

APPLICATION FOR 2004 INTERNATIONAL SPIRIT AT WORK AWARD

1. Basic Data

- Name: Ascension Health
- Founded: September 1999
- Employees: 87,469 (FTEs) Full and Part-time Associates: 103,000
- Nature and Scope of Business: Ascension Health is the nation's largest Catholic and largest nonprofit health system, serving patients through a network of hospitals and related health facilities providing acute care services, long-term care, community health services, psychiatric, rehabilitation and residential care. Our hospitals and related health facilities stretch nationwide, serving rural communities and urban markets. These varied healthcare facilities are referred to by Ascension Health as ministries.
- Available beds: 16,727
- General acute care hospitals: 63
- Long-term acute care hospitals: 4
- Rehabilitation hospitals: 4
- Psychiatric hospitals: 4
- Locations: The Ascension Health system office is located near St. Louis, Missouri. There are numerous facility sites across the United States: please see www.ascensionhealth.org/about/map
- Website: www.ascensionhealth.org

2. Contact Information

Bill Brinkmann, Director Leadership Formation, (314) 733-8289,
wbrinkmann@ascensionhealth.org

3.a. Mission, Vision and Values

Ascension Health has a clear identity as a provider of healthcare from a specific faith tradition and we honor the diversity of gifts and individual spirituality of those we serve and those with whom we serve.

- **Mission:** Rooted in the loving ministry of Jesus as healer, we commit ourselves to serving all persons with special attention to those who are poor and vulnerable. Our Catholic health ministry is dedicated to spiritually centered, holistic care, which sustains and improves the health of individuals and communities. We are advocates for a compassionate and just society through our actions and our words.
- **Vision:** We envision a strong, vibrant Catholic health ministry in the United States which will lead the transformation of healthcare. We will ensure service that is committed to health and well-being for our communities and that responds to the needs of individuals throughout

the life cycle. We will expand the role of laity, in both leadership and sponsorship, to ensure a Catholic health ministry of the future.

- **Values:**

Service of the Poor – generosity of spirit, especially for persons most in need

Reverence – respect and compassion for the dignity and diversity of life

Integrity – inspiring trust through personal leadership

Wisdom – integrating excellence and stewardship

Creativity – courageous innovation

Dedication – affirming the hope and joy of our ministry

3.b. & c. Definition of Spirituality and Respect for Diversity

Our system-wide definition of Spirituality is provided in the Ascension Health *Framework for Fostering a Spirituality of Work* as follows:

Framework for Fostering a Spirituality of Work

INTRODUCTION

The goal of workplace spirituality initiatives is to provide a work environment that nurtures the deepening of personal spirituality. This affects the way work is done and service is provided. In a spiritually centered workplace, people have greater potential to become more whole. They have a deeper connection with the meaning of what they do. From that experience comes vital energy, real commitment, creativity, and generosity of spirit in doing the work. In this process, the workplace grows as a true community of mutual care and service. There is potential for both individual and organizational transformation.

FOR ASCENSION HEALTH, WORKPLACE SPIRITUALITY IS ...

- *Diverse*

The human spirit is what makes us unique and distinctly human. It is the basis of our common humanity and also of our personal uniqueness. Connecting with my human spirit, begins and takes place in my full present reality. It is discovered through experience. While we humans share some universal spiritual experiences, there are absolutely unique experiences for each person in a lifelong journey of becoming the true self we are created to be.

- *Inclusive*

“Spirituality” is distinguishable from “religion.” Each and every person is spiritual by nature through our creation. Spirituality is a universal reality, whether or not there is conscious awareness of it. Many people find intersections between their spirituality, their faith, and the expression of that faith in a community of believers (religion). These intersections impact their spirituality. Therefore, spiritual development in the workplace can benefit from the personal gifts that all associates bring, and from the gifts of their various religious and spiritual traditions.

- *Relational (Vertical and Horizontal)*

A personal God interacts with me continually in the realities of my day. I do not “make myself whole” in isolation or by control, by doing the right things, or by discovering the right “practices.” Someone else calls me and gives me what I need. I respond to this call and create space, openness, and an attitude of listening and awareness in my life. Because I am human, I am always in relationship with God, self, others, the universe. I gradually discover in the course of my adult spiritual journey the God who IS, the God with whom I am already in relationship by virtue of my creation. I become more consistent in seeing all aspects of my human experience as the meeting place with God.

- *Life-giving; soul-satisfying*

I am vital. I live “on purpose.” I sense connection with the larger meaning. For example, I experience my call as “continuing the healing ministry of Jesus,” or as “participating in God’s healing of humanity.” I find satisfaction in my work because my work matches some of my gifts and abilities. Working well helps me discover and express who I am in this world. This is where the potential for creativity and passion reside. When I see my work giving life to others, I am moved to want others to experience their work that way. The Core Values provide specific guidance on how to offer life and healing to those I serve, especially the poor and vulnerable, and to support a workplace environment that is life-giving for my co-workers.

- *Rooted in reality and truth*

I bring my whole self to the workplace, all the aspects of my life. While I have to be focused I don’t have to be fragmented. I am always seen as a whole person. Ordinary experiences and events are the place of encounter with the Sacred. Spirituality does not imply “out of the ordinary,” but rather leads me to be whole in the ordinary. (If God wants to create extraordinary experiences for me, God will do so...this is not something I have to strive for.)

- *Discoverable - in awareness*

I don’t need to go off to a mountaintop to find or know my spirit. My spirit is where I am right now. This is a matter of awareness of what is really happening. It is where action and contemplation meet. I learn to become more aware in the present moment, and rely less on reflecting back. This isn’t solely a matter of intellectual knowing. My deeper self knows without my mind placing definitions or words on something.

- *Effective in service*

There is a flow back and forth between service and the meaning of it, between performance and reflection. I find meaning and satisfaction, a sense of

calling, and this leads me toward faithful, passionate, excellent service. It also leads me to greater generosity in my work because; I discover what it means to me and to others. I accept accountability and become a steward of my work. In my sense of common humanity with those who are vulnerable I may come to a deeper acceptance of my own needs. I may discover how God is acting through me. I may encounter God present and acting in others. Such awareness leads to reverence and a desire to serve more fully. In the workplace, in all of life, I become my true self, the unique, unrepeatable, deep self that is discovered over the course of a lifetime. When I live from that deep self, I am coming to wholeness and contentment. We, as Ascension Health, seek to nurture spirituality in the workplace out of reverence for each person in the service of the ministry of healing.

3.d. Policies, Programs and Practices

Ascension Health is a large, complex organization (a system of systems) which creates spirit at work through a variety of organizational activities. Our *Framework for Fostering a Spirituality of Work* (paragraph 3.b.&c., above) serves as our guiding document for spirituality. It has resulted in a number of programs which will be further delineated below, including: Executive Leadership Reflections, a set of scorecard measures for spirituality which is tied to the Ascension Health strategy, a web-based Spirituality Symposium for the exchange of spirit at work best practices, a leadership formation program and our ethical discernment process. There are many other successful spirit at work practices conducted by member organizations of Ascension Health which flow from the *Framework for Fostering a Spirituality of Work* and which have impacted the ongoing development of the framework. Our intent here is to focus on those practices which have been directly sponsored by Ascension Health (the executive reflections, scorecard measures, the symposium, leadership formation and the discernment process), in support of our member organizations (ministries). Sample local ministry initiatives which are consistent with our framework are included as Paragraph 6.d.

3.d.1. Executive Leadership Reflections

In early 2002, coming together as a newly formed team, the Ascension Health executive leadership agreed to engage in a spiritual reflection process that would impact work as a team and support individual spiritual growth as well. The team saw this as essential to leadership of an organization with inherent spiritual foundations. To foster the nurturing of spirituality in the organization as a whole, they saw it as essential to begin with their own experience.

Initially facilitated by one team member, the group dedicated significant time for these reflections, which included both personal quiet or prayer and group conversation. For over two years, there has been a strong level of participation by the team. The reflections are designed to support the next stages of team development and also to integrate with the specific kind of work the team will do in a given meeting. For example, at key points, the team has used the organizational ethics discernment process (paragraph 3.3.5., below), which included periods of reflection and sharing, to make major decisions.

Among the themes of reflection were: the nature of the human spiritual journey, leadership as a calling, discovery of the sacred in the ordinary, naming both gifts and needs (as individual team members and as a whole), specific spiritual disciplines for leaders and for the team, how to create a team environment open to God's acting through us, and how to foster a work environment that is spiritually nourishing.

From these experiences, there emerged the commitment to devote system energies and resources to furthering throughout Ascension Health, a workplace supportive of spiritual flourishing. The first specific outcomes of this commitment were: the convening of a Spirituality Symposium meeting which engaged 90 persons from across the system, the development of system scorecard measures for the creation of workplace spirituality initiatives locally, and the initiation of the leadership formation program (paragraph 3.d.2., 3.d.3., and 3.d.4., below)

3.d.2. Spirituality Symposium

Our Spirituality Symposium is a community of Ascension Health employees who are active in implementing spirituality programs across the system. The Symposium was originally called together in 2002 to develop an over-arching plan for workplace spirituality. The community is hosted on the Ascension Health Exchange, an internet portal which is an interactive, on-line community designed to facilitate knowledge sharing and accelerate the transfer of best practices. The Symposium's purpose is defined as follows: "The Spirituality Symposium Community of Excellence provides members and invited participants an on-line, centralized location to communicate, collaborate and innovate using an integrated suite of Web-based applications and tools. Community resources, tools and services were created based on our needs and the input of multiple members. The Community was developed to help each of us achieve our Health Ministry and Ascension Health goals." On the Spirituality Symposium, employees who are engaged in developing and managing spirituality programs find a variety of resources. Currently, the Symposium serves fifty-six spirituality program developers at our local ministries. The Symposium includes an innovation database of spirituality "best practices" which have been used by our member organizations. This database uses a simple format which facilitates key work searches and provides an easy-to-use method of documenting proven practices. Some of the practices documented on the Symposium include: stress

reduction, meditation and how to develop a spirituality program. Sample spirituality best practices are included in paragraph 6, below. Another feature of the Symposium is a knowledge library. This is a ready reference source which includes spirituality bibliographies, articles, prayers and meditations. In the Symposium, there is also a series of “links” to other spirituality web-sites and a Listserve function which allows Symposium members to send e-mails to all other members, in order to make queries or share experiences. A news room and calendar of events keeps members informed of events of interest to the spirituality community.

A committee of system leaders from various ministries who planned the original Symposium meeting have already begun to envision a follow-up event, Spirituality Symposium II in 2006. This committee has also been engaged in the formulation of scorecard measures.

3.d.3. Spirituality Scorecard Measures

Ascension Health creates scorecard measures to track performance toward its major strategic objectives. Following are the FY 04 and FY 05 scorecard measures in the area of spirituality:

3.d.3.a. System Spirituality Scorecard Measure for FY 04

100% of Health Ministries will identify and begin implementation with a key group(s) to build personal and team commitment to spiritual development in the workplace.

1. Targeted Ministries: This target applies to all Ascension Health ministries
2. “The goal of the workplace spirituality initiative is to provide a work environment that nurtures the deepening of person spirituality. This affects the way work is done and service is provided. In a spiritually centered workplace, people have greater potential to become more whole. They have a deeper connection with the meaning of what they do. From that experience comes vital energy, real commitment, creativity, and generosity of spirit in doing the work. In this process, the workplace grows as a true community of mutual care and service. There is potential for both individual and organizational transformation.” (*Framework for Fostering a Spirituality of Work*)
3. The *Framework for Fostering a Spirituality of Work* was introduced at the May 2003 Spirituality Symposium as a guide to developing a workplace that nurtures the deepening of person spirituality. This document is included in Appendix 3 of this document for your reference.
4. To meet this FY 04 target, a health ministry will have an intentional on-going group that meets to reflect on spirituality in the workplace with the focus of extending that reflection process to others in the ministry.

3.d.3.b. System Spirituality Scorecard Measure for FY 05

100% of health ministries (30) develop a plan to foster Spirituality in the Workplace. The plan includes one or more specific ways of engaging associates in exploring personal spirituality and finding meaning in their work with particular focus on the spiritual foundations of the Call to Action. The plan should include the intended outcomes and the means for measuring progress toward those outcomes, for example associate feedback.

Explanation: The intent of this measure is to provide a life-giving workplace that respects every person in his/her spirituality, offers opportunities for growth and for enhancing one's sense of meaning in service, and in so doing, deepens the spiritual foundations of our healing ministry. The FY 04 scorecard asked ministries to begin with a group who would reflect on their own experience of spirituality in the workplace and then identify ways to extend the opportunity for such reflection to others in the ministry. The FY 05 measure goes a step further, asking ministries to develop a plan for this broader engagement.

3.d.4. Leadership Formation:

The Formation for Catholic Healthcare Ministry Leadership program is a direct response to the vision of Ascension health which asserts: "...We will expand the role of laity, in both leadership and sponsorship, to ensure a Catholic health ministry of the future." Ascension Health has committed, through its leadership formation program, to develop a community of spiritually mature, vitally effective and self-assured leaders, who are prepared to take the healing ministry into the future.

The formation program is designed as an integration of the participants' personal spirituality with the foundational beliefs which create our Catholic identity, which fully honors each individual's diversity. The overall approach of this program is to interweave experiential learning, individual reflection, web-based group dynamics, mentoring, and theological presentations. Participants complete six courses in theology which are conducted on-line through the Aquinas Institute. They attend eight spiritual retreats, enter spiritual direction and develop practical integration projects. For example, one entire theology course is dedicated to social justice and the retreat, which occurs during this course, will use the participants' real-life experiences to explore how leaders can effect social systems to help create justice. Participants may also choose to develop their integration project to address and injustice detected by their local ministry.

The participants in this program are nominated by their local ministries based on their proven leadership, demonstrated commitment to the healing ministry, desire to further develop their leadership skills and their potential for expanded responsibility. Our selection process values the great diversity of gifts, which our leaders bring to their ministry, as a key component of the program. The leadership formation participants also enroll in the Leadership Continuity Planning process to increase their self-understanding, leadership development

and opportunity for increased responsibilities in the ministry. Testimonial comments from the leadership formation participants are included in paragraph 6.

3.d.5. Ethical Discernment Process

Discernment engages our spirituality, intellect, imagination, intuition and beliefs. It is decision-making that reaches into the heart of our beliefs about ourselves, those with whom we live and work. It also requires structured time for reflection and prayer. Such time may include considerations such as: What would God have me do in this situation? How is God speaking through events, other people and authority? How would a particular decision help us to serve others better? How would it advance our Mission? How do my personal biases and preconceived plans influence my decision-making? A structured process of discernment can help discipline our decision-making; ensure that all relevant dimensions of a particular decision are considered adequately; elicit a multiplicity of perspectives; allow decision-makers to reflect on their moral intuitions; align moral affect and intuition with the deliberative intellect; and foster the ability to articulate and communicate the rationale for organizational decisions.

Ascension Health's seven step process explicitly relates decisions back to its mission, vision and values; reinforces its preferred culture and promotes consistency with existing organizational structures and processes. This process also requires structured time for reflection and prayer at the beginning and throughout the entire process as appropriate. The process itself consists of seven steps which are intended to guide the discernment process. For individual decision-makers, each step is intended to serve as a checklist ensuring that all aspects of a decision are being considered adequately. In group or committee situations, each step should be considered explicitly. Though it is not necessary for every member of the group or committee to work through each of the steps, each step should be discussed with all the members before a final decision is implemented. Each step may need to be considered more than once and earlier steps may need to be revisited in light of responses to later steps.

3.e. Effect on Stakeholder Community

Please see separate attachments for stakeholder statements. (Paragraphs 6.c.1. 6.c.2. and 6.c.3., below)

3.f. Impact on Business Success

Our scorecard measures (3.d., above) are our initial effort to measure the system-wide impact of our spirituality at work initiatives from the Ascension Health perspective. Our focus, to date, has been on: 1. a planning approach which supports the local ministries, strengthened by the spiritual core of our healing mission; 2. the documentation of best practices on our Spirituality Symposium; and 3. the spiritual development of our executives through our formation program.

Many of our local healthcare ministries (member systems) maintain patient satisfaction metrics and systems for employee feedback which are used to assess the value of spirituality programs, but these metrics are not yet included in the national assessments of business success in a systematic method.

3.g. How Has the Organization Been a Model?

- Ascension Health's leadership formation program has recently been featured, by Health Progress magazine, as a best practice in the spiritual development of healthcare executives.
- Ascension Health executives are frequent guest speakers, particularly on the subject of healthcare innovation, service to the financially disadvantaged and medical ethics.
- In accord with the central commitment to the poor and vulnerable, Ascension Health was a leading influence, instrumental in securing permanent federal funding for the Healthy Communities Access Program.
- Ascension Health routinely benchmarks its spirit at work initiatives through other providers and through the Catholic Health Association.
- We were featured in Modern Health magazine, in 2002, for our mission-based acquisition strategy.
- Ascension Health was identified by Health Leader magazine, in 2003, as the top Catholic healthcare system in innovation sharing.
- In 2004, Health Progress contained an article by John Paul Slosar, Ph.D., of Ascension Health, on our ethical discernment process.

4. N/A

5. Stakeholder references

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6. Additional Sources

6.a. Sample Best Practices Taken from the Spirituality Symposium

Following are two sample best practices taken from the Spirituality Symposium innovation database (3.d., above). They describe the RISEN program as implemented in one of our healthcare ministries and the documentation of spiritual care intervention.

6.a.1. RISEN

Name:	Eileen Jaskolski
Position:	Executive Vice President, Mission Integration
Email:	ejaskols@columbia-stmarys.org
Fax:	
Phone:	414-326-2657
Health Ministry:	WI- St Mary's Hospital of Milwaukee
Primary Contact Person to contact for addition information:	Eileen Jaskolski
Additional Contacts:	Bill Solberg 414-326-2660 bsolberg@columbia-stmarys.org
Title of Innovation:	RISEN: Employee Spirituality Program (MLA)
Source of Innovation:	Other
Brief Description (in 500 words or less):	THIS INNOVATION WAS SUBMITTED FOR THE MARSHA LADENBURGER AWARD IN 2002. RISEN is an acronym for "reinvesting spirituality and ethics in our networks." The program was originally developed for nurses, but now it has expanded to other employees within the hospital. There are three main objectives: (1) raise consciousness about the power of the human spirit as it relates to health and healing and how it affects people the hospital serves; (2) integrate spirituality for personal and professional growth; (3) create spirituality in the workplace. The program consists of 4 days that are paid for by Columbia-St. Mary's. The organization feels so strongly about the impact the program has had on retention of employees and quality of care that it has continued to offer the program during work time. Participants meet 2 days one

week, 2 days the next. The days comprise a 6-hour practicum. Participants meet in small groups with the same mentor over the 4-day period. Then there's a half day celebration during which people talk about how the program has affected them. In the first session, participants talk about the Meyers Briggs test, which they complete before the start of the program. This a good ice-breaker activity. After that, the sessions focus on such topics as loss, anger, grief and spirituality in the workplace; active listening; t'ai chi; assignments for exercises to practice at home. Additionally, as a way for people who have taken the program to re-connect with each other and re-confirm what they learned from the program, there are 4 half days annually that serve as a kind of reunion. Three Catholic organizations and one non-sectarian organization participate in the program. The people who have completed it comment that they quickly bond with each other and that the program quickly dispels the "us and them" mentality.

Pressing Problem Solved: The RISEN program was started about 12 years ago by two women from the Catholic Health Association of Wisconsin. Their intent was to develop a program specifically for nurses—to help nurses reconnect with their own spiritual being and to give them the skills to help them interact with patients.

Benefits (estimated or actual): Decreased Costs
Higher Quality
Patient Safety
Patient Satisfaction
Return on Care
Return on Investment

Benefit Comments: While it's difficult to document A direct reduction in costs, the RISEN program does increase the employee retention rate. Additionally, people who take part in the program tend to go about their days more mindfully than they did before. They're more efficient and effective. Their active listening skills help them to get at what's really going on with patients and with fellow employees, and it helps people to feel that they've been heard.

Our Call to Actions: Healthcare that is Safe
Healthcare that Works

We shared this innovation with:

Name of contact shared with:

Contact's Phone Number:

How was this innovation shared:

Mission, Vision and Values: Clinical excellence
Innovation
Voice for the voiceless
Well run organization
Worklife Community

Service Line:

Service Line Comments: The RISEN program affects employees throughout the hospital, but the actual service line would be "spiritual program."

Continuum of Care Location:

Continuum of Care Location Comments: The RISEN program takes place off-site.

Department: All Departments

Department Comments:

Environmental Scan Categories: Healthcare Environments of the Future
Quality and Safety
The Catholic Church

Environmental Scan Categories Comments: The program is actually more spiritually oriented than "Catholic" focused.

Open Fields: Customer Service
HR
Leadership Development
Networking in Healthcare
Nursing
Patient Care
Patient Safety
Patient Services
Quality

Additional Open Fields: 1. Spirituality in the workplace 2. Enhanced relationships among co-workers

Related Resources and Documents: RisenInfoToAscension.doc

Please add Team Members and Email: Bill Solberg, 414-326-2660, bsolberg@columbia-stmarys.org

Stage of Development: Refine and Enhancement

Other HMs Using:

Barriers (Please note whether the barriers are projected or actual): None.

Source of Support Material & Resources:	Bought
List Vendors & External Resources Used:	Catholic Health Association of Wisconsin
Is the intellectual property used? (both fields should total 100%):	Ascension Other
Intellectual property used description:	
What has been the Media visibility to date?:	None.
Please describe documented operating results:	The RISEN program results in increased employee retention. Program participants are highly satisfied.

6.a.2. Spiritual Care Intervention

Name:	Michele Schultz
Position:	Director Spiritual Care and Parish Nurse Program
Email:	mschultz@genesys.org
Fax:	
Phone:	810-606-7890
Health Ministry:	MI- Genesys Regional Medical Center
Primary Contact Person to contact for addition information:	Michele Schultz
Additional Contacts:	
Title of Innovation:	Documentation of Spiritual Care Intervention
Source of Innovation:	Result of Internal Improvements
Brief Description (in 500 words or less):	Genesys is developing a comprehensive process for documenting spiritual care assessments, interventions, and outcomes using the ministry's existing clinical documentation/EMR, called Genie. Though the system

initially came with fields to track spiritual care, they were limited to things such as "baptism" and "spiritual care contact." The new documentation process will include tracking mechanisms, pull down menus, and free form text fields that allow nurses, social workers, case managers, and clergy to document much more about spiritual interventions. Genesys' large crew of volunteers and Eucharistic ministers will also be able to capture information and enter it into the patient's record. Chaplains who are very involved in the patient's care will have the opportunity to explain their interventions in free form text. The Spiritual Care and IS departments are working together to create, for example, pull down menus that can track pre-surgical needs such as "I'd like to see clergy," or "I would like a prayer." Short term goals are to create a standard taxonomy with consistent, reportable language that demonstrates the extent of what Spiritual Care does. Long term goals are to generate reports that group patients by diagnosis, and reveal whether or not length of stay or outcomes were impacted, based on spiritual care intervention. In this way, Spiritual Care hopes to demonstrate that its interventions do have an impact on the bottom line -- as well as on the emotional and spiritual well-being of patients and their families. The documentation system is expected to be launched by the end of March, 2004.

Pressing Problem Solved: Creating a way to fully integrate spiritual care into a patient's care plan. This program will enhance reflection of impact that spiritual intervention and support have on patients' progress, length of stays and end of life care. Long term goal is to demonstrate the impact through documentation of spiritual care involvement on length of stays, to increase spiritual care involvement in plan of care, and to identify where enhancement of Chaplain skills might be necessary.

Benefits (estimated or actual): Decreased Costs
Higher Quality
Patient Satisfaction
Return on Investment

Benefit Comments:

Our Call to Actions: Healthcare that leaves no one behind
Healthcare that Works

We shared this innovation with: MI- Tawas St Joseph Hospital

Name of contact shared with: Patricia Mullen, SSJ

Contact's Phone Number:

How was this innovation shared: Face to Face Conversation

Mission, Vision and Values: Clinical excellence
Innovation

Service Line: Not Applicable

Service Line Comments:

Continuum of Care Location: Inpatient

Continuum of Care Location Comments:

Department: Mission

Department Comments:

Environmental Scan Categories:

Environmental Scan Categories Comments:

Open Fields:

Additional Open Fields:

Related Resources and Documents:

Please add Team Members and Email:

Stage of Development: Development in process

Other HMs Using:

Barriers (Please note whether the barriers are projected or actual): Resistance by staff

Source of Support Material & Resources: Built

List Vendors & External Resources Used:

Is the intellectual property used? (both fields should total 100%): Ascension Other

**Intellectual property
used description:**

**What has been the
Media visibility to
date?:**

**Please describe
documented
operating results:**

6.b. Testimony (Quotes) from Participants in the Leadership Formation Program

The program demonstrated that a part of spirituality is attention to self

There was time to probe inner knowledge

I can't remember a time in my career when I felt more energized, more hopeful, more dedicated to an organization

The meditation took me out of my comfort zone

I am just beginning

Excellent, inspiring

Caused me to look within and assess my personal spirituality

I'm in awe at what is being entrusted to us

6.c. Stakeholder Community Statements

6.c.1. Statement of Patrick J. Murtha



200 Hemlock • P.O. Box 659
Tawas City, MI 48764-0659
(989) 362-3411

May 28, 2004

Selection Committee
International Spirit at Work Award
Association for Spirit at Work
36 Sylvan Hills Rd.
East Haven, CT 06516

Dear members of the Selection Committee,

As Chief Executive Officer of St. Joseph Health System, an Ascension Health ministry, I am pleased to communicate my support of this application for the International Spirituality at Work Award.

I attended the first system Spirituality Symposium meeting in 2003 as a commitment to a spiritually supportive workplace. The symposium deepened my own understanding of spirituality and furthered my awareness of the spiritual base of leadership. As a result I continue to look at means for my associates to consider deeper spiritual meaning amid the challenges of today's healthcare environment.

The System Scorecard has been helpful in providing an intensive focus on workplace spirituality initiatives and integration with the overall strategy of the organization. The measure is effective because it allows the initiatives to be created locally. St. Joseph Health System has strong ongoing practices related to our commitment to the core values as the basis of our culture. The scorecard measure and Ascension Health's workplace spirituality focus has assisted in recognizing the diverse spiritual gifts of our workforce. I continue to be committed to leading our ministry toward a comprehensive approach to spiritual support for our associates.

We have also supported the participation of one of our leaders in the Ascension Health leadership formation program, and she has been most enthusiastic about her experience in this new initiative.

I have found the overall efforts of Ascension Health to foster workplace spirituality a great help to me in fulfilling my executive leadership responsibilities and am pleased to forward this recommendation.

Sincerely,

Patrick J. Murtha
President/CEO

PJM/vb



We are called to . . .

SERVICE OF THE POOR • REVERENCE • INTEGRITY • WISDOM • CREATIVITY • DEDICATION

6.c.2. Statement of Malcolm Herring, M.D.

May 26, 2004

Selection Committee
International Spirit at Work Award
Association for Spirit at Work
36 Sylvan Hills Road
East Haven, CT 06516

Dear Selection Committee:

During my work at St. Vincent Hospital Indianapolis, IN I spent about 80% of my time as a peripheral vascular surgeon and about 20% of my time at our Seton Cove Spirituality Center. There I provide programs for physicians to support the integration of the mission of Ascension Health. Some of the programs help physicians develop spiritual maturity. Some programs provide leadership skills for our physicians. In that role I have found personal peace as I increasingly understand God's will and my purpose in life and unify that with my practice of bedside care. I find personal fulfillment in that. I also find fulfillment the kind of relationships that develop with other physicians in this environment. I derive a tremendous amount of joy in seeing physicians "get it", as they find inspiration, as they shuck imbalances in their lives, and as they meet patients in a sacred space. It is interesting to watch some of the physicians change their attitudes in their clinical duties and begin to include other staff within that therapeutic circle.

Within the institution, I have been personally rewarded that my superiors provide purposeful and intense spiritual formation opportunities. The Ascension Health mission statement itself resonates powerfully with my concept of spiritual healing, and my supervisors help me understand what spiritual healing means in the real, day-to-day workings of healthcare. My supervisors are Beth Applegate, R.N. and Sister Sharon Richardt, DOC. For me, they are important spiritual guides, and I am thankful that they are part of my professional life. I have a unique opportunity to meet occasionally with people from the higher levels of Ascension Health as they visit Seton Cove. It's noteworthy that the same commitment to spiritual growth and guidance are reflected at that level, too.

Please consider Ascension Health for the International Spirit of Work Award. If you have further questions, please feel free to contact me.

Sincerely yours,

Malcolm Herring, M.D.

cc. Maureen McGuire, D.C.
Senior Vice President Mission Integration
Ascension Health
4600 Edmundson Road
St. Louis, MO 63134

6.c.3. Statement of Andre L. Delbecq, Ph.D.

May 27, 2004

Selection Committee
International Spirit at Work Award
Association for Spirit at Work
36 Sylvan Hills Rd.
East Haven, CT 06516

As a member of the Board of Trustees of Ascension Health, I highly commend its efforts as worthy of recognition.

In the present embryonic stage of the Spirit at Work movement, spirituality within many organizations remains "leader dependent." That is, the founder (or a leadership team) model a "climate" reflective of deep spiritual values and seek to embed these values within their organization. Leadership is, of course, central. These are stories that are important to tell.

However, examples of the "institutionalization" of a spiritual culture in very large, diversified, decentralized organizations operating across dispersed geographical settings are fewer. Ascension Health provides an exciting case study embracing the world's largest healthcare system in the Catholic tradition. It faced special challenges as the present organization is the result of the merger of several smaller systems each having had its own unique founder's charisma. The new and much larger entity is now developing a "spirituality" that integrates and transcends these founder's charisms, and is oriented to the present tense challenges of modern healthcare. It also seeks to fully integrate best management practices with rich theological insight, reducing the dualism between "spiritual" and "managerial" perspectives. Further, it embraces religious diversity even while retaining essential elements of its Catholic tradition. These elements in themselves invite study and commentary.

But there is still another level of complexity to consider. Because of the size of the corporation, the spirituality effort must embed itself in organizational culture, and be reinforced by leadership formation and system practices across many quasi-independent strategic business units operating in different geographical settings. Unless it succeeds in doing so, a truly "organizational" spirituality cannot be molded. The corporation is too large and has embraced too robust a model of subsidiarity to simply be dependent on top level leadership.

In this sense Ascension Health is an important experiment in how to create a corporate spirituality that is "built to last" (to borrow the words of Collins and Porras). Its spirituality has to be embedded in culture, structures and processes that retain traction across hundreds of leaders each with her/his diverse personal gifts and individual spiritual tradition.

To be sure, Ascension Health's effort to embed such a transforming spirituality is a "work in process". But in my view this organization's efforts constitute one of the most thorough attempts to create a spiritual foundation program for a very large organizational

entity. The effort is vertical with interventions from the Board Level to the lowest operating levels. The effort is also horizontal, embracing organization intervention across the dispersed network of hospitals and clinics operating in many different states. It will be intriguing listen to the perspectives of a sample of participants speak of the efforts through the differentiated lens of their quite different organizational roles.

To conclude, I believe it would be valuable to the Spirit at Work movement for this large scale example to become publicly visible. Receiving recognition through the Award will invite study and commentary from both scholars and practitioners interested in how a very large organization can facilitate work place spirituality that is both truly "organizational" while being simultaneously supportive of personal spirituality. Ascension Health would be the first to acknowledge that they are learners, but it is an organization that is hospitable and welcoming of dialog with other learning organizations.

Sincerely,

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6.d. Sample Local Ministry Spirituality Initiatives

6.d.1. Title: A Personal Journey, You, God and Work

Situation: The Seton Cove spirituality center at Saint Mary's hospital in Saginaw, Michigan recognized the need to develop a program which would assist associates in deepening their sense of meaning, in their daily work. There was, as perceived need, to connect individuals' personal work activity to the healing ministry, address the stress of the fast-paced healthcare environment and explore how the individual is gifted and called to participate in the ministry. The limitations on associates' "Time away from work" was a constraint in developing such a program.

Spirituality Initiative: The Seton Cove center developed a half-day program titled a Personal Journey: You, God and Work. Based on the perceived needs discussed in the "Situation", the Ascension Health Framework for Fostering a Spirituality of Work and the strengths of the Cove's faculty, the program was designed to include:

- An investigation of the nature of creativity
- A model for staying centered and living in harmony
- A discussion of spirituality, including a distinction between spirituality and religion
- Personal reflection how we respond to the call of the healing ministry with our personal giftedness and compassion

Over time, participant feedback has been used to adapt the content and methods of the program and, soon, a full-day alternative will be developed as an option for the employees' " Day of Renewal ".

6.d.2: Title: Spirituality and Disease Management

Situation: St. Vincent is a 700 bed tertiary care hospital, a member of a large Catholic healthcare system, with a reputation for a very clinically excellent medical staff. The hospital has been intentional about developing spiritually focused programs for all members of the staff and was fortunate to have a physician in one of the highly respected specialty groups offer to assist in programming for physicians. In considering programs that seemed to work with physicians, the recommendation was made that the program needed to be highly interactive and meeting the perceived needs of the medical staff culture.

Spirituality Initiative: The Mission Department worked with the interested physician and the nursing leadership and chaplains serving the particular specialty of the interested physician which was cardiology. Staff determined that several physician-patient scenarios could be presented with issues around speaking to patients about their spirituality, taking time to listen to patients, physician-nurse conflict. Staff volunteered to play the various roles in the scenario. Since all of the situations were patient centered, the title chosen for the

program was disease management and spirituality. The nursing leadership of the cardiology service line made the decision that this program would be mandatory for all staff and that physicians serving the specialty would also be encouraged to attend by the medical director. As a result, 600 plus staff and about 25 physicians attended one of the programs held at the hospital's spirituality center. Lunch was served for each of the groups. Evaluations were very positive. To accommodate physicians who could not attend during the day, a special program was held in the evening. Because of the success of this program, the Mission Department intends to proceed with a similar process engaging other clinical service lines. The interested physician, who assisted in the development of the program, stated that it has been one of the most successful programs in spirituality for physicians.

6.d.3. Title: Cultivating Reverence in a Medical Staff

Situation: The Ethics Committee at Saint Thomas Hospital, a tertiary care, 500 bed Catholic hospital in the Midwest, noticed a trend of cases involving "disruptive physicians" around end of life issues. A subgroup of the committee convened to share war stories about the challenges of addressing this issue with medical staff. Out of the storytelling, the group decided to engage both medical leadership and physicians with a pattern of disruptive behavior in class that would offer coaching on the core value of Reverence.

Spiritual Initiative: The class, entitled Cultivating Reverence, was structured as an hour and a half class held on four successive Wednesday evenings. A pastoral therapist and the Chief of Medicine facilitated the class. The tone of the class was one of exploration of the pressures of practicing medicine rather than one of blame. In particular, participants were offered the opportunity look at their inner life as physicians, the process of skillful communication, and the wise handling of conflict. By learning to notice inwardly the beginnings of an emotional hijacking, participants acquired the capacity to make a choice for restraint and reverence rather than attacking or withdrawing angrily. At the conclusion of the class, several participants stated that they wished the class were not going to end, that they had never previously had a chance to be so candid with their colleagues.

6.d.4. Title: RISEN

Situation: RISEN (Re-Investing Spirituality and Ethics in our Network) is a program provided by Columbia St. Mary's to support the spiritual growth and development of CSM employees. RISEN originally began as an effort to support the spirit and energy of nurses. However, after a number of years of experience with the program, it became clear that the program had application to employees in general. The leadership of CSM believes that, when given the opportunity to learn about their own spirit and connect with the spirit of others, employees become better able to serve patients, families and colleagues. With a strong

sense of spirituality, employees are more likely to find meaning in their work and to be prepared for the challenge of caring for others while caring for themselves. Because CSM values spiritual development, all time devoted to RISEN is paid time.

Spirituality Initiative: The RISEN Program creates large and small communities of people who are willing to explore the spiritual dimension of health and healing. Led by Columbia St. Mary's trained and experienced faculty, groups of approximately 50 participants come together for four full days of reflection and learning. Each employee is also assigned to a small learning community - a mentor group of six to eight people that is guided by a CSM mentor who is familiar with RISEN concepts and who leads discussions and provides their own insight to the group.

Following the initial four day session, the mentor groups meet to discuss how the learned skills and insights translate into practice within the workplace. During the three months following the large group meeting, mentor groups continue to meet periodically.

Topics related to spirituality are presented in the four-day large group setting. Topics include: understanding personality strengths and differences using the Myers-Briggs personality types, understanding diverse perspectives on spirituality, practicing active listening, understanding and experiencing the practice of centering, reflecting on grief and loss, reviewing principles of forgiveness, transformation, and developing a spiritual lifeline.

6.d.5. Title: A Course in Cultivating Reverence for Living

Situation: St Vincent Hospital in Indianapolis sent a representative group of 5 staff members to St. Thomas Hospital in Nashville, in the summer of 2002, for a weeklong training session in "Cultivating Reverence for Living." This course was piloted at St. Vincent hospital in Indianapolis in the fall of 2002 and has completed one full year of staff participation and is well into the second year.

Spirituality Initiative: The class meets weekly for six weeks and focuses on developing the "practices" of Meditation, Centering Prayer, Mindfulness, Qigong, Body Scan, Stretching and Strengthening and Spirituality. It is offered in four sessions each year; two in the Fall/ Winter, back to back, and two in the Spring/Summer. Each year, we also offer a daylong retreat for all those who have attended any series in the past. We just completed a daylong retreat today. There was a staff of 4 (one wellness expert, two therapists and a counselor from our EAP department) and 22 attendees. The day begins with an opening prayer and a reporting in by each person on how they have been doing with their practices since we were together. We emphasize that our program is different because we focus on the spirituality of the practices i.e., Centering Prayer, Formation Field, Reflection Time, and application to our work in a faith-based

hospital with a specific mission of caring for the sick poor. During the day we practice Centering Prayer, Mindful Walking, Mindful Eating , Stretching and Strengthening, Qigong, a video (“Celebrating What’s Right in the World”) with personal reflection questions, meditative readings, a silent lunch and a laughing meditation and evaluation to end the day. The whole day is spent in silence, except for the opening prayer and introductions. Centering Prayer is done in the chapel and walks on the beautiful grounds and the personal reflection time offer quiet to staff whose work is often fast paced, task oriented and stressful. We use Adrian van Kaam’s work with the “Formation Field” to weave spiritual dimensions throughout all the practices and some brief didactic on this topic is given during our 6 week sessions. We have received great response to this program and frequent inquiry into upcoming classes from those who have heard of the program and want to attend. The six week sessions are held from 4-6 p.m. once a week and the daylong program is held from 9 a.m.-3 p.m.