



INTERNATIONAL SPIRIT AT WORK AWARD APPLICATION

1) Basic Data:

- a) Name of Organization: Prairie View, Incorporated
- b) Date of founding: March 14, 1954
- c) Number of employees: 450
- d) Nature and scope of business:

Prairie View is a non-profit, outcomes-based regional behavioral and mental health system with six locations in Kansas. Prairie View's headquarters is located on a 70-acre campus on the eastern edge of Newton, Kansas. A number of mental health services are provided from that location including psychiatric hospitalization, outpatient services, pastoral counseling, a community support program, an adventure course, an accredited day school, research and organization consultation services. Prairie View's five other outpatient locations provide services to children, adolescents, adults and older adults for a complete range of behavioral and mental health issues including, depression, anxiety, stress, anger, eating disorders, dementia, sexually related issues, grief, cognitive disorders, alcohol and substance abuse issues, family and marriage issues and more.

Prairie View's history began when World War II provided a unique opportunity for conscientious objectors to serve their country in alternative service. Many were assigned to state mental hospitals across the country and were dismayed by the impersonal, sometimes cruel and brutal treatment inflicted upon persons with mental illness.

Believing the church had something important to contribute to mental healthcare, the Mennonite Central Committee (MCC) organized Mennonite Mental Health Services, an agency of Mennonite groups in the United States, to plan three small hospitals. Prairie View, the third of the mental hospitals to be launched by MCC.

Prairie View is accredited by the Joint Commission on Accreditation of Healthcare Organizations and licensed by the Kansas Department of Social and Rehabilitation Services and the Kansas Department of Health and Environment.

Perhaps because of Prairie View's mission, spirituality has been an inherent part of the organization since its inception—especially as it applies to those whom we serve. However, Prairie View is still in the initial stages of applying and implementing explicit practices that nurture the human elements of its organizational structure.

e) Location(s):

Prairie View Headquarters
Psychiatric Hospital, Partial Hospital, Outpatient Services
1901 E. First St., PO Box 467
Newton, KS 67114-0467

Prairie View Hutchinson
260 Washington, Ste. 260
Hutchinson, KS 67501
620-662-4700

Prairie View McPherson
1102 Hospital Drive
McPherson, KS 67460-2318
620-245-5000

Prairie View Marion County
805 Western Heights
Hillsboro, KS 67062
620-947-3200

Prairie View Wichita East
9333 E. 21st St. N.
Wichita, KS 67206
316-634-4700

Prairie View Wichita West
7570 W. 21st St. N., Ste. 1026-D
Wichita, KS 67205-1734
316-729-6555

f) Website address (if applicable)

www.prairieview.org

2. Contact Information

- | | |
|---------------------------|--------------------------------|
| a) Contact Person's Name: | Tamara Herl, MS, ATR-BC |
| b) Position: | Director, Expressive Therapies |
| c) Phone: | 316-284-6431, x 6224 |
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| e) Cell phone: | 620-480-9306 |

- f) Mailing Address: 1901 E. First Street, Newton, KS 67114
- g) Backup Contact Person's Name: Dave Gear
 h) Position: Director, Prairie View Learning Institute
 i) Phone: 316-284-6431, x 6414
 j) Email: geardh@pvi.org
 k) Cell phone: 316-644-6379
 l) Mailing Address: 1901 E. First Street, Newton, KS 67114

3. A Brief Description of Your Organization:

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

Our Vision:

*Renewing spirit,
 Discovering strengths,
 Pursuing excellence.....*

Our Mission Statement:

To foster healing and growth in individuals and communities by providing behavioral and mental health services with compassion, competence and stewardship in the spirit of Christ.

Our Values:

- *Program Diversity*
- *Integrity in Management*
- *Service Philosophy*
- *Compassion*
- *Dignity in Treatment*
- *Advocacy for the disempowered*
- *Ethical Accountability*
- *Christian caring community*

- b) How does your organization define "Spirituality". How do you talk about the "vertical" and "horizontal" dimensions of spirituality?

There are many programs and practices at Prairie View that illustrate what the word means to our organization and those whom we serve. However, Prairie View has not yet developed an "official" definition for spirituality.

Prairie View's pilot project for employees, "Inviting Creativity and Spirituality Into the Workplace," (described below) defined spirituality as "what gives your life meaning and purpose." This definition was chosen in an attempt to create an atmosphere that would support and embrace the differing values and beliefs of all employees who chose to participate. One component of the project involved having participants find an object that represented what gives their life meaning and purpose. Participants then used these objects to create a group sculpture, and then discussed their personal symbols and how they incorporate into their work at Prairie View what gives their life meaning and purpose.

Our Pastoral Care Department is another program that defines and discusses spirituality at Prairie View. The department's brochure reads: "At Prairie View, the goal is to assist individuals and communities in the restoration of emotional and spiritual wellness, so that life may be lived with dignity, compassion, and a sense of renewed purpose. Prairie View has strong roots in Christian faith. The compassion

and call to healing and good-will that Jesus represented has inspired Prairie View's mission since its founding. It is from this foundation that Prairie View has developed its vision of serving the whole community, so that ***people of no faith and people of all faiths*** (italics added) can find hope as they grow towards health and wholeness. This statement, along with the aspect of our mission statement that describes fostering "healing and growth in individuals and communities", demonstrate our commitment to the horizontal component of spirituality.

One former member of the Dialectical Behavior Therapy (DBT) team at Prairie View described spirituality and religion as "unavoidable territory for those whose practice brings them into daily struggle with clients over the meaning and value of life, the consequences of death, and what to do with suffering and evil." Many of our clients are suffering in ways that are literally life-threatening, though invisible to everyone around them. To try to intervene with integrity requires honest, open struggling with these issues. The core element of DBT is mindfulness: the process of observing, describing and participating in reality in a non-judgmental manner, in the moment, and with effectiveness. Most DBT resources have little to say about "spirituality" besides valuing all aspects of a person's experience - but DBT trainings insist on opening oneself to the mysteries, the questions of faith, the exquisite beauty of what is right here in this moment.

The vertical aspects of spirituality are addressed through Prairie View's DBT team as they teach to and model for other employees how to navigate life's waters in a mindful fashion. Their work focuses on the horizontal aspects, as well, as the DBT practitioners have applied what they have learned in their practice with clients and in relationships with others. There are more than 11 DBT practitioners at Prairie View, including one psychiatrist, and several clinicians, case managers, and interns.

Another way that the vertical aspects of spirituality are addressed is through the Prairie View board's use of prayers and devotions in their meetings, and through their recent retreat focused on faith and values in action. Our CEO is currently using a spiritual values series with Prairie View's Leadership Team, which consists of employees across the various sites who have supervisory responsibilities.

The vertical dimensions of spirituality are embraced at Prairie View through shared prayer and/or silent time before meetings, and through practices such as inviting staff to gather in Prairie View's chapel to light candles & sit in silent vigil when difficult transitions take place within the organization. Over the years, there have been several opportunities for PV employees to participate in participate in expressive arts experiences, such as when a weaving traveled from site to site and employees were invited to weave in things that symbolized their current experience.

- 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? To what degree do employees have a choice about participating in spirituality in the workplace activities? To what degree are employees able to express their own spirituality? Is there any form of spirituality that is excluded from the organization?

Prairie View's history including its relationship to the Mennonite church is described to applicants during the interview process. This allows potential staff members to understand the organization's religious heritage. Human resources' staff and others involved in the interview process make it known that not all of our staff is Mennonite. We have a variety of faith-based organizations represented by our staff. The purpose of having this conversation during the interview is to let applicants know about our founders as well as to make sure they will be comfortable working for a faith-based organization.

In our orientation programs for new employees we again speak of the religious aspect of the organization. Our President/CEO speaks extensively about our history, mission and values during her presentation to new employees.

Since the religious heritage is an important aspect of what the organization is about, Prairie View has provided opportunities for staff to express their spirituality. Our Director of Pastoral Services is available to meet with staff as well as patients. We have an active electronic prayer chain. This is a volunteer program for staff. Annually the Director of Pastoral Services has an "open enrollment" allowing staff to participate. Staff may request confidential prayer requests for themselves or others. This provides a strong network of support to staff regardless of religious preferences.

It is recommended that staff not push their own religious beliefs onto patients or other staff. It is requested that everyone should be courteous of each other's preferences. In departments providing direct patient care, supervisors will address the need to not convert or make others uncomfortable through personal convictions.

Our main campus includes an open chapel. The chapel is available for staff to use for personal meditation. There are times when the Director of Pastoral Services has planned special meditation or sharing opportunities for staff. Occasionally weekday or Sunday church services are scheduled that encourage a shared worship experience between patients and staff.

Memorial services have occurred over the years celebrating the life of either a staff member or patient.

One of our strategic initiatives for the organization involves a focus on the health and wellness of our staff. The emphasis is on the ability to balance work and personal life.

Programs such as "Inviting Creativity and Spirituality Into the Workplace" have been offered to staff on a strictly on a volunteer basis. Our intent in making such programs available is to "invite" participants to explore their spirituality as they define it. In order to make this program one that would embrace any faith, the term "spirituality" was defined as "what gives your life meaning and purpose." The intent was to make employees of any faith feel welcome and comfortable. Another focal point of this program was the use of the Marianne Williamson quote that discusses letting one's "light shine." One reason this quote was chosen was because it was felt it describes the personal gifts that each person brings in a manner that does not exclude any particular religion or form of spirituality.

4. Core Application:

a) Description of policies, programs or practices (minimum of 1000 words):

Food for Thought/Food for Shepherds

Food for Thought (FFT) and Food for Shepherds(FFS) are programs sponsored by The Prairie View Learning Institute (PVLII), which is a division of Prairie View, and is currently under the direction of Dave Gear. The Prairie View Learning Institute Food For Thought series attracts nationally renowned speakers who present information about current issues that affect our personal and professional lives.

This series began in 1969 on the Newton Prairie View campus. It has grown to serve five additional communities in central Kansas with events four times a year in each community to a total of nearly 4,000 people annually. The format of each program includes a catered meal followed by a one-hour presentation, on such topics as stress, humor, overcoming adversity, improving communication, and compelling motivational topics.

We believe that the educational nature of the FFT series has a beneficial community effect on improving quality of life, developing positive relationships skills, and focusing on a healthy lifestyle.

In 2006-2007 FFT series included presentations by:

- Lois Gibson—What I've Learned about Life as a Forensic Artist, including a focus on how important it is to have a passion in life for what you do.
- Michael Kelly Blanchard--Remembering Who We Are, which encouraged the audience, through music and words, to develop better listening skills in working with others.
- Susie Thompson—Unleashing the Most Positive You, which illustrated how to have control over one's happiness, productivity, and sense of fulfillment.
- Jim Davidson—Climbing Out: Overcoming Life's Adversities, which focused on learning how to use inner strengths and how to connect to your higher power in your work or personal life.

Topics in 2007-2008 will include the following speakers and their focus:

- Joe Tye--tapping into inner personal power
- Judi Neal--developing skills to help walk on the leading edge of life
- Rene Godefroy--transforming self-doubts and self-limitations
- Marian Madonia--how to look at life's situations from a positive perspective.

That the Food For Thought series has been in existence for 27 years speaks well for its sustainability.

The **Food For Shepherds Program** is celebrating its 10th anniversary in 2007-2008. This program originated through the efforts of Philhaven, another hospital founded by the Mennonite Central Committee after World War II. Prairie View participated in the series conducted by Philhaven via teleconference and also offered some live events on site. In 2003, Bryan Harness, Prairie View's chaplain, felt that Prairie View could draw upon its own resources to provide the series, and since that time, the FFS series has been offered through Prairie View. Following is a list of the dynamic themes this series has incorporated for the past several years:

- 2003-2004: Helping people create a common boundary with others while maintaining a personal boundary that does not allow one's own pain to sabotage the experience.
- 2004-2005: Helping people find ways to recreate themselves and remain connected to meaning and hope when ministry calls one into uncomfortable places.
- 2005-2006: Helping clergy and church workers build skills to enhance their effectiveness in serving their congregations.
- 2006-2007: Engaging the dynamic, creative portion of the pastoral heart by building on the connection between the arts and spirituality.
- 2007-2008: Deepening prayer life and renewal through the use of scripture, song, silence, movement, imagination, and music.

The format of the 2007-2008 FFS has been shifted to include a half-day retreat followed by six consecutive weeks of experiential/contemplative prayer formats. Previous FFS series consisted of presentations offered monthly or bi-monthly. The intention behind this shift in format is to deepen and enhance the FFS experience. In addition, plans are to offer the FFS program for Prairie View staff in the fall of 2007.

We feel the FFS program is sustainable based on the success of its 10 year history. We believe the program has had an impact on the community because of the solid attendance the program has drawn over the years. We are excited to have the opportunity to expand the vertical spiritual component of FFS within PV by offering this program to PV employees.

Inviting Creativity/Spirituality Into the Workplace pilot project

Implemented September through December, 2006 by Tamara Herl, Director of Expressive Therapies, this fourteen week wellness program for Prairie View Staff took place on Prairie View's Newton campus. The goals were to enhance staff's creativity & productivity by inviting them to incorporate spirituality into their work. For this project, spirituality was defined as what gives life meaning & purpose. The Capabilities Awareness Profile (CAP), an outcomes tool developed by Prairie View, was used to measure the project's outcomes (see attachment.) The CAP measures people's self-efficacy in within oneself, within relationships, and within roles. The 17 employees who participated included support staff, mental health workers, clinicians, a physician, and one person from upper management. Since the participants in this project included a sampling from varying levels within the structure of the organization, it might be said that they represented a microcosm of Prairie View. The project seemed to demonstrate both PV's needs, as well as resources it had available to meet those needs.

One of the basic premises of the project is best illustrated by the Marianne Williamson quote that reads, in part, "Our Deepest Fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure....and as we let our own light shine, we unconsciously give other people permission to do the same....." It was hoped that the project goals could be met, with benefit to Prairie View, if staff were "letting their light shine" or making full use of their gifts. Participants discussed whether or not they were letting their own light shine, as well as their thoughts about what percentage of staff at Prairie View were letting their light shine.

One basic component of this project included Creativity Tasks that invited participants to make art about issues that were relevant to the organization, such as: how to ensure the organization's continued success, symbolizing issues that were present but not being communicated about directly, and symbolizing what things helped and hindered healthy functioning within employees. (See support material for another example and a photograph of a Creativity Task)

We believe this project had a positive impact upon employees at Prairie View. The report about this project prepared by the Outcomes Department reported an improvement self-efficacy in all but one of area, as well as in several areas that were not targeted by the goals of this project. The report also included this statement "We cannot say that the group caused the changes in these scores, because there was no control group to compare the differences to. However, it is clear that the creativity group had an impact on how the participants viewed themselves and their relationships with others."

We believe this project is sustainable, because PV plans to offer the project in a condensed and modified format at our other PV sites. This project will be tailored to meet the specific needs of each of Prairie View's sites. In addition, we hope to be of service to the others by offering the project to organizations outside of Prairie View.

Prairie View's DBT Team

Over many of the past 10 years, for many employees at Prairie View the DBT team has been the primary carrier of the hope of the practice of spirituality integrated with work. This was illustrated through coping with 9/11 and the events that followed, and across rural and urban sites and teams including:

- Sex offenders
- Inpatient, outpatient, partial hospital patients of all ages
- Severe and persistent mental illness
- Groups for community leaders
- Trainings for outside therapists

Across these times and sites, DBT has perhaps represented more of the diversity of PV's work than any other on-going team

The team has deepened spiritual practice and widened its application in team members, through such offerings as

- A half day continuing education seminar attended by dozens of outside providers in 2002.
- A lunch seminar series offered 1-2x/yr
- Consultations to inpatient and day hospital teams
- Ongoing supervision for case managers and residential staff).

Team members have continued to attend national trainings for rejuvenation , and to facilitate their own regular retreats, to attend weekly meetings

The team has facilitated specific spiritual practices for Prairie View employees through

- Offering silent sittings in the fall/winter of 2001
- Bringing a portable outdoor labyrinth to the campus for a month
- Reward cookies for management behavior that exemplified yin/yang balance
- Bubble-blowing parades through the campus
- On-site yoga classes, etc.
- Team expertise in effective communication offered to many groups to help transform conflict to healing

b) What has been the effect of policies, programs, or practices on stakeholders?

We believe that FFT has had an impact on stakeholders because more than 100 companies in the area surrounding Newton have financially supported the program so their employees can attend. FFT staff often hear the comment that the program is the longest running public education event in the region. Two of the corporate sponsors of the Food For Thought series shared their perspectives as to how the program has impacted their business:

Ken Jennison, Public Service Director for Salina Media Group in Salina, KS, reported that "The Prairie View Food For Thought series gives our company a great opportunity to provide quality, low-cost staff training. We are proud to be affiliated as a sponsor." Fred Berry, of the Berry Foundation in Wichita, KS, said "For a very reasonable contribution, the Prairie View Food For Thought program provides our organization with a nice employee benefit. We are proud to be a sponsor of this series."

We also feel that the efforts of the DTB team have had a profound impact upon our stakeholders, including examples such as:

- Countless client lives which have been saved
- Helping the completely disabled returned to active community life
- Helping those with addictions to hold them at bay
- A significant reduction in the necessity of hospitalization stays for clients
- Increased health in family relationships

The graduates of the DBT team include not only the hundreds of clients who have passed through the program, but also the therapists who have been part of the team and moved on. One became the director of therapy services in a women's prison on the west coast. One works full-time as an equine therapist in a unique service for developmentally and emotionally disabled children. One is tending the rapidly growing intensive outpatient program with multiple daily groups. One supervises graduate psychologists and dozens of children's community case managers and their programs. Another former team member became discipline head for social work and a special voice for integrity within management practice.

- c) What has been the effect of policies, programs, or practices on nominee's business success? Please say 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 believe the Food For Thought and Food For Shepherds programs have had an important and positive effect upon our success as a business. We believe the attendance records demonstrate that we are fulfilling the aspect of our mission statement that relates to fostering healing and growth in communities.

Attendance at Food for Shepherds,

- 2005-06 series (6 events) total of 80 people
- 2006-07 series (4 events) total of 60 people

Attendance at Food for Thought:

- 2005-06 series (4 events at 6 locations) 2,392
- 2006-07 series (4 3vents at 6 locations) 2,739

We feel that another way to measure the impact of our policies, programs and practices have had on our success as a business is to look at employee satisfaction, patient satisfaction, and employee retention. Please refer to the attached graphs which illustrate the following information.

Employee Satisfaction

Staff from all Prairie View locations are surveyed about their work attitudes every spring and fall. They are asked to complete a 24-question survey that is broken down into sub-scales, which include:

Workgroup Dynamics

- I am a part of the Prairie View team.
- I am motivated to do my best.
- The people in my workgroup work well together.
- There is appreciation for my abilities and contributions.

Identification with Mission

- I am proud to be known as an employee of Prairie View.
- Prairie View is fulfilling it's mission.
- Prairie View's religious foundation is an important reason I work here.

Attitude toward Change

- I contribute to positive changes at Prairie View.
- My responses to this survey will be taken seriously by PV Administration.
- My responses to this survey will make a difference in how things are done at Prairie View.

Job Satisfaction

- I have a satisfactory balance between work and personal life.
- I have a positive relationship with my supervisor.
- There is a satisfactory level of autonomy in managing my work.
- There is a satisfactory variety of tasks in my work.

- I have a positive relationship with my coworkers.
- I receive adequate feedback about how I am doing in my work.
- I receive adequate feedback about how I am doing in my work.
- I am able to maintain my sense of humor at work.
- I contribute to the fulfillment of PV's mission.
- I spend most of my time performing duties that utilize my strengths and abilities.

As shown in the first graph, work attitudes have increased slightly in the past year on all sub-scales, with Job Satisfaction rated highest and Attitudes Toward Change rated lowest. This information is provided to Management Team for use in strategic planning and disseminated to staff for their review.

Inpatient Satisfaction

In addition to surveying staff members, inpatient and outpatient clients are regularly surveyed regarding quality of service. Inpatients receive the "Quality of Service Survey" upon discharge from Prairie View. Aggregate and department results are monitored and provided to members of Management Team as well as written comments from clients in order to improve the quality of services provided by Prairie View and staff. For the purpose of this grant application, the question regarding Prairie View's mission was selected for review. Data from the 2006 monthly reports provided to Management Team demonstrate that Prairie View Inpatient clients report that PV staff is carrying out it's mission in the "Probably" to "Yes" range. This represents only one question from the 20-30 question survey distributed to Adults, Adolescents, Residential, and Partial patients. Children also receive a more condensed and simpler form appropriate to their development to monitor their satisfaction.

Outpatient Satisfaction

The third and final graph provides a question from the Outpatient survey, Mental Health Corporations of America Customer Survey (MHCA) delivered on a quarterly basis to a random sampling of all Prairie View outpatient locations. The results from these surveys are provided to the CEO for review and use in strategic planning and monitoring of outpatient services. For the purpose of this application, "Extent to which your individual needs were addressed" was selected for analysis from 2006 to present data. As the third graph demonstrates, Outpatient clients consistently reported this service as "Very Good".

Our Human Resources department has also generated data that demonstrates the effects of our policies and programs on stakeholders. The data shows that Prairie View is doing well at retaining employees, and we believe this speaks well to our success as a business.

- d) How has the organization been a model or inspiration for others companies in your industry or outside of it? For example, is your CEO often asked to speak at industry conferences and does he or she speak explicitly about spirituality?

In an effort to provide a forum for area organizations which might be interested in incorporating Spirituality into the Workplace, Prairie View has invited Judi Neal to present a day long conference on the topic of Spirituality in the Workplace in November, 2007.

Prairie View will also be hosting the inaugural meeting of the International Center for Spirit at Work Kansas Affiliate Chapter July 26th with a special presentation by Prairie View's chaplain, Bryan Harness on the topic, "Integrity is a Growth Market: Character Based Leadership as reflected in the writings of Alan Kolp and Peter Rea.

In order to serve as a model and inspiration for other companies in and outside of our industry, Prairie View's Integration Team developed a Wellness Luncheon series for Business Professionals in June of this year. The June 6th presentation focused on emotional intelligence. The June 20th presentation focused on the Inviting Creativity and Spirituality Into the Workplace pilot project. Representatives from many area businesses were present, including Prairie View, Good Samaritan Village, Peace Institute at Bethel College, the Director of Kidron Bethel Wellness Center, Showalter Villa, Adrian and Pankratz, Presbyterian Manor, Wichita State University, and also the City of Newton. Newton's mayor, Willis Heck, said, "I don't usually attend Prairie View events, but I thought someone from the City should be here."

5. Stakeholder References

Deborah Bergen
Prairie View psychiatrist
316-284-6431, x6754

John Yoder-Schrock
Co-Pastor, West Zion Mennonite Church
PO Box 772
Moundridge, KS 67107
620-345-8500

6. Sources of additional information on the applicant:

Please see the following attachments to this application:

Outcomes Data from Inviting Creativity & Spirituality Into the Workplace
Testimonials for Creativity & Spirituality Into the Workplace
Sample Creativity Task from Creativity/Spirituality pilot project
Testimonial for Food For Shepherds program
Employee and Patient Satisfaction graphs
Human Resources Indicators