



## Application For:



### I. Basic Data

- A. Name of Organization: **PeaceHealth**
- B. Date of Founding: **August 3, 1890**
- C. Number of Employees: **9,459**
- D. Nature and scope of business

A century ago the Pacific Northwest was a magnet for pioneers: people with a love of wide open spaces, a willingness to take risks, and desire to carve a new and better life for themselves and their families. Much has changed in that century. Stumptowns have grown into great cities envied for their planning and design. The "silicon forest", rather than the actual forest, is where the jobs are. The Northwest is still a place where fresh air, fresh water, and fresh ideas have real value.

The Sisters of St. Joseph of Peace have been providing health care to communities in the Pacific Northwest since 1890, when two Sisters traveled west from New Jersey to establish a hospital in Bellingham, Wash. In 1976 they consolidated the various health care ministries in their Western Province into a single not-for-profit system, adopting the name PeaceHealth in 1994.

Today PeaceHealth operates six hospitals, medical groups, a chemical dependency program, health care joint ventures, and other services in southeast Alaska, northwest Washington, southwest Washington/northwest Oregon, Oregon's Willamette Valley, and Oregon's central coast. System headquarters are in Bellevue, Washington.

A system governing board sets overall policy, strategy and direction, and each of the five regions has its own local board of directors with responsibility to set local strategy and policy. A shared heritage, mission, values, vision and articulated desired culture unite the system.

### E. Locations

#### 1. Oregon Willamette Valley (Eugene, OR)

<http://www.peacehealth.org/Oregon/>

a) Sacred Heart Medical Center

- b) PeaceHealth Medical Group
- c) Cottage Grove Community Hospital
- d) South Lane Medical Group
- e) Oregon Medical Laboratory

**2. Oregon Central Coast (Florence, OR)**

<http://www.peacehealth.org/Siuslaw/>

- a) Peace Harbor Hospital
- b) Health Associates of Peace Harbor

**3. Southeast Alaska (Ketchikan, AK)**

<http://www.peacehealth.org/SoutheastAlaska/>

- a) Ketchikan General Hospital and Nursing Home

**4. Southwest Washington (Longview, WA)**

<http://www.peacehealth.org/LowerColumbia/>

- a) St. John Medical Center
- b) PeaceHealth Medical Group

**5. Northwest Washington (Bellingham, WA)**

<http://www.peacehealth.org/Whatcom/>

- a) St. Joseph Hospital
- b) St. Joseph Medical Group
- c) Northwest Regional Laboratory

**6. System Support Services (Bellevue, WA)**

<http://www.peacehealth.org/System/Careers/system.htm>

F. Website <http://www.peacehealth.org/>

## II. Contact Information

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## III. Vision

As the premier health care system in the Northwest, consistent with our mission and heritage, PeaceHealth:

- Is known for a healing culture that is patient-centered and family friendly.
- Innovates to achieve superior clinical and operational outcomes.
- Is financially strong.
- Maintains a substantial market presence in its natural market areas.
- Continuously learns and improves as individuals, as teams, and as an organization.
- Continually improves access to care.
- Promotes health care in its communities that is coordinated and seamless.
- Creates an environment that is highly satisfying for employees and physicians.
- Collaborates with its communities to measure and improve community health.

## IV. Mission

We carry on the healing mission of Jesus Christ by promoting personal and community health, relieving pain and suffering, and treating each person in a loving and caring way.

At PeaceHealth, the fulfillment of our Mission is our shared purpose. It drives all that we are and all that we do. To those who embrace the spirit of these words and our commitment to Exceptional Medicine and Compassionate Care, we offer the opportunity to learn and grow as a member of the PeaceHealth family.

## V. Philosophy

### Healing & Compassionate Care

Healing and Compassionate Care is a continuation of the healing ministry begun in 1891 in Bellingham by the Sisters of St. Joseph of Peace and their lay colleagues when they founded St. Joseph Hospital to care for loggers, mill workers and their families.

Our Healing and Compassionate Care philosophy is a guide to what we do and how we go about doing it. It is relationship-centered. It is based on the ethic that everything in the environment affects recovery and healing. Very little is neutral; almost everything can either enhance or impair the healing process.

From our faith tradition, Healing and Compassionate Care involves healing in a holistic sense: physical, emotional, and spiritual as well as quality treatment, striving to use the best that technology and science can provide.

Healing and Compassionate Care guides us. It guides us as we develop our models of care in service to our patients and families. It guides us in how we recruit, develop and respond to the needs of our caregivers. It guides us as we design/create our facilities. It guides us as we create systems, processes, programs and organizational infrastructures. It combines the science and art, the head and heart of our health care ministry.

This is our cornerstone.

## VI. Core Values

### ❑ **Respect**

We respect the dignity and appreciate the worth of each person as demonstrated by our compassion, caring, and acceptance of individual differences.

### ❑ **Stewardship**

We choose to serve the community and hold ourselves accountable to exercise ethical and responsible stewardship in the allocation and utilization of human, financial, and environmental resources.

### ❑ **Collaboration**

We value the involvement, cooperation, and creativity of all who work together to promote the health of the community.

### ❑ **Social Justice**

We build and evaluate the structures of our organization and those of society to promote the just distribution of health care resources.

## VII. Organizational Definition of Spirituality

### A. Spirituality is an attribute defined in our Leadership Model as follows:

Spirituality is the person in relationship to that something more behind the universe that most people name God. But, one need not believe in God or be able to name God to stand in that relationship.

Spirituality does not require adopting any specific religious tenets or undergoing a religious transformation, yet it means having a reverence for life that goes to the essence of all beings.

Spiritual people have a desire for a greater purpose in their lives and have a more holistic view, acknowledging and balancing mind, body and spirit.

### B. How we talk about the "vertical" and "horizontal" dimensions of spirituality

(Note: Vertical and Horizontal descriptions are provided in the International Spirit at Work Award application instructions).

In our training on Healing & Compassionate Care (discussed below) we draw a distinction between Spirituality and Ministry. Quoting Mary Kathryn Grant ("Ministry Leaders as Spiritual Leaders", *Health Progress*, May-June 2001):

- "Ministry can be defined as the performance of the works of mercy – works of justice, compassion, right relationships and service
- *Spirituality* can be defined as the search for meaning and purpose, belonging to Something or Someone greater than ourselves.
- These two realities intersect most profoundly in the workplace."

Spirituality is composed of an interior dimension and an interdependent dimension. In our Leadership Model (discussed below), there is a circle of focus covering the interior, intrinsic qualities our leaders must possess and develop within themselves. The intersecting circle of focus covers the interdependent dimension - the work that leaders *do* to build community and carry forward our ministry of healing.

We are also conscious of the language we use regarding patient care – we approach our patients from a ministry perspective rather than a business/customer service orientation.

## VIII. Diversity of Religious Practice

- ❑ We honor the diverse traditions of our patients through relationships, symbols, environmental accommodations and food preparation.
- ❑ Diversity awareness efforts are underway in our system. A focus on cultural differences and the gifts that each bring to the workplace is at the center of these sessions. Our consultant on this project is the "father" of medical anthropology. He is helping leaders and staff garner a deeper understanding of the unique beliefs within each culture in order to generate the synchronicity that can actuate a very rich work and patient care environment. More traditional diversity training was offered several years ago.
- ❑ To focus on the spiritual aspects of our life and work, Healing & Compassionate Care retreats are being held across the system. Participants include all staff, management and physicians. Contained within the content and dialogue are these questions:
  - What aspects of your life do you most value?
  - Where, how or in what do you find meaning and purpose in life?
  - Describe or define "spirituality" as you understand or experience it.
  - What's the difference between spirituality and religion?
  - In your way of thinking does religion negate spirituality?
  - Can a person live a spirituality without belonging to a particular religion?
  - Can a person or an organization with a particular religious tradition and spirituality honor and respect a variety of religious traditions and spiritualities without violating their personal integrity?

- How can you find wholeness and then bring it to your work in service to patients, families and other colleagues?

We emphasize the growing body of evidence that spirituality has significant health benefits and that incorporation of this dimension into clinical practice and the workplace can lead to improved forms of care and an improved work environment.

- Whatcom Region recently invited numerous religious leaders - including a Shaman, Rabbi and Hindu priest - to bless their new Cardiovascular Center.
- Oregon Region has established a Diversity Council whose stated vision is for the Oregon region to become a model community that understands, respects and celebrates the value of everyone. Via the Council's web page, Alan Yordy, regional CEO, communicates:

*"PeaceHealth Oregon Region is composed of people from a variety of ethnic and cultural backgrounds. When these differences are understood, respected and celebrated, healing can be fully realized. We are committed to the promotion of a culturally sensitive environment for all that come through our doors. We are on this journey together. By honoring our differences, we ensure that the Sisters' legacy and their unending devotion to respecting individual dignity and worth will live on."*

## IX. Policies, Programs & Practices - Explicitly Promoting & Enabling Spirituality at Work

### A. Our Mission & Values...

1. "The Center for Mission"
  - a) Falls under the purview of system level Organizational Development
  - b) Led by VP of Values & Spirituality
  - c) Includes Director of Ethics
  - d) Charged with weaving our mission & values throughout PeaceHealth
    - (1) Mission Alignment
    - (2) Resource & Support
    - (3) Education
    - (4) Reflection & Renewal
    - (5) Effectiveness Evaluation
    - (6) Ritual
    - (7) Mission Audit by the Sisters of St. Joseph of Peace on behalf of the Governing Board
    - (8) Spiritual Care services
  - e) Each region has a Director of Spiritual Care ...
  - f) ... However, it is the Regional CEO who also carries the title, **"Chief Mission Officer"**
2. We have an established, cultural practice within all regions of beginning meetings with a reflection chosen and shared by a member of the gathered group.
3. Mission & Core Values are carried by all employees on their ID badges.
4. Mission & Core Values are noted on PeaceHealth meeting agenda templates.
5. The Mission and Values team in Oregon held a well-attended series of "Spirit in the Workplace" brown bag luncheons for informal discussion on the topic of reclaiming spirit in the workplace.
6. To highlight our mission and values, the Whatcom region conducted the "We All Have a Hand in Healing" project. For a number of weeks, employees, clinicians, board members and senior leadership from all regions were invited to dip their hands in colored paint, make a hand print on a large canvas, and write a personal comment. These canvases now hang in various public places in St. Joseph Hospital.

### B. Our Philosophy...

Our philosophy of "Healing and Compassionate Care" is built on the heritage of our sponsoring group, the Sisters of St. Joseph of Peace, and their spiritual gift of offering "warm, gracious hospitality to all who enter our doors."

1. **Healing and Compassionate Care Retreats** – We have offered the opportunity to learn about and reflect upon our organizational philosophy within all regions through a variety of regional retreats and workshops.
  - a) System-wide, the Senior VP of Organizational Development and the VP of Spirituality conduct ongoing retreats for every manager, clinician and employee.
  - b) The Information Systems division includes a module on Healing and Compassionate Care in their required orientation. The emphasis is on how this philosophy is made meaningful for those only indirectly involved in patient care.
2. **Executive Orientation** – All managers, physician leaders and soon, Board members, are invited to attend a three day orientation to PeaceHealth, our mission and values, our philosophy, and the vibrant heritage and inspiring vision of the Sisters of St. Joseph of Peace.
3. **Conferences on Spirituality for our Chief Nurse Executives** – annually, our CNEs and other nursing leadership meet together. These have included a significant focus of attention on Spirituality, our healing and compassionate care philosophy, and patient-centered care.

### C. Our Leaders ...

The PeaceHealth Leadership Model is deeply rooted in our identity as a Catholic healthcare system, our mission, values and ethics. It was created through a collaborative effort among cross-functional and cross-regional counterpart teams.

Our senior executives have embraced this model at a very personal level by committing to growing and developing their own leadership skills. This personal commitment also includes investing in, mentoring and developing other leaders within PeaceHealth.

Our leadership model expresses the view that our role as leaders is to serve and inspire rather than simply motivate. Its purpose is to focus our dialogue and discussion on *who we are* in addition to *what we do* in service to the mission and vision of PeaceHealth. It is intended to help us view leadership from a slightly different lens - one that challenges us to relentlessly pursue improvements in services and outcomes while awakening joy, meaning and purpose in the human spirit.

As leaders we hold open the space that allows great work to occur in service to our patients and families. Our Leadership Model is intended to facilitate personal reflection and dialogue and to act as a guidepost to meaningful leadership service. Its intent is to focus on *who we are* in addition to *what we do*...creating the balance of skillful doing and conscious being.



## D. Our Employees ...

1. **"The Renewal Experience"** – currently conducted in the Oregon Region, "The Healing and Compassionate Care Renewal Experience" is intended as an opportunity for all employees to participate in a two-day retreat for personal renewal and affirmation of the gifts they bring to their work each day as a caregiver within PeaceHealth. It is a time for exploring the concept and experience of healing, and a model of healthcare that is focused on the body, mind and spirit. There are three key goals of The Renewal Experience:
  - Mission: Connect with the mission and rich heritage of the Sisters of St. Joseph of Peace, discover their spirit and how it speaks to the person and his or her work.
  - Healing Culture & Environment: Gain insight and skill in creating and sustaining a healing environment and a healing culture through a focus on relationship-centered approaches to caring for each other, our patient and their families.
  - Concrete Steps: Discover and become prepared to implement key standards of care that truly give evidence of a patient care model that promotes healing in body, mind and spirit.
2. **"Hire for Fit"** – This program innovation is designed to create appropriate expectations for candidates at the outset of the recruiting and selection process. We want to ensure that candidates make a conscious, deliberate decision to join PeaceHealth by providing complete information about PeaceHealth's mission, vision, values and desired culture. This is a challenging stretch during times of workforce shortages; we are willing to forego hiring someone if there is not a fit.
3. **Organizational Health Survey** – We've made an intentional decision to improve care to our patients through an improved relationship with our employees. This survey is unique in that we have taken the most scientific approach possible – the Rausch methodology – and are using it to measure the presence of healing and compassionate care from the perspective of our caregivers, our employees. Areas we measure include:
  - a) Patients are at the center of what we do
  - b) All employees are care-givers, All employees are cared-for
  - c) All employees are important – their ideas, gifts, diversity
  - d) A culture of healthy relationships, appreciation and celebration
  - e) Mission, Values, and Healing & Compassionate Care philosophy are placed in a meaningful context for employees
4. **Employee Recognition** – Each region has developed awards and celebrations to recognize the spirit of individuals. Examples include "MVP"-Mission Values Person, anniversary dinners, Employee of the Month, among many others. Departments shining in the Organizational Health and Patient Satisfaction surveys are also celebrated.

## E. Our Patients...

### 1. Transparency

*"The burden of reporting that has arisen in a world burning with conflict and mistrust has cast transparency in its most negative light. And yet I cannot imagine a future health care system in which we do not work in daylight, study openly what we do and offer patients any windows they want onto the work that affects them. 'No secrets' is the new rule." – Donald Berwick, Harvard professor and President of the Institute for Healthcare Improvement*

A key to innovation, improvement, and continuous learning is transparency about results. By "transparency," we mean that if we are open and honest about our performance -- where we are now and where we'd like to be – we are more likely to



achieve success. Providers of care and those who receive care deserve to know how we're doing -- because it's the right thing to do, and because that's how we learn and improve.

To support our effort toward transparency, there are links on the PeaceHealth website to our quarterly clinical quality results on several of the core measures from the [Joint Commission on Accreditation of Healthcare Organizations](#) (JCAHO), including comparisons to other JCAHO accredited organizations. Some measures relating to specific PeaceHealth initiatives (allergy documentation and diabetes care) are also provided. <http://www.peacehealth.org/apps/quality/>

PeaceHealth also participates in the [Hospital Quality Initiative](#) that is supported by the Center for Medicare and Medicaid Services. This initiative is based on the same measures used by JCAHO. The numbers on the two sites differ slightly, however, because PeaceHealth's numbers are based on more current data and are presented each quarter, rather than annually as in the government Web site.

2. **PatientPowered** – Patient Centered Healthcare in Whatcom County [www.PatientPowered.org](http://www.PatientPowered.org) is a website that was collaboratively designed by patients, family members, Pursuing Perfection staff (see section XII-A-1 below), and Health Professionals of Whatcom County.

*PatientPowered* consists of four basic sections of information

- a) *Libraries* – Clinicians and patients have 24/7 access to evidence-based educational materials.
  - b) *Shared Care Plan* – A self-management tool developed by the Whatcom County Pursuing Perfection Project. This tool helps patients organize their health information in a manner that encourages productive interactions with their care team.
  - c) *Patient Website* – Designed to provide patients with the information they need to be active, empowered and supported in their care.
  - d) *Pursuing Perfection* – Information about the Pursuing Perfection Project.
3. **Patient Satisfaction Survey** – Similar to our Organizational Health Survey, we use the leading scientific methodology (Rausch) to survey and measure the presence of healing and compassionate care through the eyes of our patients and clinicians. Areas we measure include:
    - a) Nurses and doctors are caring and compassionate
    - b) Patient and family involved in their own healing process
    - c) Patients experience loving competence
    - d) Open, honest and respectful sharing of information
    - e) Patients are whole persons
    - f) Genuine hospitality
    - g) Quiet, comforting, healing environment

## F. Our Facilities...

We consciously create spaces for healing, reflection and renewal through colors, sounds, wayfinding signage, and spaces for families to participate in their loved ones' healing.

1. Lower Columbia Region  
<http://www.peacehealth.org/LowerColumbia/Careers/tour/default.htm>
2. SE Alaska Region  
<http://www.peacehealth.org/SoutheastAlaska/Careers/tour/default.htm>
3. Whatcom Region  
<http://www.peacehealth.org/Whatcom/Careers/tour/default.htm>
4. Oregon Region - Eugene  
<http://www.peacehealth.org/Oregon/Careers/tour/default.htm>
5. Oregon Region - Florence  
<http://www.peacehealth.org/Siuslaw/Careers/tour/default.htm>



## G. Our Communities...

- 1. Parish Nursing** - The goal for the Parish Nursing program is to respond to the health, wellness, and wholeness concerns of congregations through the melding of hospital and parish nurse partnerships. Parish Nurse Coordinators are nurses with special training who work with local church congregations and are available to offer consultation to pastors, parish nurses, and health ministries interested in the start up and continuation of parish health programs. Through various programs and literature offerings, parish nurses promote the relationship between faith, health, attitude, and lifestyle choices. They facilitate this approach to healing of body, mind and spirit through a variety of ways including prayer, visitation (home, long-term care facility, or hospital) and a listening presence. Parish nursing is a visible symbol of extending a healing ministry into the congregation, and thus the larger community. This is seen in the advocacy parish nurses provide by identifying the medically underinsured, vulnerable, and isolated members of the congregation. They also connect members of the congregation to each other in response to congregational specific needs and to appropriate community services and agencies, as well as communication to their primary care provider.  
<http://www.peacehealth.org/Whatcom/MissionReport2002/ParishNurses.htm>  
<http://www.peacehealth.org/lowercolumbia/compassion.htm>
- 2. Youth Mentorship Program – Lower Columbia Region**  
The Youth Mentorship program helps at risk high school juniors and seniors by providing opportunities to attend college, a goal that otherwise would be out of reach. This program provides part-time employment, 10-hours per week as State law allows. The students agree to set aside one third of their salary to save for their education after high school. PeaceHealth then matches these savings through scholarships to the school of the student's choice. Once in the program, students are teamed with a mentor who assists them in understanding processes and opportunities for education after high school. However, the mentors do much more than that. Students have commented that their mentors have taught them about professionalism and life experiences.
- 3. Influencing Healthcare Education Curriculum**  
We are deeply involved in addressing the staffing shortage in healthcare today through scholarships and integrated programs with high schools, community colleges and universities. We are currently involved in a project with Lane Community Hospital to incorporate spirituality and the philosophy of healing and compassionate care into healthcare curriculum.
- 4. Active Community Outreach in All Regions**  
<http://www.peacehealth.org/Whatcom/InOurCommunity/CommunityOutreach.htm>  
<http://www.peacehealth.org/apps/links/default.asp?RegionID=6&RegionOnly=true>  
[http://www.peacehealth.org/oregon/InOurCommunity/CGCH\\_CommunityReport\\_flyer.pdf](http://www.peacehealth.org/oregon/InOurCommunity/CGCH_CommunityReport_flyer.pdf)  
[http://www.peacehealth.org/Oregon/InOurCommunity/community\\_report.htm](http://www.peacehealth.org/Oregon/InOurCommunity/community_report.htm)

## X. Outcomes of described programs, policies & projects

### A. Our Stakeholders...

#### 1. A Groundswell of Employee-Developed Initiatives and Patient-Care Enhancements! For example:

- a) "No One Dies Alone"** More than 200 people in the Oregon Region are on a roster of hospital staff – housekeepers, engineers, food service workers, administrators – who have volunteered day and night to come and sit with the dying who have no one else. This program has been successfully expanded to the Whatcom Region by employee initiative.

[http://www.oregonlive.com/news/oregonian/index.ssf?/base/front\\_page/1067432492231450.xml](http://www.oregonlive.com/news/oregonian/index.ssf?/base/front_page/1067432492231450.xml)

- b) **"The Handprint Project"** – This inspirational project helps families of patients at Sacred Heart Medical Center come to terms with a sudden, unexpected death. The project came out of a medical social worker's experience with the family of a dying young man in the Intensive Care Unit. She wanted to provide a memento for his 3-year-old daughter and his unborn child and thought a handprint would help to capture the unique nature of this man. Using an inkpad and cardstock she had with her, she created a print for the mom and both of the children. She the prints, locks of his hair and copies of his name band in each envelope. The concept was so meaningful that Susan and a co-worker now offer the handprint and mementos to grieving families on the ICU whenever possible. It's also offered through the Palliative Care Team in other areas of the hospital.
- c) **"The Dove" Food Pantry and Emergency Fund** in the Lower Columbia Region assists employees experiencing hardships resulting in a need for help with basic living necessities such as utilities, rent and food.
- d) Support for our PeaceHealth Family involved with the War in Iraq
  - (1) Sending cards & letters to those called up on active duty.
  - (2) Weekly phone call support to those who have loved ones overseas.
  - (3) Practical help to the families of these PeaceHealth employees.

## B. Our Success...

### 1. Organizational Health Survey

- a) Conducted annually for 3 years, showing improvement each year
- b) 2004 highlights, across all PeaceHealth regions:
  - (1) 60% agree strongly with the statement "The work I do has a clear impact on supporting the healing of patients and their families."
  - (2) Increase in % of people who "agree strongly" with these statements:
    - (a) "I often talk with other employees about what 'caring and healing' means and how it can be achieved."
    - (b) "PeaceHealth is a caring and compassionate place to work."
    - (c) "In our work unit we celebrate the good things that happen much more than continually talking about the not so good things that happen."

### 2. Patient Satisfaction Survey

- a) Conducted semi-annually for 4 years, showing improvement each year
- b) Statistics reported for each region, hospital, clinic, laboratory and department

### 3. Other surveys indicate progress on our journey

- a) Medical Staff Satisfaction
- b) Safety Culture
- c) Community Image

### 4. Employee Retention

- a) 2004 *Oregon Business* "100 Best Companies to Work For in Oregon"  
[http://www.mediamerica.net/obm\\_100\\_best\\_companies.php](http://www.mediamerica.net/obm_100_best_companies.php)
  - (1) Oregon Region named #8
  - (2) Oregon Medical Laboratory named #14
- b) Improved turnover and vacancy rates
- c) Improved labor relations

### 5. Behavioral Health Provider

Despite significant and continued cuts in mental health care funding, PeaceHealth continues as a major provider in this area in all our communities.

### 6. Fiscal Strength – Bond ratings

- a) S&P      AA-
- b) Fitch     AA

## XI. Sustainability – will these programs be sustainable over time? Why?

PeaceHealth's patient-centered culture will continue to evolve as we focus on providing exceptional medicine and compassionate care. Our patients and their families will know that the people caring for them are well cared for themselves. This culture is re-igniting the spirit in our organization and leading to greater satisfaction for patients and their families, employees and physicians. It is this journey, a journey based upon our history and heritage, that we know to be sustainable. It isn't a new journey - or a new program for that matter - just a renewed, revitalized continuation of one begun long ago by very courageous women. Their "story" - one we are now trying to tell in many corners, in many ways - consistently captures the heart and imagination of those who hear it. It takes us far beyond everyday business realities and engages us as co-ministers/co-partners in a healthcare ministry that will transcend our time.

## XII. PeaceHealth as Model and Inspiration to Others

### A. Compassionate Care Leader

1. St. Joseph Hospital located in Bellingham, Wash., is one of seven health care organizations nationwide that has been chosen to receive funding from the Robert Wood Johnson Foundation for the purpose of **Pursuing Perfection** in Health Care. Whatcom County is leading the nation in demonstrating that effective, quality care can be provided in communities using a new a new and different model based on [six aims](#) and [ten rules](#). The project plans to demonstrate improved access to care, increased patient self-management and satisfaction, and a decrease in medication errors associated with care at different points in the health care system. <http://www.patientpowered.org/AboutP2/PursuingPerfection.htm>
2. Voted Top 100 cardiovascular hospitals in the U.S. <http://www.100tophospitals.com/studies/>  
<http://www.peacehealth.org/whatcom/cardio/Top100.htm>
  - a) Sacred Heart Medical Center – 2002, 1999
  - b) St. Joseph Hospital - 2000
3. "No One Dies Alone" Program received award from the Association of Healing Health Care Projects. <http://www.healinghealthcareassoc.org/view.aspx?page=awards>
4. Oregon Association of Hospitals and Health Systems give founders of "No One Dies Alone" and "The Handprint Project" their *Professional Excellence In Direct Care-Giving Award*. <http://www.oahhs.org/whoweare/excellence.htm>  
<http://www.peacehealth.org/apps/news/NDetails.asp?NewsID=424>

### B. Health Policy Leader

1. National Health Policy Forum: Pursuing Perfection in Health Care Delivery: Insights from Innovators - PeaceHealth CEO John Hayward <http://www.nhpf.org/index.cfm?fuseaction=Details&key=451>
2. Many of our physicians are/have been leaders on the national boards of their specialties. For example, Tom Roe, M.D., was recognized for his leadership in the care of children when he was voted chairman-elect of the American Board of Pediatrics. <http://www.abp.org/abpfr.htm>
3. Washington State Hospital Association  
Medrice Coluccio, Regional CEO – member of the Strategic Planning Committee

### C. Technology & Economic Leader

1. PeaceHealth has been consistently named one of the **100 Most Wired Hospitals and Health Systems** by *Hospitals & Health Networks* magazine since 1999, most recently in 2003.

- a) HealthInformatics May 2004: Reality EMRs  
[http://www.healthcare-informatics.com/issues/2004/05\\_04/cover.htm](http://www.healthcare-informatics.com/issues/2004/05_04/cover.htm)
  - b) HealthLeaders: Leading Questions - A Peaceful Technology Solution  
<http://www.healthleaders.com/magazine/feature1.php?contentid=46540>
2. 2003 Business Person of the Year, Longview/Kelso WA  
Medrice Coluccio, Regional CEO  
[http://www.peacehealth.org/lowercolumbia/news/colucciohonored\\_101303.htm](http://www.peacehealth.org/lowercolumbia/news/colucciohonored_101303.htm)

### **XIII. Stakeholder References** (separate attachment)

### **XIV. Sources of additional information on PeaceHealth**

Internet web links have been provided throughout the application for additional information on specific topics.

### **XV. List of Electronic Attachments**

- A. Stakeholder References
- B. Healing & Compassionate Care
  - 1. PowerPoint auto-run slide show used to provide an overview of our philosophy – used in new employee orientation and healing & compassionate care employee retreats
  - 2. Handout from the Information Systems division required orientation.
- C. Leadership Model
  - 1. Personal Journal used during cross-regional leadership training
  - 2. PowerPoint auto-run slide show used to provide an overview of the Leadership Model to all employees

### **XVI. And P.S.....**

To all those who have spent this time sharing in the story of our journey, we send this blessing:

May you listen to your longing to be free.

May the frames of your belonging be large enough for the dreams of your soul.

May you arise each day with a voice of blessing whispering in your heart that something good is going to happen to you.

May you find a harmony between your soul and your life.

May the mansion of your soul never become a haunted place.

May you know the eternal longing which lives at the heart of time.

May there be kindness in your gaze when you look within.

May you never place walls between the light and yourself.

May your angel free you from the prisons of guilt, fear, disappointment, and despair.

May you allow the wild beauty of the invisible world to gather you, mind you, and embrace you in belonging.

- John O'Donohue, Eternal Echoes