

Nomination for Willis Harman Award

Methodist Health Care System Houston, Texas

1. Name of Company

Methodist Health Care System (MHCS)

2. Contact Information

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Houston, TX 77030

website: www.methodisthealth.com

3. Contact Person

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4. A brief description of:

A. The nature and scope of the business; current Vision and Mission; philosophy and Core Values; principal products and services

MHCS is a nonprofit organization dedicated to providing high quality healthcare in a spiritual environment. The flagship hospital, The Methodist Hospital, is located in the Texas Medical Center in Houston, Texas. It was founded in 1919. It is the primary teaching hospital for Baylor Medical School and was listed in 2001 as one of the top 100 hospitals in the United States by US News and World Report. The Methodist Hospital boasts several world-class expertise centers, including the DeBakey Heart Center named after the renowned Doctor Michael DeBakey.

MHCS also has three community hospitals located in the suburban areas outside of Houston: Methodist Sugar Land Hospital, San Jacinto Methodist Hospital and Methodist Willowbrook Hospital. And to facilitate

care outside of the hospital setting, MHCS owns the Visiting Nursing Association. We refer to each organization as an “entity.”

MHCS Belief Statement
(Think of this as a “charter”...why the Methodist Church
got involved in health care to begin with)

The Methodist Health Care System, a Christian organization established by the Texas Annual Conference of the United Methodist Church, exists to provide quality health care services. As it fulfills this purpose, the System participates in the redeeming activity of God that makes the world a better place for all of humankind. This health system is based on the belief that God can heal through the lives, actions and words of persons, regardless of various religious perspectives. Therefore, in all endeavors the Methodist Health Care System strives to treat everyone it serves as a person of sacred worth and value, created by God.

MHCS Mission Statement

To provide high quality, cost-effective health care that delivers the best value to the people we serve in a spiritual environment of caring in association with internationally recognized teaching and research.

MHCS Vision Statement

People will seek Methodist as a globally recognized leader of pioneering medical expertise and innovative, personalized care.

MHCS Values Statement

I CARE

Integrity: We are honest and ethical in all we say and do.

Compassion: We embrace the whole person and respond to emotional, ethical and spiritual concerns as well as physical needs.

Accountability: We hold ourselves accountable for our actions.

Respect: We treat every individual as a person of worth, dignity and value.

Excellence: We strive to be the best at what we do and a model for others to follow.

4B. The policies, programs or practices that explicitly promote or enable spirit at work; nature and scope; when implemented; by whom; relevant background; public visibility; etc.

1. Creation of the position of Vice President of Spiritual Care (1998). This position now reports to the CEO of MHCS and sits on the most senior management committee. One of the responsibilities of this position is to oversee the integration of the Mission, Vision and Values Statements into the organization, so that we create a “spiritual environment of caring”.

2. Revision/creation of the following statements (1999-2001)
 - Belief Statement
 - Mission Statement
 - Vision Statement
 - Values Statement (I CARE)
3. Creation of a master plan to oversee the cultural transformation (2001)
4. Conducted first Values Survey (the Cultural Assessment by Richard Barrett & Associates, Corporate Transformation Tools). All employees, long time contractors, and Medical Staff (Physicians) were invited to participate. This is our baseline measurement prior to any communication or training. (June-July 2001)
5. Full day offsite meetings with the senior management of every MHCS entity to review the results of their Values Survey in detail and discuss the barriers to living I CARE. (Sept. 2001)
6. Some entities have implemented an Employee Satisfaction Survey (Nov 2001) that complements the Values Survey. The Values Survey data is equivalent to photos taken of a landscape at 10,000 or more feet. It really gives you the big picture. The employee satisfaction data is like photos from a helicopter...it shows the details. Together they show a fairly good picture of the corporate culture. Other entities are likely to use the Employee Satisfaction Survey in 2002. Eventually the Values Survey and the Employee Satisfaction Survey will be taken at the same time.
7. Supervisor/Manager Communication Sessions – the head of each entity meets for 2 hours to review the new Belief, Mission, Vision and Values Statements, a summary of the Values Survey results for MHCS and for the entity, and next steps planned for MHCS in general, and the entity in particular (Feb 2002)
8. Employee Communication Sessions – the head of each entity meets for 1 hour with all employees to review the new Belief, Mission, Vision and Values Statements, the results of the Values Survey, and next steps (Feb/March 2002)
9. Creation and implementation of a half-day Values Training program called “Living Methodist Values” which will be taught to all employees in 2002/2003. This workshop focuses on the behaviors that will be expected of all Methodist employees as we put our Values into action. After initial rollout it will be taught to new employees as part of the overall new employee orientation process. (2003+)
10. Offering an outside one-day program called “Spiritual Integrity At Work™” up to 25 times during 2002. This course, offered 8 times in 2001, has been very well received. It helps employees switch from their ego-self to their spirit-self during times when they might be inclined to let anger or fear control them. Nursing Continuing Education Units (CEUs) are available.
11. Each workgroup will create a “workgroup commitment” where they define the behaviors that are specific to their customers, partners and coworkers that define expectations they will live up to. Everyone will sign the commitment that will be posted centrally. New employees will be expected to sign it as well.
12. The Board of MHCS and the Board of The Methodist Hospital are currently taking the Values Survey. Other entity boards are expected to follow suit soon. Following completion of the survey each Board will be briefed on their own results, the results of the entity for which they are responsible, and the overall MHCS results. (Feb 2002 for survey; April for feedback sessions)
13. Communications will launch soon in the major Methodist newspapers/newsletters and on the intranet website regarding the Mission, Vision and Values. Posters will go up in all entities. And we are planning to feature stories at least once a

quarter that show how an MHCS employee is living I CARE. (Spring 2002 and ongoing)

14. All employees will receive a “pocket card” to keep in their badge holder with the I CARE Values listed.
15. The Values Survey will be completed again late in 2002 or early in 2003, coincident with the Employee Satisfaction Survey.
16. Human Resources is a key player in this integration of Values into the workplace. Processes throughout the employee life cycle – from recruitment to retirement – will be reviewed and reconsidered. Don Benson, Senior Vice President of Human Resources and Kimberly Bridge, Vice President of Human Resources have the lead in this area, but will partner closely with Rev. Daugherty, Vice President of Spiritual care. Some items under HR review include:
 - Recruitment will need to emphasize the Mission, Vision and Values of MHCS and attempt to get applicants to “select in” or “select out” based on personal fit with those values. Interviewers will also need to screen for poor values alignment.
 - Performance appraisals forms need to reflect the emphasis on Values and their related behaviors.
 - The reward and recognition systems need to reward the correct behaviors.
 - Skills training for supervisors will be important to ensure that adequate coaching skills exist at the front line. First Line Supervisors/Managers are the ones who can coach, counsel and ultimately enforce the expected behaviors.

The following players have been involved in the activities listed above:

- the Board of MHCS
- A Board committee called the Spiritual Care Committee, which includes the Bishop of the Texas Annual Conference of the United Methodist Church, several other key Ministers, the CEO of MHCS, Dr. Pamela Triolo, and of course Rev. Thomas Daugherty
- The CEO of the System
- The CEO’s Council (senior management committee – members directly report to the CEO)
- The System Spiritual Care and Values Integration Committee (SSCVIC) made up of representatives from around the system, including several chaplains, 3 members of the CEO’s Council (Rev. Tom Daugherty, VP of Spiritual Care; Don Benson, Senior VP of Human Resources; and Dr. Stuart Dobbs, a senior member of the Medical Staff).
- Several focus groups of employees from around the System
- The VP of Organizational Effectiveness in Human Resources and her staff
- The chaplains
- A consultant (Cindy Wigglesworth)
- And of course the Rev. Daugherty, VP of System Spiritual Care – who is the lead executive for this effort.

In addition, there are several efforts taking place at The Methodist Hospital in the Nursing organization that are related to the integration of I CARE Values into our workplace. The leader of these efforts is Dr. Pamela Triolo. Dr. Triolo partners closely with the Values Integration effort and sits on the board Spiritual Care

Committee. Activities under her leadership include: Relationship Centered Care; Palliative Care; and seeking Magnet status for The Methodist Hospital.

Other than posting our Mission, Vision and Values statements on the internet website, this effort has not had much public visibility. However, we will soon hang attractively framed posters throughout our facilities showing the new Belief, Mission, Vision and Values statements. This should increase the visibility of our goals to our patients, their families, and any visitors.

4C. Effect of policies, programs, or practices on stakeholder community – employees, owners, customers or clients, suppliers, communities in which business has a presence, etc.

It is too early to see significant results specifically from this program. Nevertheless, as a result of the Values Survey, several entities have identified and taken steps to remove barriers to integrating values into their operations. The stakeholder results we hope to see in the future include:

- increased employee satisfaction survey results
- improved retention and easier recruiting – especially in Nursing
- improved patient satisfaction survey results
- improved physician satisfaction

4D. Effect of policies, programs, or practices on nominee’s business success

This effort is still too new to see results on business success. We hope that implementing these policies and programs will lead to our Vision – that “People will seek Methodist as a globally recognized leader of pioneering medical expertise and innovative, personalized care.”

4E. How the company has been a model or inspiration for others

The health care system is one of a small few such organization the country, even among faith-based groups, that are being intentional about integrating values into the way they deliver their services and conduct their business. Several other faith-based organizations are watching with great interest what we are accomplishing here at MHCS.

In the arena of medical expertise, MHCS has always been a model of Excellence. The Methodist Hospital is consistently the number one preferred hospital in Houston. Our alliance with Baylor creates an awareness in the community of the high standards we have for pioneering medical care. The Methodist Hospital is also cited in the Top 100 Hospitals list of US News and World Report, 2001.

As we move forward with the integration of I CARE, we hope to achieve world-class standards in employee satisfaction, and innovative personalized patient care. We want to see Doctors anxiously waiting to be credentialed with us, since their patients are clamoring to use our facilities.

5. Name of nominating party, including contact information and their relationship to the company being nominated.

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6. References:

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7. Sources of additional information on the nominee; including website links, articles or other resources

www.methodisthealth.com

www.usnews.com/usnews/nycu/health/hosptl/tophosp.htm