

Application For

2005 INTERNATIONAL SPIRIT AT WORK AWARD

Mount Carmel Health
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Columbus, Ohio 43222
614-234-5000

www.mountcarmelhealth.com

President and CEO: Joseph T. Calvaruso

1. Who we are

Mount Carmel's rich history began in 1886, with the Sisters of the Holy Cross of Notre Dame and the Sisters of St. Francis who started facilities to meet the needs of a growing community. Now one of the largest providers of health care in Central Ohio, Mount Carmel offers a broad range of healthcare services and treats more than a half-million patients each year.

We are a community of more than 8,650 Employees, 1,500 physicians, and 1,300 volunteers – all of whom are committed to the extraordinary care of our patients and their families. The healthcare system includes three hospitals – Mount Carmel East, Mount Carmel West, and Mount Carmel St. Ann's; outpatient services; home care; hospice care; home medical equipment services; an ambulance and mobile intensive care service; a community outreach program for the poor and under-served; a college of nursing; and a Medicare HMO. Mount Carmel is a member of Trinity Health, based in Novi, Michigan.

2. Contact Person for International Spirit at Work Application

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3a. Our Mission, Core Values, Cause, and Vision

Trinity Health's Mission

We serve together in Trinity Health, in the spirit of the Gospel, to heal body, mind, and spirit, to improve the health of our communities, and to steward the resources entrusted to us.

Trinity Health's Core Values

Respect: We value and esteem every human person because each and every one is created by God, in the image of God.

Social Justice: We recognize health and access to health care as a basic human right and seek to provide and advocate for it.

Compassion: The ability to feel and respond to the suffering of others is an essential value in our ministry of health care.

Care of the Poor and Under-served: We seek out the poor and under-served as a special focus of our healthcare ministry.

Excellence: We are impatient to do better and hold ourselves accountable for continuous improvement in the services we offer.

Mount Carmel's Cause

Honoring Every Soul with Loving Service

Mount Carmel's Vision

At Mount Carmel, patients and their families are our top priority. We will provide optimal patient experiences through the best and most inspired Employees and physicians.

3b. How we talk about the “vertical” and “horizontal” dimensions of spirituality

Mount Carmel, faithful to the tradition of Catholic health care, sees its healing ministry in light of the mission of Jesus Christ. Christian tradition believes that Jesus touched people at their deepest level, providing holistic healing of body, mind, and spirit. Imitating the example of Jesus, we see love as the animating principle of the service we provide.

Our “vertical” spirituality provides hope and grace to those we encounter who are suffering and afflicted. Though we cannot erase the hurting many patients experience, we provide comfort and strength through our fidelity to “be with” them in their pain.

Our “horizontal” spirituality challenges us to provide care for all, regardless of their ability to pay, religion, creed, sexual orientation, physical condition, race, or culture. We view every soul as sacred, and as bearing a God-given dignity that cannot be taken away. Our commitment to the common good gives us a voice to advocate for the poor and the under-served, both locally and nationally. Because we view everything we have as a gift, Mount Carmel stewards its resources responsibly in order to more effectively carry out our Mission of health care.

We acknowledge that for each person who makes up Mount Carmel, there is a vertical and horizontal dimension to their spirituality. The vertical dimension is informed by each person's relationship with their higher power or deity. We see that relationship as something each person should define for him/herself and we encourage the ongoing development of that relationship, no matter what the individual's faith or beliefs may be. We describe the horizontal dimension as how each person functions and interacts with others daily. It is the display of spirituality as values are put into action. The horizontal dimension is informed by the vertical dimension of spirituality and we ask our Employees to adopt principles and values to incorporate into their daily practice of spirituality.

Mount Carmel has a Cause of “honoring every soul with loving service.” We ask our Employees to live this Cause and feel it in their hearts. This Cause is the essence of our organization. Our CEO introduces it to our Employees at new-hire orientation and invites them to live it. This Cause stretches our Employees to be honoring, loving, and to serve every soul. This invitation is inclusive not only of our patients and families, but also of all of our Employees, physicians, and others with whom we come into contact. We even refer to other local healthcare organizations as neighbors versus competitors. We believe that through living our Cause we live the Mission of Trinity Health.

In addition to the Cause, we ask our Employees to adopt a personal operating system of the C.A.S.T.L.E. Principles. The acronym stands for courage, authenticity, service, truth-telling, love, and effectiveness. Employees are invited to explore the meaning of these principles in their work through a variety of mediums and exercises. Many departments develop guidelines based on these principles to inform their ongoing commitment to each other and their effectiveness. Our Employees acknowledge that if we are practicing the first five principles we will truly have a more effective organization.

We have a recognition program that honors Employees who practice the C.A.S.T.L.E. principles as well as the CARE values of compassion, acceptance, respect, and empathy. The CARE values have been a part of our performance assessment and recognition programs for the last eight years.

3c. How we honor diversity

We honor our heritage and Mission as a Catholic organization and we acknowledge that it is a diverse workforce that makes the Mission come to life. While we follow Catholic healthcare directives and offer Catholic religious services, we honor other religions and beliefs.

We explain to our Employees that the principles and values we ask them to adopt are common to all religions and wisdom teachings. Through our retreats and classes we offer an exercise that highlights the commonality of the major religions and wisdom teachings in the world, and we suggest that these religions may have more in common than they have to separate them. We invite our Employees to respect the right of others to practice whatever religion or wisdom teaching they choose and to look for the common ground between their beliefs and others' beliefs. In the common ground, we are encouraged to live our Cause and the C.A.S.T.L.E. Principles.

Our College of Nursing offers a diversity series that teaches about other cultures. All Employees are invited to attend. In addition, our People Services Department (commonly known as Human Resources) offers a course on celebrating differences that is also offered to all Employees.

4. Core Application

Mount Carmel's Journey to Higher Ground

Beginning in September 2000, Mount Carmel's President and CEO, Joe Calvaruso, initiated our journey to Higher Ground by taking the 16 member Leadership Team on a spiritual retreat. That was the beginning of Mount Carmel's journey to Higher Ground. Higher Ground is a cultural transformation initiative designed to reawaken spirituality and values in the workplace. Our rich Catholic heritage and strong sense of mission serve as the perfect foundation for such an initiative. As health systems have struggled with increased regulation and decreasing reimbursement, many healthcare Employees have lost touch with their calling and lost their connection with their organization. Higher Ground nurtures Employees' reconnection with the meaning in their work and invites them to practice common values, which results in building strong relationships with one another and with the people we serve.

A strong infrastructure is necessary to support organizational cultural transformation. Our infrastructure includes leadership and staff development, Pathfinders, a website, wholeness programming, career support, soul space development, and more. We know that communicating our vision for the desired culture is only a portion of the journey. It is equally important that the vision be supported through learning experiences and the congruence of all of our policies, practices, structures, and actions.

Leadership Development

Higher Ground Retreats

Mount Carmel Leaders attend an eight day Retreat (six consecutive days of which are overnight at a State Park) that enables them to not only intellectually understand the culture we are creating, but also to experience it. A diverse group of approximately 30

Leaders from across our system attend a retreat together. Over the last five years we have hosted 900 Leaders through 30 retreats. Each group is called a Circle.

Through a variety of learning methods, participants learn a new way to lead that comes from being inspirational. Inspirational Leadership requires that Leaders develop self-awareness and understand the meaning behind their work in order to serve others. Participants build strong relationships and explore how to build similar relationships in their work area. Many Circles continue to nurture their learning and their relationships after their retreat experience.

Retreat Topics explored: The New Story of Leadership; Stress Hardiness; Mindfulness; The Principles Of Courage, Authenticity, Service, Truth-Telling, Love, And Effectiveness (our personal operating system); Common Ground; Values-Centered Leadership; InSights (psycho-metric profile); Personal Values Exploration; Inspirational Leadership; Destiny-Cause-Calling; The Art of Asking Powerful Questions; Authentic Leadership.

Retreat Experiences: Meditation, Visualization, Mindful Walking and Eating, Learning Partner Discussion, Small and Large Group Interaction and Exercises, Journaling, Stretching/ Movement, Reflection, Creative Experience, Socializing, Free-time Outdoor Exploration.

Other Leadership Development

Mount Carmel offers multiple learning opportunities for leaders before and after the Retreat experience:

Learning Modules

A variety of 2-4 hour modules are offered to leaders to build on their Higher Ground knowledge and help them apply the concepts to daily leadership. Topics include: Coaching Skills, Inspiring Communications, Coaching Employees through Change, Building Sanctuary, Servant Leadership, Mindfulness, InSights into Self and Others

Leader Coaching

Leaders may contact a Higher Ground Leader Coach for support in developing their own learning plan and a plan to create Higher Ground learning experiences for their Employees. The Leader is provided with leadership coaching and a toolbox of resources to create a variety of learning experiences. The toolbox includes ice breakers, games, discussion tools, media support, facilitation support and inspirational readings. Some leaders receive assistance in applying the concepts through performance management.

Coaching Circles

A facilitated group of 6-10 Leaders coach each other around real work situations using Higher Ground tools. The group learns coaching skills, which they practice with each other. The foundation of the coaching is that each person is creative, resourceful and whole, and each person has the answers within. Leaders are encouraged to use these coaching skills in their leadership. Coaching Circle participants deepen their understanding of servant leadership and how to make it real every day in their leadership.

Journey Gatherings

Interested Leaders meet monthly at each site to discuss application of Higher Ground concepts and tools in their daily lives. A new topic is explored at each session and Leaders have an opportunity to share their experiences.

New Leader Orientation

New Leaders experience a facilitated discussion to understand the origin of Higher Ground and how it is being infused at Mount Carmel, as well as a review of the principles we invite them to live by.

Higher Ground: Here Now

We have offered an e-newsletter for Higher Ground Leaders since October 2004, covering such topics as Gratitude, Presence, Renewal, and Servant Leadership. The newsletter provides education, application suggestions, stories, suggested reading lists, and upcoming events information.

Staff Development

Mount Carmel offers multiple learning opportunities for all employees.

Stress Hardiness

A five-module program is offered to teams and departments to encourage the awareness of stress symptoms and to develop the tools to become more stress hardy. Participants learn the effects of stress on our bodies and our behavior. Through learning to become more mindful, how to reframe emotional situations, how to cultivate optimism, and how to identify their self-defeating beliefs, participants become support for each other and find themselves better able to handle daily stress.

Beginning a Meditation Practice

Interested Employees learn to cultivate a meditation practice in an experiential learning environment. Participants learn a variety of meditation techniques, including breath focus, body scan, centering prayer, visualization, and affirmation.

Department Higher Ground Experiences

Leaders provide opportunities for Employees in their Departments to experience Higher Ground. These vary from full-day Retreats to two-hour evening forums with the CEO or Higher Ground Consultants. Others may support growth through the offering of reflections or centering prior to meetings or building a values-impact discussion into a decision making process. Many departments have developed guidelines around the C.A.S.T.L.E. principles to define how they choose to be with one another.

Higher Ground Staff Experience

Beginning July 2005, Mount Carmel is offering a full day, off-site, retreat for front-line Employees. We have spent the last five years preparing our leaders for creation of the desired culture. We will now be offering Employees an opportunity to have their own experience with a diverse group of approximately 30 Employees from across the system. Employees will learn about the connection between our journey to Higher Ground, our Catholic faith, and our heritage. In addition, participants will explore the C.A.S.T.L.E. Principles and how to bring them more fully into their daily work. We feel it is also important to provide participants with an opportunity to explore the personal values and gifts that support their calling.

System-wide Infrastructure

Career Resources

Higher Ground Consultants provide coaching support for Employees in transition or those who find themselves working in an area that is not their calling. A Career Resources web-site offers support through a variety of skill and values assessments to guide Employees in their career search. A Higher Ground Temporary Pool helps those in transition to develop new skills, explore new career areas, and find their Calling. Over 240 Employees have been assisted over the past 3 years.

Pathfinders

Some Leaders are called to facilitate the Higher Ground learning of others in addition to their other job responsibilities. We currently have 60 Pathfinders offering a variety of services to support cultural transformation. They receive up to 48 hours of additional education on facilitation skills, coaching skills, and Higher Ground principles to prepare for the role. Pathfinders may facilitate modules, act as support at Higher Ground events or provide coaching to other leaders. Most importantly, Pathfinders act as role models in the workplace.

Higher Ground Website (www.mountcarmelhigherground.com)

This website provides inspiration, information, and resources regarding Higher Ground. A family section offers personal profiles for those who choose to share information about themselves with the Mount Carmel family. The wholeness section offers a wholeness survey as well as information about the ample resources available to our Employees.

Soul Space

Employees are encouraged to personalize their workspace so that they can do their most creative work. Many Employees paint their offices, bring in pictures and personal items from home, run fountains, and let their creativity flourish in order to create an inspiring workspace. In addition, all new buildings are being designed to promote healing and provide inspiration.

Grow Our Own

We invest in our Employees through a series of innovative scholarship programs. Healthcare professionals are in high demand and our Employees are committed to the healing ministry. It makes sense for us to invest in their futures. While working at Mount Carmel, selected Employees receive paid tuition and wages for attending classes. Since 2001, Mount Carmel has had many successful graduates from Surgical Technician, Radiographer, Licensed Practical Nursing, and Registered Nursing programs.

Wholeness

An important component of the infrastructure is supporting Employees in their wholeness through information, consciousness raising, programming, incentives, and an annual event. We believe that the way to system oneness is through supporting the wholeness of the individuals who are Mount Carmel. Mount Carmel recognizes six components of personal wholeness: spirit, choices, relationships, mind, body, and emotions. This model works as a system. Any impact on one component of wholeness will affect several others. Supporting our Employees' wholeness is essential to the reawakening of spirituality and values in the workplace.

- Healthy Lifestyles Group

This group has been in existence for over two years and is responsible for resources that have been offered to promote healthy lifestyles. The purpose of the group is to improve the healthy lifestyle behavior practices of Employees by:

- Changing the culture of the organization to value and support healthy lifestyle behaviors
- Providing resources for all stages of change, including behavioral change opportunities for those who are ready to change
- Developing and providing a reward and recognition program for healthy lifestyle behavior practices

➤ Spirituality Group

This new group is focusing on consciousness raising and fostering Forgiveness as it relates to healing relationships in the workplace; and offering resources to promote Fulfillment, Integration, and Balance for Employees. Spirituality, Integration of Work and Personal Life, Faith, Religion, and Relationships are all areas of focus for this group.

➤ Healing and Wholeness Group

The group is now offering a monthly support, dialogue, and learning group for Employees who find themselves challenged by personal illness that has changed their life. The group focuses on helping members place illness in the context of meaning and growth.

➤ Time Outs

Employee volunteers visit Departments at a pre-scheduled time, twice a year, to offer on-site stress recovery and relaxation to Employees. The services offered include hand and shoulder rubs, foot massage machines, aromatherapy, herbal tea and cookies, and caring conversation. This is especially focused for our direct caregivers and service Employees. Thirty volunteers served 400 people in 2004.

➤ The Walking Program

Our Employees have told us that they want help with getting more physical activity into their lives. We have responded by offering a Walking Program complete with pedometers to track steps, a web-site to monitor progress and incentives for accomplishing goals. Thus far in 2005, we have registered 1,950 people for the program.

➤ Wholeness Programming

We continually offer classes to promote the wholeness of our Employees. We offered 19 classes over the winter quarter, including, but not limited to, Weight Watchers®, Smoking Cessation, Reiki, Aromatherapy, Getting Organized, and Digital Photography.

➤ Annual Event

We will hold our third Annual Wholeness Event in June. The Event is held on separate dates at our three campuses. This year's theme is *Journey to Balance and Integration*. The event is an opportunity to realize our Personal Wholeness vision by raising consciousness about the value of Personal Wholeness, engaging Employees in a Personal Wholeness experience, and connecting Employees with resources.

➤ Wholeness Awareness

We have developed a set of Live Your Whole Life "Wholeness Cards" – inspirational cards focusing on the six personal wholeness potentials, to be used in staff meetings for

awareness raising. A new Wholeness e-newsletter, for all Employees, announces upcoming programs, offers encouraging stories, and provides daily living tips.

Honoring Our Mission

Mount Carmel's valuing of spirituality is demonstrated through the visibility of its Mission leadership, an entire Department devoted to helping Mount Carmel bring its values to life in daily operations. We offer a variety of different orientation programs, all of which have some content directly related to the Mission of Mount Carmel. Employees are consistently impressed with the fact that our organization is directed by values. Our Employees are able to engage their personal values with the values of the health system.

Pastoral Care

As an institution grounded in the theology and philosophy of our Catholic sponsorship and identity, Mount Carmel Health System embraces the concept that medical care is not merely treatment of physical symptoms, but includes and provides for the psychological, social, and spiritual dimensions of the healing process as an extension of the healing ministry of the Church.

Pastoral or spiritual care is an integrated aspect within the delivery of patient care at the three acute care hospitals within the Mount Carmel Health System, as well as in the Care Continuum Businesses of Hospice and Home Care. Each Chaplaincy Services department is localized to serve one campus or service line. This promotes a greater knowledge and understanding of that entity's specific culture and needs. Chaplains within the Mount Carmel Health System must obtain and/or maintain professional accreditation. Mount Carmel Health System also sponsors a Clinical Pastoral Education (CPE) program that provides education for community clergy, local seminaries, and interested individuals to gain the skills and competencies required for professional chaplaincy.

The services provided by the Chaplaincy Services Departments within the Mount Carmel Health System include (but are not limited to): bereavement aftercare services; seasonal, weekly and special worship experiences; pastoral support of and visitation with patients and families; ethics consultation; decedent care; education and support for advance directives; designated requestorship for organ and tissue donation; supportive programming for Employees; participation in systemwide endeavors (e.g.: Live Your Whole Life Event); daily support and relationships with Employees; spiritual direction; sacramental care; and engagement in the multidisciplinary team for patient care. Through the inclusion of Chaplaincy Services in these areas, Mount Carmel Health System insures that spiritual care is integrated across the continuum of services for patients and their families, as well as for Employees. Although Mount Carmel Health System is a Catholic healthcare facility, spiritual care is provided to patients, families, and Employees of all religious and spiritual traditions, with respect and honor to their preference in accordance with the inclusive and open ministry of Jesus Christ, who cared for and healed people of all cultures and faiths.

Mission Minded Person

The Mission Minded Person Program exists to partner Employees who seek a personal sense of commitment to and participation in the mission of Mount Carmel Health, Trinity Health, and the Catholic healthcare ministry. Participants are asked to participate in a

year-long process (12 modules) that includes a full-day retreat at the beginning and end of the program. The other ten modules are once a month and are two hours long.

During the program, participants develop a greater understanding of the history of Catholic health care, specifically that of Mount Carmel, and the role that Mission and Ethics plays. The Mission Minded Persons learn the basic theology that underlies mission and ministry and how it is integrated in practical ways through mission discernments, ethics consultations, organizational integrity consultations, and community benefits. The participants also learn about our commitment to the spiritual care of patients as well as staff and how to incorporate spirituality and work/life. Each person is also asked to develop and implement a mission/ethics project to integrate what they learn from the program into the lived-experience of their work unit, campus, or the Mount Carmel Health System.

Mission Discernment

Mount Carmel, as a member of Trinity Health, uses a tool to ensure that the Mission and Core Values of the organization are integrated into its planning and development processes. The Mission Discernment Process is a focused and intentional process done in conjunction with other decision-making processes in the organization (i.e. business plans, clinical analyses, due diligence, etc). This enables decision-makers to identify and report in Mission and Core Values terms the explicit reasons for or against a particular proposed course of action. The process seeks to ensure that decisions are made with all of the dimensions of our organizational life considered – finance, planning, human resources, clinical services, operations, and support services – in light of our Mission and Core Values. Given the complexity, variety, and creativity of projects and initiatives in health care today, a successful mission discernment process involves the collective knowledge, expertise, skills, and insights of different people inside and outside Mount Carmel.

Community Outreach

Mount Carmel Community Outreach was founded in 1985 by the Sisters of the Holy Cross to provide free health care to traditionally under-served populations, in a spirit of respect and patient empowerment, and in collaboration with community coalitions, churches of various denominations, county and city governments, and the Governor's office. Our physicians, nurses, and bilingual caseworkers take our mobile medical coach to sites accessible to new refugees, immigrants, and people who are homeless and under-served throughout the Columbus area and in the Appalachian Ohio area of Vinton County. We have served over 86,000 needy people in the last five years alone. Our nurses go door-to-door in the poorest neighborhoods of Columbus every summer to offer free immunizations to children and adults. The nurses volunteer to do this, and are accompanied by volunteer medical and nursing students and local community and church members. This Door-to-Door Immunization Program has won two national awards for healthcare innovation and has provided over 13,000 immunizations to date.

Community Outreach, through the Help Me Grow federal entitlement, served nearly 40,000 at-risk mothers and children in the last five years. In 2003, we also founded a federally qualified health center in a Head Start building in a medically-under-served area. It currently serves 2800 patients representing 30 nationalities. The center offers primary care to all, regardless of their ability to pay, and utilizes interns and volunteers from medical, nursing, and pharmacy schools and the National Health Corps. From the establishment of the Community Outreach Program in 1985, we have been privileged to

serve nearly 175,000 souls through the Mobile Coach, Door-to-Door Project, children's home visits, and now our primary care health center.

Community Benefit

Mount Carmel's culture respects the desires of its Employees to serve through the giving of time, expertise, and financial donations. Opportunities for employee giving are abundant and Employees as a whole are generous. Employee giving occurs both during work time and after work through engagement in Mount Carmel sponsored events. Employees "give back" when they donate their time, expertise, and presence to those in need, or direct their financial donations to the Mount Carmel Foundation or system sponsored activities.

Employees give their time, expertise, and presence in many ways. Some Employees facilitate the numerous support groups throughout the system. These support groups include the Family Grief and Evergreen (teen) groups for Hospice families, the Prostate Cancer Support Group, Breast Cancer Support Group, Pulmonary Support Groups, Alzheimer Support Groups, and others. Some Employees take time from their on-the-job day to work four-hour shifts helping Mount Carmel's Outreach Department with Door-to-Door, our community immunization program. This initiative goes to neighborhoods for under or uninsured families where health caregivers vaccinate infants, school aged children, adults, and elders.

Mount Carmel Employees serve on Chambers of Commerce, agency boards, and community activities. These meetings often occur during work hours and Employees serve as a vital link between the hospital and the community by their presence and participation. Nurses and clinical educators speak of our call to give back to the community by mentoring new Employees, developing experiential programs for youth and young adults, and actively supporting educational programs that will assist health care in the future.

Employees take time from their work day for system fund raisers that will benefit such Franklin County agencies as the Mid-Ohio Food Bank; or, outside the county, the Vinton County "Angel Tree" project through which over 1000 people are helped with celebrations and gifts at Christmastime. (Vinton County is the poorest of the 88 counties in Ohio.) During the month of January, Employees assist with the annual Project Cold, in which they ask friends and family for gently used warm winter clothing, which is then sent to both our local Outreach Department and to Vinton County agencies for distribution.

Employees rally when local or international emergencies are declared. It is common for financial donations to be spontaneously given, as well as for donations to follow solicitation through the Mount Carmel Foundation, the philanthropic department of the health system. Of great pride to us as a system is the experience of Employees who assist "their own" when families are displaced from their homes. Employees engage in departmental fundraisers and collections to help fellow Employees and community families maneuver through these events.

Employees are quick to identify surplus hospital materials that are out of date and/or that can be submitted to missionaries traveling overseas or community agencies assisting immigrants and other vulnerable populations. It is part of the Mount Carmel culture to

steward resources and we try to place those resources at the service of the community even if we cannot use them here.

Employees have an option to contribute annually to the Mount Carmel Foundation through payroll deduction or a one-time donation. As our philanthropic agent for the system, the Foundation is then able to fund requests for hospital programs that benefit both the hospital and the community. These programs include car seats for infants, materials for special clinics, nursing scholarships, departmental-specific requests, Hospice support groups, and more.

When we take into account the ways of giving: time, expertise, presence, and financial donations, Mount Carmel Employees are a reminder of the call and mission to return what is given to us and to care in many ways for those who need our help.

4a. The effects of policies, programs, or practices on stakeholder community

For fiscal year 2004:

- Lovingly served 52,395 souls through inpatient stays and 621,372 souls through outpatient visits
- Served families with 8,846 Births
- Provided compassionate care for 203,002 souls through Emergency Room visits
- Cared for 365,167 souls through Home Care, Hospice, Surgery Center, and Physician Offices
- Provided \$76,600,00 in services (benefits to the poor and medical care, education and programming to the broader community) to benefit 365,923 souls in the community

4b. How it has affected our business

Mount Carmel has been on a journey to reawaken spirituality for the past five years. In that time period we have decreased our employee turnover by 50%. In July 2000, our employee turnover was 24%. Industry average at the time was 20%. We conservatively estimated that turnover was costing us \$30,000,000. We have experienced a decline in our turnover over that past five years and we are now experiencing turnover of less than 12%. This is vital in a business where the human factor is so important. Consistency in care is essential for quality experiences for our patients, families, and physicians.

Nurse retention has increased dramatically as well. In the year 2002, our nurse vacancy rate was 12%. We have experienced a significant reduction and our current vacancy rate is less than 4%.

We survey our Employees as they leave the organization. Since we have been on our journey, we have experienced significant increases, in level of satisfaction, in every survey category. This tells us that even those who leave our organization are leaving feeling better about their work experience than those who left in the past.

We have measured employee satisfaction through the Great Place to Work survey three times over the last five years. Since the year 2000, the positive response to the statement "Overall, Mount Carmel is a great place to work" has increased by 77%. In addition, we have experienced increased positive responses to every other question asked on the survey. We are encouraged by this movement, because the survey

measures trust and respect and each employee's relationship with his/her job, peers, and leader. These are encouraging indicators of our effectiveness.

From a financial perspective, our performance has also improved. Mount Carmel had been experiencing a gradual decline in operating income over the late nineties, to a low of \$3.7 million in 2000. Our operating income increased in years 2001 through 2004 to an average of \$29.5 million.

4c. How have we inspired others?

Our CEO, Joe Calvaruso, is a hopeless optimist who still believes that work in healthcare organizations can be a magnet for passion and a tremendous source of satisfaction and inspiration for physicians and Employees. Joe's life calling is to *lead people to greatness and inspire them to live BIG*. He has served Mount Carmel for twenty years in a variety of roles and he is tremendously invested in the journey to cultural transformation that he initiated. Joe serves as a faculty member at every Higher Ground retreat.

Joe is frequently asked to speak about the work we are doing with regard to reawakening spirituality in the workplace. He has addressed such professional organizations as:

- International Society for Six Sigma Professionals
- Forum for Faith in the Workplace – Mount Carmel Honoree
- Ohio Prevent Blindness – Mount Carmel Vision Honoree
- Central Ohio Organizational Development Network
- Annual Central Ohio CIO Symposium – Keynote speaker - 2 years
- Mental Health Association of Franklin County
- Human Capital Institute
- Young Professionals Organization
- Ohio Palliative Care Symposium

In addition, he has spoken to and encouraged several other organizations to inspire their spiritual journey.

- Trinity Health Eastern Division CEOs and numerous member organizations
- Fayette County Memorial Hospital
- Centura Healthcare
- Providence Health System
- Center of Science and Industry

5. Stakeholder References

- Mike Curtin, Board Chair
- Mike Slubowski, Executive Vice President, Trinity Health,
- Sister Rosita Schiller, RSM, PhD, Trustee
- Kathryn Sullivan, President and CEO, Center of Science and Industry
- Craig Bukiewicz, Six Sigma Guide, Mount Carmel

6 Attachments and Web-sites

Web-sites: www.mountcarmelhealth.com; www.mountcarmelhigherground.com

Attachments:

Mount Carmel Performance Indicators, Articles: Spiritual Prescription and Business First, Higher Ground: Here Now – December 2004

