

Application for

**2004 INTERNATIONAL SPIRIT AT WORK AWARD**

**CENTURA HEALTH**

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**1. WHO WE ARE**

Centura Health is a not-for-profit, faith-based organization operating 12 hospitals, eight senior residences, medical clinics and home care and hospice services across the Front Range of Colorado. We touch the lives of more than half a million people each year. While we're the largest health care system in Colorado—and the state's fourth largest private employer, with 12,000 associates—our calling is to sensitively and lovingly care for the unique needs of each individual we serve.

While Centura Health itself was formed in 1996, our tradition of loving care spans more than 100 years through our individual facilities and the work of our sponsors, Catholic Health Initiatives and Adventist Health System. These two sponsors have brought together their unique traditions and forged an organization unlike any other.

Each day, the Centura Health family embarks on sacred work. We celebrate the value of each person's life and consider it a worthy cause to lift the burdens of others by offering care to people regardless of who they are, what they believe or where they're from. We seek to combine finely honed medical skills with compassionate touch to care the whole person—body, mind and spirit. In this way, we strive to create healing sanctuaries that carry on the healing ministry of Jesus Christ.

**2. CONTACT PERSON**

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**3. DESCRIPTIONS**

**3a Our Mission, Vision and Values**

*Our Mission*

We extend the healing ministry of Christ by caring for those who are ill and by nurturing the health of the people in our communities.

*Our Vision*

Centura Health will fulfill a covenant of caring for our communities with excellence and integrity to become their partner for life.

## *Our Core Values*

- Integrity: We are honest and direct and respect our commitments.
- Stewardship: We respectfully manage our natural, human and financial resources.
- Spirituality: We acknowledge the central role of spirituality in facilitating mental, physical and emotional health.
- Imagination: We are creative and innovative in all we do.
- Respect: We respect all persons and honor the Christian identity, heritage and missions of our sponsoring organizations.
- Excellence: We strive to exceed the clinical quality, customer service and cost performance expectations of our customers.
- Compassion: We are sensitive and responsive to persons in need.

### **3b Centura Health's Approach to Spirituality**

Centura Health acknowledges and values the benefits of positive, personal spirituality to people's mental, physical and emotional health. These benefits include an enhanced sense of life's meaning and inner strength.

Our organization promotes understanding of the health benefits of spirituality through information and education and affirms and supports the spiritual journeys of patients, families and our associates.

The vertical and horizontal dimensions of spirituality at Centura are reflected by our belief that health care is not merely a business. It's a calling. We firmly believe that, when people are ill or aging, their path to healing requires not just competent, effective medical care, it requires a place of safety, a place where needs are met—physically, spiritually and mentally. It requires a place where the right combination of time, attention and skills are offered, where fears are acknowledged and allayed through compassion. While we recognize that all those we serve will not be “cured,” Centura strives to create “healing” for patients, residents, associates and others whose lives we touch.

The first phrase of our mission, “to extend the healing ministry of Christ, embodies three key concepts:

- We are inclusive in the way we serve.
- We take care of the whole person.
- We heal with compassionate touch.

Inclusiveness means that we care for all, regardless of race, religion, economic status or any other factor. It also means that we embrace the diversity of all people in our organization, including our employees. Wholeness refers to body, mind and spirit. It is our intention to honor and nurture the wholeness of each person we serve, whether a patient or employee. We believe that healing can take place when an individual

believes that their life has purpose and meaning. We also understand that, especially for our patients, physical touch can be an important part of this healing.

### **3c Managing Boundaries**

While our mission reflects and honors our Christian heritage, our associates aren't required or expected to subscribe to any particular religion or wisdom tradition. Our 12,000 employees are from all faiths and traditions and we believe that each individual plays an important role in the fulfillment of our mission.

We are proud that our environment is one that creates safety for discussions about spiritual practices. We view it inappropriate, however, for an associate to make unwelcome attempts to convert another to his or her religious practice or way of thinking. Such activities would be managed like any other inappropriate employee behavior. If an employee engages in unwelcome behavior, his or her leader would first counsel them. If the person continues the behavior, more formal corrective action could result, up to and including dismissal.

That being said, this is a very rare occurrence and we credit that to our attention to creating a culture where it is understood that the uniqueness of each person we serve and employ is to be embraced and celebrated.

### **3d Policies, Programs and Practices**

The following examples are some of the practices and programs, which promote or enable spirituality at work. Some of these activities take place across the entire Centura system; others take place within an individual facility or division, as a reflection of that specific organization's individual spirit and unique needs.

#### *The Centura PATH*

Centura Health has embarked on a cultural journey that we call the Centura PATH (Performance, Action, Teamwork, Heart), formerly called Higher Ground. An important component of this initiative is to nurture spirituality in the workplace. This happens when leaders understand that the people they lead come to work as "whole" people, not just a set of skills on a resume. Human beings are able to perform at their highest potential only when they are inspired. We believe that inspiration happens when the spirit is nourished.

The major thrust of the Centura PATH initiative has been in the form of leadership retreats, or Circles. We take an average of 30 leaders at a time off site for an entire week. These leaders come from facilities all across our system. They come together, often as strangers, and leave as intimate friends and colleagues. During the Circles, leaders spend time reflecting on who they are, and exploring their own purpose and passions. At the same time, they examine attributes of great leaders, those who have inspired and served others over the centuries. A large amount of time is spent on the importance of effective relationships: the concepts of loving each other, telling the truth and asking questions. Finally, they explore how their own calling fits with our organization and are invited to commit to inspire and serve those they lead. To date, we have completed 27 Circles with more than 800 Centura leaders participating.

To support these efforts, we have trained a core group of Circle facilitators, whom we call PATH Finders. Centura PATH Finders include leaders from many areas, including Human Resources, IT, Operations, Administration and Finance. Across the organization, more PATH Finders are being certified to introduce and share our cultural vision and to infuse the Centura PATH deep into the organization.

The concepts examined at the Centura PATH Circles are being integrated into our organizational processes and systems. As an example, a new performance management system has been designed and will be implemented in late summer of 2004. An integral part of this system will be the creation of tools to help leaders come to understand who their employees are; what gives meaning to their lives and what are they called to do. Leaders also will receive tools and coaching to enable them to support employees as they work to achieve their dreams and personal callings.

We also are in the early stages of developing a corporate university that will be known as the Centura Mastery Institute. The concept has been designed and work will begin in June 2004 to build the necessary infrastructure. Many of the concepts that are being taught in our leadership Circles will become part of the curriculum for the Mastery Institute.

### Values Impact Analysis

Centura Health's Values Impact Analysis process (VIA) provides an important framework for Centura associates and leaders to make key decisions in light of our mission, vision and values.

Created seven years ago, Values Impact Analysis is a dynamic, rigorous process that helps Centura make conscientious decisions that are respectful of our stakeholders and in alignment with our values. The process promotes candid and explicit dialogue about organizational choices, their impacts—both negative and positive—on various constituents, and tensions and trade-offs between organizational values. The VIA process, which has been refined over several years, also provides a framework for communications so that leaders are equipped to share the impact of a key decision and how our values shaped that decision. Training and materials are provided to leaders in the use of this process.

### Blessing of Hands

Blessing of Hands ceremonies take place in Centura facilities during National Nurses Week celebrations. Nurses, as well as other associates, are invited to have their hands blessed with oil as a reminder of the healing power of our hands.

The Blessing of Hands ceremonies include a spiritual reflection and a reminder of the Biblical symbolism of and healing nature of holy oil. Associates feel a sense of appreciation and are reminded of the sacredness of their daily work.

This practice was initiated seven years ago by Pastoral/Spiritual Care departments. (see attachments)

### Spiritual Retreats

A number of Centura facilities and divisions make spiritual retreats available to leaders and managers. Centura's Adventist hospitals, for example, founded a program seven years ago, offering two-day retreats each year. Nationally recognized speakers participate to talk to managers about the value and nature of spirituality in the workplace.

Centura's Senior Services division offers day-long retreats for select employees. These sessions give employees opportunities to bond with each other and strengthen their relationship with God, or Higher Power. The leaders of Gardens of St. Elizabeth, one of Senior Services' assisted living communities, also give their residents the opportunity, twice yearly, to take day-long spiritual retreats.

The Holy Ground program was initiated by the Spiritual Care Department of the Penrose-St. Francis Health Services, also part of the Centura Health family. It's comprised of lunch and learn meetings, all day retreats, and the availability of a spiritual director/companion to speak with if desired.

The Holy Ground retreats focus on discovering the individual's spiritual qualities, distinguishing between religion and spirituality, identifying images of God and viewing one's profession as a calling. The first retreat was held in 1997.

The lunch and learn meetings promote individual and group reflection, deepen the bond between those who participate, and create an environment where spirituality is increasingly tangible. (see attachments)

#### *Annual Statewide Mission Conference*

Centura's annual Mission Conference was implemented in 2001 under the leadership of Centura's two Senior Vice Presidents of Mission and Ministry. This conference is designed for all Centura associates, with a focus on nurturing their spirituality and strengthening the organization's spirituality.

We have completed our third annual Mission Conference and have experienced an increase in attendance each year. Evaluations are extremely positive, with associates asking for more similar opportunities. Associates tell us that the annual conference brings to life our core organizational value of spirituality.

#### *Pastoral Nursing*

Since Centura Health was created, we have supported pastoral nurse services that include health education, personal health counseling, spiritual care, health advocacy, and resource referral through five Centura facilities – Penrose-St. Francis Health Services, Porter and Littleton Adventist Hospitals, St. Anthony Central Hospital and St. Anthony North Hospital.

Pastoral nurses work with faith communities and community resources to improve access to care and to help guide the people of their neighborhoods through the complex health care system. They facilitate and arrange health fairs, flu shots and immunizations for the uninsured and indigent in the Colorado communities of Pueblo, Colorado Springs and the Denver metropolitan area.

Centura pastoral nurse services are based on the nursing models of community health nursing and parish nursing. The philosophy of this model is that spiritual health is central to whole-person health.

### Integrative Healing

A grant-initiated program to promote healing and holistic care, our Integrative Healing Services was created in 1999. The program is available to patients at Centura's St. Anthony Central Hospital, St. Anthony North Hospital and Porter Adventist Hospital. In partnership with caregivers, patients and their families, Integrative Healing Services provides opportunities to blend complimentary therapies with existing patient treatment plans. These therapies include music therapy, aromatherapy, polarity therapy, guided imagery, relaxation response, visualization, meditation, prayer, humor and deep breathing techniques. (see attachments)

Integrative Healing addresses the physical, emotional and spiritual needs of our patients and their loved ones, fostering the positive documented health effects of holistic practices. Staff and doctors benefit from the program as well. At St. Anthony Central and St. Anthony North, chair massages are offered to hospital employees and physicians. These services are offered regularly on some units, and a referral line is open to staff and physicians. The service has been positively received by employees and doctors:

- "I would have had to go home if it weren't for the massage allowing for me to be more comfortable."
- "My employee had a terrible headache; after the massage she felt good enough to finish her shift. "
- "These provide us with the energy we need working the 12 hours shifts."

### Oasis Room

St. Anthony Central Hospital's Oasis Room was designed as a "healing environment" to promote healing of the body, mind and spirit. The Oasis Room is available to nursing staff as a 20-minute personal retreat area to unwind, regroup, meditate and de-stress. The room promotes healthy coping skills during stress and allows nurses to nurture themselves so they can better nurture patients.

This room features a large wall mural, an aromatherapy diffuser, soft lighting, a compact disc player with relaxation music, a small fountain and a rocking chair. Other facilities throughout Centura offer similar "soul space" for our associates, patients, families and physicians.

### Employee Massage Program

Centura's Penrose-St. Francis Health Services also cares for associates by collaborating with the Colorado Institute of Massage Therapy School to offer free one-hour full body massages to employees and volunteers at three locations.

The massage therapy program provides an avenue of spiritual rest and relaxation to caregivers and volunteers. It helps participants cleanse themselves of their everyday stress so that they are prepared to care for patients with calm energy and deep

compassion. A popular benefit among employees, the program continues to grow. Over the past year, nearly 1,600 massages were provided.

### *Walking With Spirit*

Penrose-St. Francis also offers a six-week challenge to associates called “Walking with God: a time for health, prayer and growth / Refreshing the Sacred Place” as another way to connect mind, body and spirit.

### *Labyrinths*

Available to patients, associates, doctors and community members, Centura’s Penrose-St. Francis Health Services has a portable labyrinth as well as a garden labyrinth at one of its facilities, Penrose Hospital. A labyrinth is an ancient symbol that relates to wholeness. It combines the imageries of the circle with the spiral, into a meandering but purposeful path. Labyrinths have long been used as meditation and prayer tools.

Frequently people walking the labyrinth experience feelings of profound peace, relaxation, empowerment and wholeness. Every labyrinth walk is a uniquely personal experience. (See attachments)

### *SHARE Program*

SHARE is a behavioral based customer service program founded on Centura’s mission and core values. It supports our mission of healing ministry by recognizing associate behaviors that effectively honor and serve customers and co-workers.

The SHARE acronym (Sense people’s needs before they ask; Help each other out; Acknowledge people’s feelings; Respect the dignity and privacy of others; Explain what’s happening) provides a framework for staff behavior that models spirituality and empathy. SHARE is part of each acute care, home care and senior care orientation and the SHARE behaviors are included on most of Centura’s job descriptions.

SHARE has become an integral part of the Centura culture and has been in existence since 1996. SHARE cards are used to thank and congratulate associates for a job well done. Through newsletters and other means, Centura facilities spotlight stories and letters from patients and visitors who are positively affected by employees’ empathetic behavior and concern for the patient’s well being. SHARE cards and letters often are posted within facilities and discussed to reinforce SHARE behaviors and to highlight the essence of our organizational mission. (See attachments)

### *Spirituality in the Workplace Committee*

Created by Centura Health at Home, our organization’s home care and hospice division, the Spirituality in the Workplace Committee has met monthly for the last four years to plan various activities with the purpose of creating opportunities for enhanced spirituality in the work environment.

The committee has planned and implemented many activities and programs including: annual retreats, “lunch & learn” topics, Mother’s Day flower/plant sales, holiday celebrations, a voice mail prayer line, Easter celebrations, reflection times, spiritual bulletin boards, community volunteering efforts and small group studies.

### Harvard Symposium on Spirituality and Health

In 2000, Centura hosted the Harvard Symposium on Health where experts from leading universities around the country presented data and best practices concerning the positive relationship between human spirituality and healing. Seven hundred associates and community members attended, acquainting many community caregivers with important information and tools in mind-body-spirit healing.

### Mission in Action

Mission in Action is a two-year-old cultural initiative of St. Mary-Corwin Medical Center, a Centura facility located in Pueblo, Colorado. The goal of Mission in Action is to create a culture where each person feels valued.

Mission in Action is introduced to new employees through orientation and remains visible through weekly communications to associates. Employees become involved on service teams and are instrumental to the continued development of the culture. The hospital promotes activities like mission luncheons that are designed to inspire and re-energize leadership, massages for employees and other creative means of employee recognition.

### Prayer Broadcast

Several Centura hospitals deliver prayer meditations over the hospital speaker system, morning or evening or both. This practice was implemented about seven years ago by hospital spiritual care teams.

Associate and patient feedback has told us that the activity creates an enhanced atmosphere to begin or end the day. The practice also draws attention in a public way to our faith-based heritage and our desire to nurture spirit at work.

### Prayer Chain Network

The prayer chain is an employee group, open to all Centura associates and self administered by members. Associates may access the prayer chain through the Centura associate intranet portal. Any member of the prayer chain can enter a prayer request for themselves or on behalf of others.

The associate portal also references many of the spiritual and mission programs available to Centura associates (a number described in this document), as well as providing links to daily devotions, a daily prayer online, and other web-based spiritual resources.

### Healing Ministry Scholarships

In its second year now, the Centura Healing Ministry Scholarship program is designed to support associates who are passionately drawn to pursuing credentials to fill “high need jobs” within the organization (positions like nurses, radiological technicians and pharmacists). The program marries Centura’s need to fill such positions—in light of national shortages—with our desire to support associates who wish to follow their deeply-felt calling.



This summer, up to 30 scholarships will be awarded to full-time and part-time associates who are accepted into eligible programs. Scholarships are up to \$5,000 annually for tuition, fees and books. Recipients are eligible to apply for the Healing Ministry scholarships in multiple years to facilitate completion of their programs.

### **3e Effects on Centura's Stakeholders**

Employing 12,000 people and serving more than 500,000 patients and residents each year, Centura has significant reach and influence. While the effects on our key stakeholders – associates, physicians, patients and residents – are difficult to quantify, there is anecdotal evidence that Centura's spiritual focus is resonating with all these groups.

We know, for example, that a number of leaders and associates who have joined our organization over the past couple of years have done so because they are drawn to our mission and culture of inspiration. We know of instances when nurses have left our facilities to work for another hospital, and have returned because of a desire to reconnect with the Centura environment. Patients, residents and physicians, too, often comment on the energy and spirit of our organization.

Attached with this application are three stakeholder testimonials. Excerpts from these testimonials are included below:

The first is from Dr. Jeff Oram-Smith describing his experience of attending a Centura PATH/Higher Ground Circle. After attending a Circle, he committed the rest of his career to improving the relationships between healthcare workers and physicians. He says, "I am convinced there is a significant relationship between quality and the personal value one receives from their work. So, does this need to be spiritual? I would say yes. The key realization is that everyone we encounter every day has a soul. Through our actions, we can nourish that soul or we can injure it. It is up to us."

One is a story relayed by Deb Hood, Director, Penrose Cancer Center about a patient named Tillie. Deb says, "She (Tillie) is an example of the healing ministry of Penrose-St. Francis that is put into action daily by the staff that work there—curing their illnesses when possible, but looking into their hearts and healing them one soul at a time."

The third testimonial was written by Gary Morse, Rehabilitation Director at Penrose Hospital. He describes how after attending a Centura PATH/Higher Ground Circle, he approached a Doctor, with whom he had been struggling, from a more soulful place. The "Old Story" of leadership is how most managers lead; focusing on themselves and on things instead of serving others and focusing on people. The "New Story" of leadership understands that people come to us whole and need to align their gifts, talents and passions with the jobs they do every day. Gary's story is about helping this physician align with his passions. He wrote "This process was not all warm and fuzzy, with bouquets being exchanged between hugs and kisses. It was tough, it was often tense and uncomfortable, and we all lost sleep at various times. But the point is clear; the language and compassionate attitude behind it *does* make a difference. Had I not eventually defined this situation as a misalignment of passions, we could have easily gone on another year, dragging ourselves through painful meetings, exchanging angry memos, and avoiding each other in the hallways. It just came down to "Doing the Right Thing and the Right Time, with the Right (heartfelt) words. The New Story is the Right Story..."

Stories like these could be taken from every facility. These just happen to be three that are readily accessible for inclusion with this application.

### **3f Effects on Centura’s business success**

There is evidence that Centura’s approach is having an impact in dollars and cents. Associate turnover—which can be very costly—has declined by 13 percentage points since 1999, from 33 percent to just over 20 percent (annualized) for the current fiscal year. Even with a severe nursing shortage, nurse turnover has dropped dramatically in just a year, from 18.6 percent (annualized) in the current year from 23 percent in the previous fiscal year.

Our associate engagement scores also have been trending favorably upward since 1999. The following data show the gains from 2000 until 2002.

	2000	2002
% Engaged	31%	37%
% Not Engaged	51%	48%
% Actively Disengaged	18%	15%

### **3g Inspiring Others**

Centura President & CEO Joseph Swedish is dedicated to creating an American health care system that engenders excellence, access, affordability and compassion. Joining the company in 1999, Mr. Swedish led a successful effort to restore Centura’s financial health, positioning the organization to continue to invest in its communities. Under his direction, Centura has pursued a path of excellence and renewed its commitment to its mission, embracing a mantle of service to the community while seeking to improve health care access and quality. Mr. Swedish’s personal investment in healthy communities is evidenced by his involvement in many charitable, civic and professional organizations and boards.

As a sought-after panelist and speaker, Mr. Swedish shares with many audiences Centura’s commitment to spirit at work:

- The “Healthcare Executive Study Society” ; presented our Centura PATH journey to 35 of the nations leading health care system CEO’s.
- American College of Healthcare Executives: spoke about culture transformation using Higher Ground standards as the requirement for effective process improvement initiatives

Our organization also has begun to capture the attention of the media. In 2003, our cultural journal was documented in a national publication called the Healthcare Quality Newsletter and a recent issue of Caring, the monthly publication of the National Association of Home Care, included a look at our home care division and its uniquely inspiring culture.

In April 2004, a new book by Lance Secretan, titled “Inspire!” was released. Centura Health’s journey to reclaim spirit and values at work is featured.

Other healthcare organizations have conducted site visits at Centura to learn about our journey.

Examples of other Centura leaders who have been invited to speak about our cultural journey:

Laurie Kennedy, Corporate Director of Leadership and Cultural Transformation will be a keynote speaker about Centura's cultural transformation at the July, 2004, Colorado Healthcare Association for Human Resources Management conference in Vail.

Rob Ryder, Vice President Operations and Administrator for Penrose Community Hospital was invited to speak at a large reception for Volunteers. He spoke about the key components of making work environments inspiring. He has also taken the concepts we are incorporating at Centura and has integrated them into work he has done on other Boards in the community on which he serves.

#### **4. STAKEHOLDER REFERENCES**

**See attachment**