tbody>
<tr>
<td>MALE</td>
<td>6-0</td>
<td>Emirate</td>
<td>locals</td>
<td>Unmarried</td>
<td>Government sector employee</td>
<td>uneducated</td>
<td>Pregnant</td>
<td>Smart channels</td>
<td>Smart channels</td>
<td>Arabic</td>
<td>London</td>
<td>Physical</td>
<td>Sensuality</td>
</tr>
<tr>
<td>FEMALE</td>
<td>12-6</td>
<td>GCC countries</td>
<td>Gulf citizen</td>
<td>married</td>
<td>Private sector employee</td>
<td>Less than high school</td>
<td>Service centre</td>
<td>Service centre</td>
<td>English</td>
<td>Jabal Ali</td>
<td>Bonn</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>18-13</td>
<td>Arabic</td>
<td>Residents</td>
<td>Widow</td>
<td>student</td>
<td>High school/diploma</td>
<td>Call centre</td>
<td>Call centre</td>
<td>Jumeirah</td>
<td>Munich</td>
<td>Mentally</td>
<td>Communicative</td>
<td></td>
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<tr>
<td></td>
<td>30-19</td>
<td>Asian</td>
<td>Expatriates</td>
<td>divorce</td>
<td>Not allowed to work</td>
<td>Bachelor</td>
<td></td>
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<td>Zabeel</td>
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<tr>
<td></td>
<td>59-31</td>
<td>Arabic</td>
<td>Visitors</td>
<td>Unemployed</td>
<td>Postgraduate</td>
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<td></td>
<td></td>
<td>Deira</td>
<td></td>
<td></td>
<td>Educational</td>
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<tr>
<td></td>
<td>Older than 60 years</td>
<td>Arabic</td>
<td>Visitors</td>
<td>Retired</td>
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<td>Internationa</td>
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### GOVERNMENT INSTITUTION

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<thead>
<tr>
<th>GOVERNMENT INSTITUTION</th>
<th>Education Institution</th>
<th>Health Institution</th>
</tr>
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<tbody>
<tr>
<td>FEDERAL GOVERNMENT</td>
<td>Local Government</td>
<td>Schools</td>
</tr>
<tr>
<td></td>
<td>Universities and institutes</td>
<td>Nurseries</td>
</tr>
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<td></td>
<td>Origin of institution</td>
<td>Institutional classification</td>
</tr>
<tr>
<td></td>
<td>Government</td>
<td>Hospitals</td>
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<tr>
<td></td>
<td>Government</td>
<td>Free zone</td>
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<td></td>
<td>Clinic</td>
<td>Pharmacy</td>
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<td></td>
<td>Medical Labs</td>
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<tr>
<td></td>
<td>Insurance companies</td>
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<td></td>
<td>Ambulance</td>
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<tr>
<td></td>
<td>Salon/centre</td>
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<tr>
<td></td>
<td>Agency/ medicine store</td>
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</tbody>
</table>
All DHA employees should be aware of all the rights and duties of patients and their families as mentioned below:

- Receive a written copy of the “Patient and Family Bill of Rights” from the reception, registration office or Communication and Customer Relations Office. If, for any reason, you don't understand them, please contact the administrative officer in the health centre or the Communication and Customer Relations Office for any help including providing an interpreter.
- Receive impartial care respecting your personal values and beliefs from all staff without discrimination, according to DHA rules and regulations.
- Receive comprehensive medical care that provides a proper medical diagnosis and treatment of your illness and/or injury.
- Receive immediate care in emergency cases.
- Know the identity (name & specialty) of the physician responsible for your care.
- In a simple, understandable yet comprehensive manner, the health care team must provide you with information about your diagnosis, proposed treatment, any changes in your health status and causes of such changes, alternative treatment, probabilities of treatment success or failure therapy advantages and disadvantages (if any), possible problems related to treatment and expected results of ignoring the treatment.
- Have an interpreter (upon availability) if language presents a barrier to understanding details of your comprehensive medical care.
- You have the right to have a person of your own sex present during certain parts of a physical examination, treatment or procedure performed by a health professional of the opposite sex. You also have the right not to remain disrobed any longer than is required for accomplishing the medical purpose for which disrobing was needed.
- Participate in the decision-making of your treatment. DHA encourages patients, parents, or legal guardians in planning and implementing the treatment with nurses and physicians.
- Obtain a medical report and a copy of medical test results from the medical records section (upon your request), for which the health centre will charge according to DHA rules and regulations.
- Enjoy your privacy while carrying out all your examinations, procedures, and treatment at the health centre. The confidentiality of all your information will also be assured.
- Choose the treating doctor (depending on availability). You can also reject him/her given that you provide a genuine reason.
- Refuse treatment if you wish to. The treating doctor must inform you of the medical consequences of your refusal. Accordingly, you shall sign a form prepared to that effect.
Rights & Responsibilities of Patients and their Families

- Refuse examination or access to your treatment details by any person not directly responsible for your care. Persons who are not directly involved in your treatment, must have your prior permission to attend your case discussion, examination and treatment.

- Be protected during treatment from any physical, verbal or psychological assault.

- Receive information from the treating doctor (in case you would like to donate any body organ) about donation processes including advantages and disadvantages (if any).

- Have a family member or guardian as an escort depending on your health status, as per DHA rules and regulations. However; due to medical reasons, certain units do not allow this.

- Receive a complete explanation of the causes for transfer to another care centre (should the need arise), consequent obligations (financial and administrative, if any) and alternatives. The health centre management will take all necessary arrangements to obtain the alternate medical centre’s approval to receive the referred patient before starting the transfer process.

- Receive upon your request an itemized bill explaining all charges regardless if they will be paid by yourself or by another source.

- Complain, suggest and comment on services through Communication and Customer Relations Office (DHA Toll Free number 800 342).

- View your medical records under the supervision of the treating doctor or a medical team staff, according to DHA rules and regulations.

- DHA respects your right to appropriate assessment and management of pain through evidence based practices and provides you with all necessary information in this regard.

- In case of any new scientific research conducted by DHA pertaining to your treatment, your doctor will inform you of all related issues including potential benefits and risks, therapeutic alternatives and medical research protocol details.

- If you are asked to participate in medical research, you have the right to give a written consent or refuse. On the other hand, you have the right to end your participation at any time for any reason, noting that this will not compromise the quality of medical services provided to you.

- DHA is committed to providing terminally ill and dying patients with decent and compassionate care respecting their unique needs, according to DHA rules and regulations.
Patients and their families have the following responsibilities:

1. Respect the rules and regulations of the health facility you are visiting.

2. Be considerate of others and deal with other patients and staff with respect.

3. Respect the privacy and comfort of other patients.

4. Provide complete and accurate information about present complaints, past illnesses, previous hospitalization and treatment and any known allergy.

5. Follow the treating doctor’s instructions.

6. Accept responsibility for refusing or not following the treatment plan, after being informed of the consequences.

7. Avoid delay in taking appointments from the Medical Records Section, as soon as the doctor requests them.

8. Go to the appointment on time. If you want to cancel it, inform the DHA Call centre by calling 800 342 at least 48 hours in advance.

9. Respect the priority given to emergency cases.

10. Observe safety regulations including the no-smoking policy, maintain the cleanliness of the place, ensure hand hygiene, etc.

11. Ensure that financial obligations due for DHA are fulfilled promptly (if any).

12. Provide requested samples and attend medical check ups on time.

13. Avoid bringing valuable personal belongings to the health centre. The health centre will not be held responsible for damage or loss of such belongings. However, in emergency cases, you must notify nurses and give them these valuables in the presence of the health centre’s security staff and you must the requested forms.
# Standard Review

<table>
<thead>
<tr>
<th>Guideline Name</th>
<th>Service Excellence Standard 2020</th>
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<tbody>
<tr>
<td><strong>Ver.</strong></td>
<td>5.0</td>
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<tr>
<td><strong>Department</strong></td>
<td>Customer happiness Det.</td>
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<tr>
<td><strong>Review periodical</strong></td>
<td>-The guide is reviewed semi-annually</td>
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<th>Date</th>
<th>Reviewed by</th>
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<tr>
<td>First version</td>
<td>2015</td>
<td>Director of Customer happiness department</td>
<td>• New Version</td>
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<tr>
<td>Second version</td>
<td>2018</td>
<td>Director of Customer happiness department</td>
<td>• Change the name of customer service charter&lt;br&gt;• Change the name of people with special needs to people of determination</td>
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<tr>
<td>Third version</td>
<td>2019</td>
<td>Director of Customer happiness department</td>
<td>• Labor laws and provisions of employee rights&lt;br&gt;• Institutional complaints and suggestions system&lt;br&gt;• Rewards and motivational system&lt;br&gt;• Violations system</td>
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<tr>
<td>Fourth version</td>
<td>Quarter 1 2020</td>
<td>Director of Customer happiness department</td>
<td>• Adding the criteria for dealing with customers of frontline employees, the category of doctors, the medical services and nursing services category and the pharmacist category.</td>
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<tr>
<td>Fifth version</td>
<td>Quarter 2 2020</td>
<td>Director of Customer happiness department</td>
<td>• Restructuring of the guide to service excellence standards&lt;br&gt;• Add digital channels&lt;br&gt;• Add call centre criteria&lt;br&gt;• Grooming standards for all categories are added in detail</td>
</tr>
</tbody>
</table>
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  2. Global Star Rating System for Services
  4. Professional behavior and values guideline [website]
  5. Quality Standard of Services for Persons with Disabilities [website]
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  7. Service Excellence Standards - Saint Joseph Mercy Health System
  8. American Journal of Health-System Pharmacy - Developing a Service Excellence System for Ambulatory Care Pharmacy Services
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  2. Standards for People of Determination
  3. Dubai Health Authority Brand Identity Guide.