Calling for Appointment:
- Apologizing for being on hold
- Thanking the person for calling
- Complimenting/affirming them on taking care of their (or their family member’s) health
- Connecting talk (small talk)
- **COVID specific:** Open ended inquiry about how are they faring

The Parking Lot:
- Space to park
- Clear signage to clinic
- Free of garbage
- **COVID specific:** Clear, friendly (non-command) notices about new practices

Clinic Front Door:
- Welcome message
- Absence of command language/signs
- Absence of taped papers or torn signs or decals
- Handicap automated door
- **COVID specific:** Clear, friendly (non-command) notices about practices

Reception & Checking in:
- Greeting (salutation) within 5 seconds of entering
- Eye contact within 2 seconds of entering
- Smiling with concurrent with eye contact
- Apology for wait to check in
- Connecting talk
- Purposeful compliments
- Greeting of children and other family members with person who is signing in
- Estimate of wait
- Advance apology for wait
- Offer of water
- Offer of books/coloring for children
- **COVID specific:** Acknowledge feelings, or mutual experience (re: ‘this is hard on everyone’)

Waiting Room:
- Absence of torn furniture, or other disrepair
- Positive magazines and books for adults, culturally matching population served; absence of torn or old (over 1 month) reading materials
- If screens are in the room: absence of news, any violence (even mild, cartoon violence)
- Small clusters of chairs, in groups of 6-9 (re: avoid ‘lining the walls’)
- Culturally responsive art on walls
- Absence of command signs or any taped papers on the walls
- **COVID specific:** chairs 6 feet apart, movable for family members to sit together, hand sanitizer on end tables, sanitizing wipes on end tables; printed material on COVID precautions taken in the clinic, as well as Telehealth services

**Calling a Person in for an Appointment:**
- Ask receptions who patient is, walk directly to patient as opposed to calling from door whenever possible
- Greeting, eye contact, smile
- Greet children or other family members
- Offer to carry baby seat or other large bags/objects
- **COVID specific:** Explain not handshaking, express disappointment

**Entry into Exam Area:**
- Walk side by side with person, if possible; if not possible, turn head to converse with person when ‘leading’ them
- Greeting, eye contact, smile, by all other staff that are passed
- **COVID specific:** Explain 6-foot distance, express disappointment

**In Exam Room with Healthcare Provider (not for BH)**
- Express empathy: open ended questions, reflective listening, affirming strengths, acknowledging feelings and normalizing
- Connecting talk
- If child is there, offering of hand toys to parent
- **COVID specific:** narrate why standing 6 feet away
- **COVID specific:** inquire how person is feeling, being in the clinic at this time

**In Exam Room Waiting (not for BH)**
- Absence of command signs, or taped/torn paper
- Absence of materials branded by other companies (pharma branded pamphlets, etc.)
- Culturally responsive art on walls
- Moderate temperature
- Pleasant distracting materials
- **COVID specific:** Clear, friendly (non-command) relevant information about the visit in the context of the virus.

**In Exam Room with Healthcare Team Members**
- Greeting, eye contact, smile
- Apology for waiting
- Appreciation for coming
- Sit if patient is sitting
- Connecting talk
- Elicit concerns (open ended questions)
- Express empathy: Mirror facial expressions, square shoulders, absence of crossed arms; normalizing, affirming and acknowledging emotional cues and stated feelings
- **COVID specific:** Elicit feelings and experiences about the pandemic, as time allows

**Exit from Exam Area:**
- Goodbye verbalized
- Goodwill sentiment; thank you for coming or hope you feel better
- All staff who are passed, say goodbye
- **COVID specific:** Reception ask if patient needs any resources

**Telehealth Service:**
- Greeting, eye contact (if video), smile (narrate on telephone)
- Shape expectations
- Normalize new experience
- Affirm strengths, willingness to try something new
- Acknowledging feelings with new process

**Billing (arrives later):**
- Bill is at least 14-point font
- Bill is in the primary language of the recipient
- Bill information is clear—what charge is for, when it is due
- Bill has an appreciation sentence up front, for example “thank you for trusting us to be your health care provider”
- Bill has a clear sentence “if you have any questions or concerns about this bill: call, email, write”