

## APPLICATION FOR 2005 INTERNATIONAL SPIRIT AT WORK AWARD

### 1) Basic Data including:

- a) Name of Organization: *Central DuPage Hospital*
- b) Date of founding: *September 16, 1964*
- c) Number of employees: *4000 employees*
- d) Nature and scope of business: *A continuum of healthcare services including an acute care hospital, five convenient care centers, a retirement facility, an assisted living facility, a skilled nursing facility, and a home health agency.*
- e) Location: *Central DuPage Health, 25 North Winfield Road, Winfield, Illinois, 60190*
- f) Website address: [www.cdh.org](http://www.cdh.org)

### 2. Contact Information: *Rod Accardi, D. Min., Director of Spiritual Care Resources, (630) 933-6634,*

### 3. A brief description of:

- a) What are the vision and mission; philosophy and core values of your organization?

#### i) **Our Pledge**

*Central DuPage Health is a community of caregivers committed to providing excellent and compassionate patient care each and every time. Our care will be safe, effective, patient-centered, timely, efficient, and equitable.*

**Safe** – *avoiding injuries to patients from the care that is intended to help them.*

**Effective** – *providing services based on scientific knowledge to all who could benefit and refraining from providing services to those not likely to benefit (avoiding underuse and overuse, respectively).*

**Patient-centered** – *providing care that is respectful of and responsive to individual patient preferences, needs and values, and ensuring that patient values guide all clinical decisions.*

**Timely** – *reducing waits and sometimes harmful delays for both those who receive and those who give care.*

**Efficient** – *avoiding waste, including waste of equipment, supplies, ideas, and energy.*

**Equitable** – *providing care that does not vary in quality because of personal characteristics such as gender, ethnicity, geographic location, and socio-economic status.*

#### ii) **Our Values**

**Integrity** – *we constantly strive to do the right thing.*

**Compassion** – *we care for and about you and about each other.*

**Accountability** – *we freely accept responsibility for our decisions and actions.*

*Respect – we honor the dignity in you and we honor the dignity in each other.*

*Excellence – we pursue continuous improvement in everything we do.*

b) How your organization defines “Spirit” or “Spirituality”. How do you talk about the “vertical” and “horizontal” dimensions of spirituality?

i) *The following definitions from our Spiritual Care Glossary were approved by the Spiritual Care Steering Team on 5/4/2000, and the Centered Around You Council on 1/11/2001.)*

**SPIRIT**

*Spirit can be described as the unifying, life-giving element in human beings, which influences and sustains our attitudes, beliefs, values and health.*

**SPIRITUALITY**

*Spirituality can be described as the search for and expression of connection with a higher power that resides both far beyond and deep within each one of us. Spirituality is about meaning, direction and purpose to life.*

**SPIRITUAL CARE ENVIRONMENT**

*Every place is a space where people connect with the sources of health and well-being that reside deep within and far beyond themselves.*

c) How do you handle concerns about diversity of religions and what boundaries do you set around employees trying to convert each other, or in any way making others uncomfortable?

i) *The following introduction to our spirituality glossary speaks to the distinction between spirituality and religion.*

*“Spirituality is a key element to Central DuPage Health achieving its mission of optimizing the health and well-being in mind, body and spirit of our communities.” Spirituality is often confused with religion, yet they are distinct. Religion can be described as adherence to an organized set of beliefs and practices endorsed by a community of fellow believers. Spirituality is much broader. Chaplains, in partnership with community clergy, meet both the religious and spiritual needs of patients and residents because patients and residents are separated from their faith communities while guests of the hospital and long-term care facilities. Employees, volunteers, and physicians are encouraged to seek religious resources for religious needs from their faith communities. Workplace spirituality addresses the spiritual needs of those who work in this healthcare and housing environment. Chaplains partner with staff in meeting the spiritual needs of employees. This glossary was created to develop a common understanding of spirituality and its role in the Mission of Central DuPage Health.*

ii) *We host an annual Diversity Event each year, during Martin Luther King week entitled, “Rich in Diversity, United in Hope.”*

- iii) *We have a Solicitation and Distribution Policy prohibiting patients, customers, employees, volunteers, students, physicians, and visitors from soliciting support or distributing materials. This assures protection from any form of proselytizing behavior, from distributing religious literature to evangelizing.*
- iv) *Silent Lamp Program. An essential component of the training of Spiritual Resource Liaisons (see 3.d) iii below) is to listen to the deeper meaning of their peers' stories, questions and concerns without imposing their spirituality or religious belief systems on others.*
- d) What policies, programs, or practices **explicitly promote or enable spirituality at work**? Explain the nature and scope of the organization's activities; when these practices were implemented and by whom; relevant background; public visibility; etc. Finally do you believe these programs will sustain over time? If so why?

i) ***Spiritual Care Steering Committee***

*An interdisciplinary team (including Chief Medical Officer, VP of Human Resources, chaplain, nurses, community minister, parish nurse, nurse managers, and quality expert) met from March through September 2000 with the following purpose and intended results:*

***Purpose of the Spiritual Care Steering Team***

*To design and ensure the implementation of Spiritual Care throughout Central DuPage Health which will serve our Mission and Vision, and is integrated throughout the components of the Strategic Plan.*

***Intended Results***

- *The Spiritual Care Steering Team will:*
  - ❖ *Create a Vision/Aim of Spiritual Care*
  - ❖ *Collect and review data including customer surveys, focus groups results, staff surveys and benchmarking information*
  - ❖ *Determine the organizational structure that can best support Spiritual Care*
  - ❖ *Delineate the financial implications for Spiritual Care*
  - ❖ *Develop a comprehensive plan for accelerating the implementation of Spiritual Care*
- *Spiritual Care will:*
  - ❖ *Support and be aligned with the System Mission, Vision and Strategic Plan*
  - ❖ *Be implemented throughout Central DuPage Health*
  - ❖ *Embody the principles and behaviors of "Centered Around You"*
  - ❖ *Infuse spirituality throughout Central DuPage Health*
  - ❖ *Be led by the chaplains in partnership with patients/residents, families, employees, physicians, community clergy and spiritual care volunteers*

*The Steering Team developed and the Executive Team approved the following Vision for Spiritual Care:*

*Spirituality is a key element to Central DuPage Health achieving its mission of optimizing the health and well-being in mind, body and spirit of our communities. With Spiritual Care Centered Around You, all who encounter Central DuPage Health experience spiritual nourishment and strength for the ongoing journey to optimal health and well-being. People (patients and residents, their families and friends, employees, physicians and volunteers) form a relationship with Central DuPage Health at a special time in their life's journey with a wide variety of spiritual needs. Central DuPage Health exists to optimize the health and well-being of our communities by partnering with those we serve. Spiritual Care Resources provides the leadership and direction to the people, processes and environment for the matching and managing of spiritual resources with spiritual needs.*

*Subsequently, the Spiritual Care Steering Team developed the Key Quality Characteristics of the people, processes and environment to achieve the aim, as well as 10 central strategies.*

*(See **Attachment 1** for details)*

*ii) **Spiritual Journeying at Work Council***

*To distinguish the spiritual care of employees from the work of spiritual care of patients and residents, the concept of "Spiritual Journeying at Work" was created, and a Council was formed. The definitions of each are as follows:*

**SPIRITUAL JOURNEYING at WORK**

*Spiritual Journeying at Work can be described as the workplace spirituality programs and activities designed to promote spiritual well-being for employees at Central DuPage Health. Journey is the ongoing quest and process of discovering the deepest meaning and purpose in our lives and reflecting that meaning in our actions and behaviors with others at work.*

**SPIRITUAL JOURNEYING AT WORK COUNCIL**

*The Spiritual Journeying at Work Council exists to provide servant leadership for the actualization of the "people" component of the Spiritual Care Vision and Model. This interdisciplinary team works with the Department of Spiritual Care Resources in planning, implementing and evaluating activities of spiritual enrichment and education for employees of Central DuPage Health.*

*The following logo with description was created to depict all Spiritual Journeying at Work activities:*



*Beginning with the "W" symbolizing wellness, stick figures form a community of people whose heads, hearts and hands are joined together in a gesture of praise and gratitude. The light of the Spirit moves out from the center and back again in ever increasing circles throughout Central DuPage Health. See **Attachment 2** for examples of the last four Annual Plans of Action of the Spiritual Journeying at Work Council.*

**iii) Spiritual Resource Liaison & Silent Lamp Program**

*In addition to gathering employees for occasions of spiritual enrichment and spiritual education, a role was developed to further reach out and infuse spirituality throughout to the employees at the location of their work. The following definitions describe the role and program of preparation to fulfill that role:*

**SPIRITUAL RESOURCE LIAISON**

*Spiritual Resource Liaisons are responsible for linking spiritual needs of peers on their units or service areas with spiritual resources. Spiritual Resource Liaisons are committed to continuous development of their own state of spiritual well-being. They assist with the continuous improvement of spiritual care, while maintaining their current hired position within Central DuPage Health. Spiritual Resource Liaisons are prepared for their work by completing the Silent Lamp Program.*

**SILENT LAMP PROGRAM**

*The Silent Lamp Program is an educational forum of intensive self-reflection and group interaction, where each individual's ministry assumptions and behaviors are challenged and stretched. The aim of the program is to provide peer and supervisory feedback on an individual's ability to accompany others, discern the spiritual significance of their life stories and link spiritual needs with spiritual resources.*

*The Silent Lamp Program is a home grown educational and training program for staff to understand themselves as spiritual persons and to develop skills in becoming a spiritual resource for others in the*

*workplace. Employees attend 30 hours of supervised education on company time: one four-hour group session and one-hour individual session each month for six-months. The more specific intended results of the program are:*

- 1. Accompanying and listening to others on their spiritual journey*
- 2. Discerning the spiritual significance of their stories*
- 3. Linking others to spiritual resources*
- 4. Becoming a Spiritual Resource Liaison*

*The program components of the Silent Lamp Program are:*

- 1. Shared Meal*
- 2. Lectio Divina (reflection)*
- 3. Case Presentations (verbatim)*
- 4. Didactic Presentations*
- 5. Individual Supervisory Conferences*

*We have conducted five sessions of the Silent Lamp Program and 29 participants have become Spiritual Resource Liaisons. We gather the Spiritual Resource Liaisons together four times a year to sharpen their skills through reflection, case presentations and didactic presentations.*

#### ***iv) Spiritual Portal***

*In order to better communicate to all employees at their workstations, the Spiritual Journeying at Work Council developed a "Spiritual" intranet portal with the following pages:*

- Home: color logo graphic with explanation, upcoming events, announcements*
- About Us: overview, Chaplains info and directory, Spiritual Journeying at Work Council info and directory, Spiritual Resource Liaisons info and directory, Action Plan, Chapel info, glossary*
- Programs: Spiritual Journeying at Work, Silent Lamp*
- Events: events calendar, Spiritual Journeying at Work events, Silent Lamp events, other events*
- Inspirations: monthly wellness articles, general articles, prayers & reflections*
- Links: related internet web pages*

*We are currently averaging 220 hits each month.*

*Because of the support of executive leadership, the integration with the overall strategic plan, and the infrastructure of people and processes, we are confident that these programs will be sustained over time.*

e. What has been the effect of policies, programs, or practices on stakeholder community? **A separate attachment with verbatim testimonials is allowed.** Please email this attachment separately and limit to 4 pages (in addition to the maximum of 12 pages on the Application).

See **separate attachment** in email.

f. What has been the effect of policies, programs, or practices on nominee’s business success? Please tell how you feel these programs have helped you. For example: Has it contributed to growth? Has it improved employee retention? Please provide statistics whenever possible.

*We recently conducted a customer feedback process, Spirituality at Work Survey via employee email. We took a random sample (20%) of physicians, nurses, other staff and leadership staff and sent them a brief 17-question e-survey. 181 participated, a 26% response rate. Results indicate that:*

<b>QUESTION</b>	<b>Somewhat + Very</b>
<i>How important to you are opportunities for SPIRITUAL ENRICHMENT at work?</i>	65%
<i>How important to you are opportunities for SPIRITUAL EDUCATION at work?</i>	72%
<i>How important is access to spiritual resources via Spirituality Portal on the intranet?</i>	60%
<i>How important to you are the monthly spiritual articles in the employee newsletter?</i>	69%
<i>How important is having a hospital chaplain provide support and counsel to employees in times of spiritual distress?</i>	86%
<i>How important is it to you that CDH includes spirituality as an important part of employee health?</i>	81%

*We collect data and feedback at each event for both continuous improvement as well as future planning. We believe that we have a healthier workforce because of these programs. We believe that our Corporate Values (I CARE) have been more fully actualized because of these programs. We believe that even those employees that have departed from this workforce left with a greater sense of spiritual well-being because of these programs.*

g. How the organization has been a model or inspiration for others companies in your industry or outside of it? *The following is an excerpt of an article that appeared in the May 12, 2002 edition of the Cambridge Eagle-Tribune under the byline "Chicago hospital promotes spirituality" by columnist Richard Griffin after hearing of our programs at a national American Society on Aging annual conference:*

*A hospital near Chicago is the site of unusual, if not unique, activity intended to enhance the spirituality of its employees... If staff members can become spiritual resources at work, the reasoning goes, then they may have an indirect healing influence on patients. In any event, staff members who have discovered a*

*deeper spiritual life will change the atmosphere in the institution, making it a more effective healing community...The institution is secular and yet, it appreciates the value of spirituality enough to endorse these activities on company time...Thus one finds nurses, secretaries, physical therapists and others, involved in prayer and spiritual reading in group and individual sessions that take place during the workday...With this kind of spiritual care, some experience of "spiritual nourishment and strength for the ongoing journey to optimal health and well-being" can rub off on the whole hospital community.*

*In a more recent article in the April 29, 2005 issue of the Joliet Explorer under the byline "Program shines spiritual light on medical staff" the reporter states:*

*(CDH) saw an opportunity to assist frontline hospital staff that occasionally suffers adverse effects in the aftermath of difficult and heart wrenching experiences ... to create an environment where medical and spiritual care works in tandem to ease the stress of patients and their medical staff... Oftentimes in guiding their fellow staff members through the spiritual problems, the liaisons discover their own spiritual meaning... Meanwhile, other hospitals are looking to establish a program along the lines of Silent Lamp.*

5. Stakeholder References

<p><i>Jerry Lee Senior Vice President, Chief Human Resources Officer Central DuPage Hospital 25 North Winfield road Winfield, IL 60190 (630) 933-6649 jerry_lee@cdh.org</i></p>	<p><i>Karen Akers, R.N. Hospital Supervisor Central DuPage Hospital 25 North Winfield road Winfield, IL 60190 (630) 933-3507 karen_akers@cdh.org</i></p>
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6. Sources of additional information on the applicant which the committee can access if needed, but which is not included in the 12 pages, such as: website links, articles or other resources.

*(See additional PowerPoint Presentation)*

7. The applicant agrees that if selected, the organization will work with the committee to prepare simple case materials that can be used by other organizations who may wish to emulate the applicant's policies, programs, or practices. *Agreed.*

## Attachment 1

**COMMITMENT TO VISION:** Shared vision, personal and organizational commitment to Spiritual Care that is in alignment with and integrated throughout the Central DuPage Health Mission, Vision, Values, Philosophy and Strategic Plan.

**CONTINUOUS LEARNING:** Comprehensive intentional education across Central DuPage Health on each person's role in effecting spiritual well-being.

**ONGOING SUPPORT:** Opportunities in the workplace for spiritual reflection and growth so that people embrace spirituality in themselves and become a spiritual resource for others.

**INTERDEPENDENT TEAM:** Community of compassionate persons working as equals in cooperation and respect toward a common goal of spiritual well-being.

**STAKEHOLDER ENROLLMENT:** Identify and partner with key leaders to implement spiritual care processes.

**ACCESS TO RESOURCES:** Availability of and access to continuum of expert spiritual resources, including people, media and space, most appropriate to meet the spiritual need.

**SPIRITUAL ASSESSMENT AND DOCUMENTATION:** Implementation of spiritual assessment and reporting tools.

**CARE DELIVERY MODEL:** Spirituality is integrated within the greater health and well-being plan for the individual.

**CONTINUOUS IMPROVEMENT:** Ongoing feedback, including outcome measures, on the effectiveness of the spiritual care processes, which leads to celebration and improvement.

**ONGOING COMMUNICATION:** Clear and continuous communication on the role of effecting spiritual well-being as it is lived out in the Mission, Vision, Values and Philosophy of Central DuPage Health.

### Spiritual Care: People

People recognize that:

- spirituality is an important component of health and well-being
- every individual is a spiritual person
- spiritual support received enables it to be given
- everyone is a spiritual resource for one another

### Spiritual Care: Process

- \*Spiritual resources are accessed to meet spiritual needs.
- \*The most appropriate person to meet the spiritual need (in terms of timeliness, established rapport and relationship, skill expertise, etc.) provides Spiritual Care.
- \*Confidentiality is strictly maintained throughout the Spiritual Care process.
- \*The highest degree of respect is maintained regarding an individual's spirituality.

### Spiritual Care: Environment

Every place is a space where people connect with the sources of health and well-being that reside deep within and far beyond themselves.



Spirituality is a key element to Central DuPage Health achieving its mission of optimizing the health and well-being in mind, body and spirit of our communities. With Spiritual Care Centered Around You, all who encounter Central DuPage Health experience spiritual nourishment and strength for the ongoing journey to optimal health and well-being. People (patients and residents, their families and friends, employees, physicians and volunteers) form a relationship with Central DuPage Health at a special time in their life's journey with a wide variety of spiritual needs. Central DuPage Health exists to optimize the health and well-being of our communities by partnering with those we serve. Spiritual Care Resources provides the leadership and direction to the people, processes and environment for the matching and managing of spiritual resources with spiritual needs.

## Attachment 2

### Spiritual Journeying at Work Council FY 2002 Action Plan & Review

<b>ACTIVITY</b>	<b>DATE</b>	<b>REVIEW</b>
Silent Lamp Program	7/01 & 1/02	<b>Class #1 = 8 participants. Class #2 = 7 participants</b>
Fall Event: Blessing of Hands	9/5,6,7/01	<b>198 Participants at 13 different locations</b>
CDHealth Spiritual Care Glossary	10/01	<b>15 descriptors and an introduction</b>
SJaW Council Annual Retreat	1/02	<b>9 participants</b>
SJaW Support Team meeting	4/02	<b>40 participants</b>
Spring Event (Employee Wellness Fair and Spirituality Room)	5/02	<b>Approximately 655 participants</b>
Spirituality and Nursing	4/02	<b>Dialogue with 13 unit nurse educators</b>
Summer Event: Celebration of Our Healing Grounds	5/02	<b>20 participants, bilingual acknowledgement and celebration of groundskeepers and gardeners</b>

### Spiritual Journeying at Work Council FY 2003 Action Plan & Review

<b>ACTIVITY</b>	<b>DATE</b>	<b>REVIEW</b>
Silent Lamp Program	7/02 & 1/03	<b>Class #3 = 4 participants. Class #4 = 4 participants</b>
Fall Event: Remembrance Service for Victims of 9/11	9/02	<b>362 participants at 10 offerings in multiple sites</b>
SJaW Support System Luncheon	10/02	<b>30 attended the 11/12 luncheon in the Conference Center</b>
Spiritual Education	11/02	<b>3 attended conference at Mayo Clinic. Established 3 post-conference dialogue sessions with physicians, nurses and chaplains.</b>
Silent Lamp Reunion Luncheon	12/02	<b>14 attended. Key learnings identified.</b>
SJaW Annual Retreat	1/03	<b>12 attended.</b>
Winter Event: Rich in Diversity, United in Hope	2/03	<b>Partnered with choir, community clergy, Spiritual Liaisons, Multicultural Services, executive leadership. Music, food, dress and personal experiences express cultural heritages and diversity. 70 attended.</b>
Spiritual Liaison Luncheon	3/03	<b>11 attended.</b>
Web Page Sub Committee	3/03	<b>Determined Purpose and Quality Characteristics of a web page. Consultation regarding development of a Workplace Spirituality Portal.</b>
Military Service Prayer Enrollment	4/03	<b>Well received by employees. Press coverage in local newspapers.</b>

Prayer in Time of War	4/03	<b>Two sessions monthly were provided for the duration of the war.</b>
Spring Event at the Wellness Fair	5/03	<b>Touched all the senses. Provided ample educational resources. Partnered with people from throughout the system. 260 completed our survey questions</b>
Summer Event "Grounded in Spirit"	6/03	<b>Partnered with Multicultural Services. Provided original prayer to Groundskeepers and participants. Approximately 25 participated.</b>
SJaW Luncheon & Commissioning of new Spiritual Liaisons	6/03	<b>38 attended. "State of Spiritual Care" presented. Shared "One Cup."</b>

### Spiritual Journeying at Work Council FY 2004 Action Plan & Review

	<b>DATE</b>	<b>AIM AND OUTCOMES</b>	<b>REVIEW</b>
<b>Spiritual Education</b>			
Fall Event: Physician Clergy Breakfast	10/2003	To provide a forum for physicians, nurses and local clergy to explore together the "common ground, sacred ground" of their work. Research-based sharing of the contributions of spirituality to the quality of life and health via keynote presentation from Mayo physician and researcher. Small group discussions on the dream and the call of the physicians, nurses and clergy.	<b>Approximately 60 people attended, with equal representation between physicians, nurses and clergy.</b>
Workplace Spirituality Intranet Web-Page Portal	12/2003	To actualize the component of the Spiritual Care People Vision, "spiritual support received enables it to be given" by informing, educating and inspiring CDH employees and physicians through ongoing processes of electronic communication.	<b>Portal completed in 4/04. Monthly hits on the Spiritual Portal averages 220.</b>
<b>Spiritual Enrichment</b>			
Winter Event: Rich in Diversity, United in Hope	1/2004	<ul style="list-style-type: none"> <li>• To celebrate the warmth, color, light and hope in this wintry season at Central DuPage Health</li> <li>• To celebrate the many faces, backgrounds and gifts in our employee community</li> </ul>	<b>150 participated in performing, sharing in ethnic desserts, identified on map family origins.</b>
Spring Event: Wellness Fair	5/2004	To create an environment in which people will have a spiritual experience to strengthen and nourish them on their spiritual journey.	<b>Over 700 people attended and accessed the new Spiritual Portal.</b>

<b>Spiritual Resource Liaisons</b>			
Silent Lamp Continuing Education Luncheons	12/2003 & 4/2004	Lectio and Verbatim skill development, sharing stories & lunch	<b>Two luncheons attended by 25 participants each.</b>

**Spiritual Journeying at Work Council FY 2005 Action Plan**

	<b>DATE</b>	<b>AIM AND OUTCOMES</b>	<b>REVIEW</b>
<b>Spiritual Education</b>			
Fall Event: Physician Nurse Clergy Breakfast	11/16/04	To provide a forum for research-based sharing of the contributions of spirituality to the quality of life and health. <ul style="list-style-type: none"> <li>• Stimulate multidisciplinary dialogue and learning related to spiritual research.</li> <li>• Increased application of spiritual research into clinical practice.</li> </ul>	<b>50 nurses, physicians, social workers and chaplains attended. Feedback was very positive.</b>
<b>Spiritual Enrichment</b>			
Spiritual Renewal Room	6/05	To create an environment in which people will have a spiritual experience to strengthen and nourish them on their spiritual journey.	<b>Japanese Tea Garden with theme "Permission to Rest"</b>
<b>Spiritual Liaisons</b>			
Silent Lamp Continuing Education Luncheons	10/7/04 & 4/05	Lectio and Verbatim skill development, sharing stories & lunch	<b>15 attended the luncheon</b>
Silent Lamp Program	11/04-4/05	Prepare participants to be Spiritual Resource Liaisons	<b>6 completed the 30 hour program</b>
Spiritual Resource Liaison Commissioning Luncheon	6/05	Celebrate completion of Silent Lamp Program, as well as acknowledge investment and support of participants' supervisors	
<b>Other</b>			
SJaW Council Retreat	3/2-3/05	Come away for spiritual strength and nourishment	<b>12 attended the retreat</b>
Chaplain Luncheon for Neighboring Hospitals	10/20/04	Network with spiritual care leadership from neighboring hospitals and identify best practices	<b>50 attended the luncheon</b>
Customer Feedback	4/05	Elicit feedback on importance of spiritual services for staff	<b>181 completed surveys</b>