

2003 Willis Harman Spirit At Work Award Nomination

NAME OF ORGANIZATION

Memorial Hermann Healthcare System
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CONTACT INFORMATION

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BRIEF DESCRIPTION

A. Nature and Scope of Business

The not-for-profit Memorial Hermann Healthcare System operates nine acute-care hospitals, including a level I trauma center and a children's hospital; two long-term acute-care hospitals; a home health agency; a retirement community and nursing home; and a wellness center. It primarily serves the greater Houston area and surrounding communities, but treats patients from throughout the world who travel to its hospitals. With some 14,000 employees, it is among the leading employers in Houston.

Since its founding in 1907, Memorial Hermann has existed to meet the health care needs of people in the communities it serves, returning revenue in excess of operations back to the community through new programs, services and facilities. In response to growing demand for its services, in 2001 the system began a five-year, \$420-million program to expand all of its acute-care hospitals, which had been operating at capacity.

While founders Rev. Pevoto and George Hermann opened their respective hospitals to treat the sick, the network of hospitals and specialty centers today promote all aspects of health—treating mind, body and spirit. Through all the years of growth and change, Memorial Hermann's purpose and values have remained clear.

Purpose

Memorial Hermann Healthcare System is a not-for-profit, community-owned, health care system with spiritual values, dedicated to providing high quality health services in order to improve the health of the people in Southeast Texas.

Values

- We are committed to assessing and meeting the health care needs of the individuals in our diverse communities.
- We are stewards of community resources and are committed to being medically, socially, financially, legally, and environmentally responsible.
- We are devoted to providing superior quality and cost-efficient, innovative, and compassionate care.
- We collaborate with our patients, families, physicians, employees, volunteers, vendors, and communities to achieve our Purpose.
- We support teaching programs that develop the health care professionals of tomorrow.
- We support biomedical research and implementation of innovative technology to expand our knowledge and learn how to provide better care.
- We provide holistic health care which addresses with dignity the physical, social, psychological, and spiritual needs of individuals.
- We are committed to the growth and development of the intellectual and spiritual capabilities of our employees.
- We have high ethical standards and expect integrity, fairness, and respect in all our relationships.

B. Policies, programs and practices

1. The Great Flood of 2001-The Spirit of Memorial Hermann

A few months after it announced the Systemwide expansion, Memorial Hermann was deluged by the devastating flooding that followed Tropical Storm Allison. Floodwaters filled the lower levels of Memorial Hermann Hospital, one of two level 1 trauma centers in Houston. The hospital lost power and Memorial Hermann was forced to close its doors for the first time since its opening in 1925. Over a 36-hour period, employees, physicians and volunteers — many of them leaving homes that had also been flooded — worked in the staggering heat and humidity to safely transfer more than 400 patients out of the hospital. Nearly one hundred of these patients, who were ventilator-dependent, had to be hand “bagged” for many hours. In the spring of 2002, the National Committee for Quality Health Care (NCQHC) recognized the heroism displayed during the flood crisis and awarded Memorial Hermann Healthcare System a special award. Memorial Hermann employees shared the honor with St. Vincent’s Hospital in New York, which treated victims of the World Trade Center attack. “Tropical Storm Allison placed Memorial Hermann in an extraordinary situation that presented unprecedented challenges,” noted Stephen C. Reynolds, president and CEO of Baptist Memorial Health Care Corporation and chairman of the board of trustees, NCQHC. “The members of the board of trustees were all touched and impressed with the exceptional commitment and determination displayed by Memorial Hermann in Houston.”

2. Partners in Caring Employee Fund

While employees at Memorial Hermann Hospital dealt with the hospital’s flood disaster, employees all around the system faced personal challenges as a result of flooding to their homes. While they addressed the devastation in their neighborhoods, their co-workers at Memorial Hermann began organizing to help them address their financial concerns by donating cash to the Partners in Caring Employee Fund and paid time off to a special time bank. During the weeks after the flood, 486 employees benefited from \$933,474 that was donated by their co-workers and the system’s leadership.

The Employee Fund—which has given out more than \$1 million to employees in times of crisis since its inception in 1988— is just one component of the Partners in Caring process. This unique, employee-driven process seeks to establish within Memorial Hermann a unique environment, where patients, families, employees, physicians and all others who enter its doors know that they are in a special place. Partners in Caring has become one of the most profound mission-building programs within Memorial Hermann. The employee process has been benchmarked by more than 25 health care organizations across the country.

3. Making the ‘Golden Rule’ A Condition of Employment: PIC Process is 17 Years Old

Each person who walks into a Memorial Hermann Human Resources office to apply for a job must first watch a 15-minute video focusing on the Partners in Caring expectations and values. If the applicant cannot commit to these values, they are encouraged not to apply. Then, in new employee orientation, the PIC values and behavioral expectations are discussed again. The directors and supervisors review the PIC behavioral expectations again at the beginning of employment and the employee is asked to sign a commitment to these values. Every year, the employee and his/her manager each fill out the behavioral expectation score sheet. If the employee does not make at least the minimum score on the measurement tool, no matter how

high they may have rated in the job competencies, the employee is ineligible for a merit increase that year. [See *PIC Behavioral Expectations, Attachment 1*].

4. The Hartman Value Profile

The Hartman Value Profile is used consistently throughout Memorial Hermann as an integral part of our employment screening process to help us screen-in individuals who have the capacity for making good value judgments and the tendencies to do so in way that increase their chances of being successful in the job they are seeking. It is also used as a team-building tool. The Hartman Value Profile evaluates individuals on three specific types of judgment:

- Intrinsic judgment-people skills; the ability to make good relational assessments and decisions
- Extrinsic judgment-task orientation; the ability to make good assessments and decisions about work processes and tasks
- Systemic judgment-the individual's "big picture" perspective; the ability to make good assessments and decisions about more abstract work realities, such as long-range plans, strategic visions, structural interrelationships, implications and consequences

Different jobs and organizational roles require different strengths. The beauty of the Hartman Value Profile is its ability to help us ensure a good "fit," so employees can be successful.

5. Spiritual Leadership Institute (SLI)

For most of the past two decades, until he was succeeded by Dan Wolterman in late 2002, Dan S. Wilford served as the president and CEO of Memorial Hermann Healthcare System. Under his leadership, Memorial Hermann grew to become the market leader in the delivery of health care services in the region. While there are many reasons for its success, Wilford believes the most important factor is the system's clear focus on instilling values-based, spiritual leadership qualities across the organization. To foster ongoing growth in this regard, in 1995 Wilford brought together expert consultants and community leaders and developed the Spiritual Leadership Institute. Well-known educator Steve Byrum, Ph.D., has headed up the Institute since its inception. He and others developed a nine-day program of three, three-day sessions spread out over a year, and introduced it to the organization's leadership, all of whom are required to attend and participate.

The program gives substance to the conceptual ideas embodied in the goals, objectives, mission and vision of the organization. A sampling of the topics covered include: "An Upper Room Mentality," "On Becoming A Spiritual Person," "What Does A Spiritual Organization Look Like?" "Intuition—Exploring Our Higher Potential," "Spirituality In A Secular World." In between sessions, participants follow a program of reading and personal mentoring. To date, well over 1,000 individuals, manager level and above, have been exposed to the off-site retreat-style program and the annual alumni "refresher" sessions at a cost of some \$500,000 annually. The Spiritual Leadership Institute has also established a Web site featuring insightful articles that allow past participants to continue their studies at their own pace.

In 2003, more than 300 employee partners, manager-level and above, will participate in the nine-day format and more than 1,000 employee partners below the manager level will participate in the self-study initiative (see number 6 below). The cost to Memorial Hermann for this set of activities will approximate \$575,000.

6. SLI Self-Study Program Reaches the Front-Line Employee

In 2002, to underscore its commitment to the tenets of spiritual leadership, Memorial Hermann asked that its Spiritual Leadership Institute design a program that could benefit all 15,000 employee partners. Work began on a self-study program that would cover the same topics but would not require as many days away from the workplace. Modules were created around the topics of vision, ethics, spirituality, trust and self-discovery. Written and videotaped material was incorporated into the modules. Participants spend approximately 20 hours working independently through the materials. After a three-month study period, participants come together for a two-day conference with the Spiritual Leadership Institute faculty.

7. Spiritual Care and Development Programs

Memorial Hermann chaplaincy services has at the heart of its mission the creation of healing environments for patients, families and employee partners. The Spiritual Care and Development division's mission statement is: "We hold sacred the care of the soul." The care of the soul is for all, not just for the patient. The concept of soul means the whole person – body, mind and spirit. Our customers, patients and their families, often use chaplains to process anxiety related to illness, death or life-changing accidents and chaplains give spiritual care to staff. Memorial Hermann believes that if the staff's emotional and spiritual needs are met, then the staff will be more available to the patients and families' emotional needs and spiritual needs and, for that matter, kinder and in better spirits toward each other.

Memorial Hermann has 20 permanent staff chaplains, and has programs of spiritual care training accredited with the National Association for Clinical Pastoral Education (NACPE) and that are recognized by the Department of Education, Washington, D.C. These training programs include 12 full-time chaplain residents beyond our 20 permanent chaplains and 12 interns from the community and seminaries. We also train more than 100 Ministry Team Volunteers in all of our hospitals. These programs train the clergy, as well as the laity in the effective delivery of spiritual care to Memorial Hermann patients, families and staff. Also, spirit caregivers take their training to the local congregations and wider community and care for the sick, weak and lonely in Houston. Chaplaincy is at the heart of Memorial Hermann's health care delivery. We have been training clergy and community laypersons in the art of spiritual care for more than 40 years.

8. Critical Incident Stress Management Debriefers

In a hospital and work setting where human trauma is a constant, fatigue and the effects of trauma can exhaust and depress the spirit of the workers' life and mission. Examples of these events have been an explosion in a Houston chemical company; a crash of a Life Flight air ambulance and loss of the crew; the 9-11 tragedy; the 2001 flood that demanded the evacuation of Memorial Hermann Hospital; deaths of infants in the neonatal intensive care unit; or after any traumatic event in which the Memorial Hermann staff are deeply involved and affected. In response to these spiritual, mental, emotional and physical crises, the hospital system through the leadership of the chaplaincy have organized and encouraged hospital personnel to become certified as Critical Incident Stress Management Debriefers.

This national certification program requires 15 hours of training. Whenever trauma affects the health care team, a stress management team of two or more are selected to go to that location and facilitate debriefing sessions with the staff.

9. The Mind/Body Medical Institute

The Mind/Body Medical Institute is affiliated with the institute of the same name that is affiliated with Deaconess Medical Center in Boston. Through the Institute, patients and employees benefit from mind-body treatment modalities developed from 30 years of research in this area.

The Institute specializes in treating individuals who are suffering the health effects of stress using meditation, guided imagery/visualization, contemplation, mindfulness, yoga and diaphragmatic breathing. As the patient becomes comfortable with these modalities, the Institute provides a supportive environment for the individual to begin a process of soul-searching. In addition to programs and services for patients, the Institute offers programs for employees and helps hospital staff develop and maintain a healing environment of care. An example is the recent employee in-service seminar, "You Are the Power of Healing."

10. Annual Bowles Chapel Lectures

Memorial Hermann Spiritual Care & Development plans, organizes and hosts an annual lecture with a well-known speaker. The Memorial Hermann board of directors sponsors the lectureship. The lectures are designed for health care professionals, especially those with responsibility for direct patient care. In 2002, the lecturer was Dr. James Reese, a certified trauma debriefer, retired FBI agent and one of the national founders of the stress management organization. Dr. Reese facilitated critical incident debriefing groups at the World Trade Center and the Pentagon after the 9-11 terrorist attack. In 2003, the lecture featured renowned futurist Dr. Leland Kaiser. Dr. Kaiser spoke about birthing and death and the role of the health care worker in these processes.

11. Blessing in the Workplace

The role of the Blessing in the Workplace has an important spiritual function in Memorial Hermann Healthcare System. Blessing helps us realize that there is more to work than tasks and more to environment than money. This can lower stress and bring meaning to work. The following illustrates four types of blessings we have used over the years. These are for the leadership, the hospital staff, the budget committee and blessings of certain occasions.

For example, when Dan Wolterman was named president in November 2002, he asked that the chaplains gather with him and the senior executive team to offer a blessing service. The 10-minute service received such positive response from the 50 or so leaders that the president requested that it be offered to 800 leadership team members at the quarterly management meeting.

12. Blessing of the Hands

Another key blessing is the blessing of the hands. This is offered to all caregivers but is not required. When caregivers become aware of the spirit and spirituality that they bring through the skill and touch of their hands, it adds meaning to the everyday tasks and demands of health care. It saturates work with spirit. This event blesses nurses, respiratory therapists, housekeepers, physicians and others as they serve patients. It takes the professional back to his or her original call into health care mission and adds meaning to the present. It helps them remember that health care is a sacred mission.

The following is an example of the brief blessing of the hands of staff offered by the chaplain/CEO/unit manager while touching the professional's hands or placing a hand over the professional's hands:

May the God who created you bless the care that you give to others.
May the touch of your hands bring healing to all whom you touch. May
you be blessed for all you do in this hospital.

This personal hand blessing has been offered more than 5,000 times and in various settings. Requests for blessings have even included the blessing of the motherboard for the Information Systems Division and a Blessing of the Budget Committee.

13. Multifaith Prayer Service Following the 9-11 Terrorist Attack

Sensing the sorrow that had pervaded the hospital system staff after September 11, 2001, the Chaplaincy Service organized a 30-minute multifaith prayer service and took it “on the road” to all the facilities. The service featured representatives from all the major faith traditions, each offering a prayer. At the Corporate Offices alone, it is estimated that more than half of the 900 employees in the building filled the cafeteria for the service.

14. Spiritual Day

In 2001, Memorial Hermann introduced a new Spiritual Day benefit. In recognition and celebration of our diversity, the Spirit within each employee and the importance of spiritual well-being, all full-time employee partners may choose and take a spiritual day that has particular significance for them. Employees are compensated for eight hours.

15. Culture Day

Culture Day is Memorial Hermann’s new employee orientation experience. It is designed as a first step to embracing and welcoming the diverse individuals who have chosen to join the Memorial Hermann community as employees. The full day of stimulating, interactive exercises that celebrate Memorial Hermann’s history and its people is held in our Memorial Hermann/HBU Wellness Center to reinforce our belief that all aspects of the human experience – mind, body and spirit – are vital to our health and wellbeing.

16. Award-winning Employee Blood Donation Program

Memorial Hermann has received the Life Giver Award from the Gulf Coast Regional Blood Center for the last four years. In 2002, employees donated 4,589 units of blood.

The system also been the recipient of the America’s Blood Centers Platinum Award for its national leadership in blood drive participation. The award is the highest given by America’s Blood Centers for an employer donor group. Memorial Hermann joined U.S. Steel, IBM and Lockheed Martin in receiving one of four Platinum Awards last year.

17. Number One in the Nation in Organ Procurement

For the past two years, Memorial Hermann Hospital has led the nation in the number of organs harvested for transplant. This recognition is testament to the outstanding teamwork and compassionate approach to organ procurement.

18. Bringing Health Care to Disadvantaged Children Through School-Based Clinics

The Memorial Hermann Health Centers for Schools Program began with two school-based health centers servicing three schools and today consists of four fully owned centers and one collaborative center serving 18 schools in three different school districts. Additionally, a mobile dental van rotates among three of the health center sites. Schools to be served have always been selected by identifying students with the highest prevalence of unmet medical and psychosocial needs.

19. Memorial Hermann Medical Missions

From natural disasters to epidemics to assisting other mission groups, Memorial Hermann Medical Missions volunteers travel to needy communities to care for people in crisis. The

missions provide medical, dental and general health care, including some routine surgeries. Volunteers also offer advice on health and well-being issues and meet with local officials to discuss the needs of the people.

20. Annual Food Drive

Many of Memorial Hermann Healthcare System's more than 14,000 employees open their hearts and their pantries to area food assistance programs throughout Houston each holiday season. For more than 30 years, Memorial Hermann employees have contributed food for Houston's hungry, always distributing it directly in the community in which it is collected. In 2002, employees from Memorial Hermann's 11 hospitals, its Corporate office and other subsidiaries contributed more than 53,000 pounds of food and more than \$28,000.

21. Pacesetter Organization for the United Way

Strong leadership and participation at all Memorial Hermann hospitals and corporate departments made the 2002 Memorial Hermann United Way Campaign its most successful ever, with contributions of more than \$648,000. These contributions exceeded last year's total of \$601,000 and surpassed the 2002 goal of \$631,000. As a pacesetter for health care in the greater Houston area, Memorial Hermann annually leads the industry in contributions. This year, the United Way asked its pacesetter organizations to "stretch" themselves to a six percent increase over last year. The System achieved a seven percent increase. *[See Attachment 2]*

C. Effect of policies, programs or practices on stakeholder community

The following changes in the organization have been noted:

- Employee partners feel comfortable publicly discussing moral and ethical topics. Doing so, of course, fosters discussion that lead to moral and ethical decisions. It's impossible to measure the positive outcomes that have resulted across the organization – not only as they relate to Memorial Hermann patients but also as they relate to everyday business decisions.
- Communications have been enhanced across the board. Previously existing hierarchical silos have been diminished, replaced by an atmosphere of collegiality.
- There is a powerful affirmation and catalyst that is provided for organizational mission and values.
- Employee partners feel valued, not just for their technical proficiency or professional expertise, but for their inherent differences.
- The organization's emphasis on service, caring, calling, meaningful work and the spirit of giving serves to remind everyone of the reasons they were first attracted to health care.

As evidence of Memorial Hermann employee partners' feelings about the organization, the System's quarterly employee survey has shown the following results:

- On a five-point scale, employees rank Memorial Hermann as 4.25 when asked if it's a place they enjoy working.
- Overall, the employee satisfaction score has moved from 3.66 in January 2001 to 3.83 in late 2002.

D. Effect of policies, programs or practices on the nominee's business success

Perhaps the most clear evidence of the relationship between the Spirit of Memorial Hermann and its business success over the past few years can be tied to the outcome of what was the organization's greatest challenge in its nearly 100-year history – the flood of 2001. The flood occurred four years after the merger of the Memorial Healthcare System and Hermann Hospital.

While the merger and integration of the two organizations' cultures was deemed success by nearly all, it was not until the flood that every one of the System's 14,000 employee partners truly "merged." The flood united everyone in a common, exceedingly difficult, experience – and the people of Memorial Hermann triumphed as never before. In the immediate aftermath of the flood, employees from all over the city traveled to the Texas Medical Center campus to volunteer to help with the patient transfers. With their hospital closed, employees from the Medical Center campus were dispatched to sister hospitals to work alongside people they had never met before. Employees opened their hearts and their wallets to help fellow employee partners whose homes were affected. In an amazingly inspiring show of unity, Memorial Hermann demonstrated a culture of caring that surpassed everyone's expectations. And that fiscal year that began with the greatest challenge in the organization's history ended with the System's strongest financial performance ever.

E. How the organization has been a model for others

The Memorial Hermann programs described in this nomination have been benchmarked by the following. *[See attachments 3 and 4]*

Baylor Healthcare System, Dallas, Texas

Irving Healthcare System-Irving ,Texas

Methodist Healthcare in Dallas

Baptist Memorial Healthcare System in Memphis, Tennessee (3 times)

Presbyterian Healthcare in Albuquerque, New Mexico

Hoag Memorial Hospital-Newport Beach, California (2 times)

Franciscan Sisters Health Care Corporation-Mokena, Illinois

Otterbein Nursing Homes-Lima, Ohio

Jewish Hospitals-Cincinnati, Ohio

McKenna Health System-New Braunfels, Texas

Valley Baptist Healthcare in Harlingen, Texas

Whitmore Manufacturing

Memorial Hospital-Chattanooga, Tennessee

Scott & White Hospital, Temple, Texas

F. Specifics on how the organization is inspiring to the nominee, including brief stories and quotes, etc.

Gathering the facts and materials for this spirit award has affirmed again why I have worked with Memorial Hermann Healthcare System for 30 years. I partnered and stayed with Memorial Herman because I have experienced this organization putting values, character, spirit and spirituality in the heart of the organization not at the extremeties. As we have gathered this information into one nomination, I have again been awed and grateful for the Memorial Hermann family. Not because we are perfect but we are on a significant "way" to bringing spirit into the workplace. Awed not because there are initiatives in this document that I was not aware of, but because I had not stopped to reflect on our mission's totality. This is so characteristic of this organization. We are a people with profound spirit, values and character and oftern forget to celebrate the whole mission. We forget the impact of spirit in our workplace. We are an organization of people who put feet on visions, hopes and spirit. Everyday I become more aware that our partners in caring staff are in sacred vocations. Many times I have heard our past President and CEO Dan Wilford say to our staff, "We do not just have jobs, we have a calling." – *Rev. Tim VanDuivendyk*

Being an employee of Memorial Hermann Healthcare System for almost twenty-six years has blessed me with many experiences in my workplaces that I am convinced have been positive

influences in my life, both professional and personal. This magnificent organizations has made itself clear on numerous occasions in the claim that it is dedicated to the well being of its employees in all aspects including physical, mental, psychological and spiritual. I am forever grateful for the spirit of this company and hope many other people will have the opportunity to experience the special environment Memorial Hermann Healthcare System offers to its employees, medical staff and variety of customers. In my opinion, Memorial Hermann Healthcare System undoubtedly deserves being the recipient of the 2003 Willis Harman Spirit At Work Award. – *Janet Mayo*

NAME OF NOMINATING PARTY, INCLUDING NAME, CONTACT INFO AND RELATIONSHIP TO NOMINEE

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REFERENCES

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SOURCES OF ADDITIONAL INFORMATION

www.memorialhermann.org
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Attachments 1, 2, 3, 4