

**Willis Harman
Spirit at Work Award**

February 2002

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4a. Nature and scope of business:

Wheaton Franciscan Services, Inc. (WFSI), located in Wheaton, Illinois, is the parent organization for more than 100 health and shelter service organizations in Colorado, Illinois, Iowa and Wisconsin. The Wheaton Franciscan System is sponsored by the Wheaton Franciscan Sisters. Sister Patricia Norton, OSF, is chairperson of the WFSI board of directors and John D. Oliverio is WFSI president and chief executive officer. WFSI was incorporated in July 1983 to:

- preserve and strengthen Judeo-Christian values,
- provide a framework for lay expertise and involvement,
- respond to an increasingly complex environment,
- ensure continuity of Franciscan sponsorship, and
- assure systemwide viability and excellence.

Wheaton Franciscan System's health care mission is to:

Live out the healing ministry of Jesus by providing exceptional and compassionate health care service that promotes the dignity and well being of the people we serve.

Its health care vision is:

To be recognized in each community we serve for superior and compassionate patient service, clinical excellence, as the health care employer of choice and the preferred partner of physicians.

The Wheaton Franciscan System also has a housing mission:

The System is committed to human and community development in ourselves and in our shelter services.

And its housing vision is:

To be recognized in each community we serve as affordable housing providers sought out for excellence in property management complete with a well-integrated network of support services that provide hope, growth and opportunity.

The Wheaton Franciscan System's missions and visions are rooted in its five values:

Respect—We value each person as sacred, created in the image and likeness of God, which gives worth and meaning to each person's life.

Integrity—We value honesty and words and actions that build trust.

Development—We value personal and professional growth that combines the physical, emotional, spiritual and relational aspects of life and work.

Excellence—We value superior performance in our work and service.

Stewardship—We value our responsibility to use human, financial and natural resources entrusted to us for the common good, with special concern for those who are poor.

4b. Policies/programs/practices that promote/enable spirit at work:

The Wheaton Franciscan System supports spirit at work in a number of ways, both traditionally as a Catholic organization and uniquely as an organization guided by leaders who are committed to providing an environment that promotes meaningful work and a sense of purpose.

As a Catholic health and housing organization, the Wheaton Franciscan System has a spiritual services function that is headed by a senior level leader, Sister Jane Madeczyk, OSF, and consists of a vice president of ethics and a vice president of mission integration. By having this department staffed by high-level professionals, the Wheaton Franciscan System clearly demonstrates not only its commitment to its Catholic heritage and rich history of service, but also to an environment that enriches employees' lives and provides employees the everyday means to develop personal and professional skills, spiritual insight and meaning in their work.

Beyond a formal department dedicated to promoting spirit at work, the Wheaton Franciscan System has instituted a number of policies, programs and processes that support, enrich and celebrate spirituality within its large and diverse organization:

- The first goal in the Wheaton Franciscan System's annual strategic plan is mission integration. It states, "Actions, processes and decisions are rooted in, and consistent with, the Wheaton Franciscan System Mission, Vision and Values."
- Beyond Wheaton Franciscan System's policies on ethics and spiritual services, every other system policy requires an articulation of how the content of the policy expresses the System's mission and values.
- The systemwide employee survey is organized to reveal employees' experience of the System's mission and values in their everyday work. Formal action plans for improvement are formulated based on results of the survey.
- Every new employee is provided up to a full day of education around the meaning and relevance of Wheaton Franciscan System's Mission, Vision and Values as well as the history and tradition of the Wheaton Franciscan Sisters.
- Senior and middle managers are required to participate in a daylong "ministry basics" course that discusses the history and tradition of the Church's mission, the healing ministry of Jesus, essentials of ethical decision making, and the process of Scripture reflection. The course is provided by internal staff who has been trained to lead and facilitate the learning.
- There is the expectation that all education materials and processes provide employees at every level the opportunity to learn the meaning and relevance of the organization's Mission, Vision and Values for the System and for themselves.

- Each year the System celebrates “Mission and Heritage Week” during which the organization participates in prayerful, reflective and social gatherings intended to heighten awareness of the roots of the organization’s service as ministry.
- The System’s senior leadership council dedicates two days each spring to the Corporate Annual Retreat Experience conference, which provides presentations and activities focused on enriching the spiritual development of leaders.
- On an annual basis, senior executives join the Wheaton Franciscan Sisters for a day of retreat to provide the group a time to build relationships and have a joint discussion around the ministry of the organization.
- Each year, the corporate office staff goes off-site for a day of retreat to reflect individually and together as a group on the values of their work as a spiritual path that connects them with the mission and ministry of the Wheaton Franciscan Sisters.
- Rituals honoring Holy Days and world, national and sometimes personal events regularly are held for staff. A calendar of events is published in advance so all employees know that they are welcome to attend. The power of invitation alone sets a tone of spirituality within the organization.
- All meetings are expected to begin with a prayer or reflection by the leader of the meeting.
- Employee contributions and accomplishments that go beyond the scope of everyday skill and that demonstrate spirit in work are revered and celebrated in systemwide communications, such as the System’s quarterly newsletter and the annual report.
- Employees can request to be included on an e-mail listing for daily meditation and reflection.

The Wheaton Franciscan System also has established a leadership development function to develop leaders in their desire to live out the values of the organization. This function, led by Kathleen Buchman, Ph.D., vice president, focuses on creating a workplace culture where people are encouraged to nurture their spirituality. The Wheaton Franciscan System fully supported Dr. Buchman’s doctoral research, which focused on the experience of spirituality in organizational life. In this function, Dr. Buchman and her team are instrumental in supporting the following:

- As a matter of policy, senior leaders in the Wheaton Franciscan System are selected through a process that includes discussion of and an expressed commitment to living out each of the System’s values.
- As a matter of systemwide strategy, every senior management team member participates in a 360° feedback process that helps evaluate behaviors that express the values of the System and a development plan that incorporates resources and strategies to help leaders better live out their commitment. The importance of valuing personal and professional growth that combines the physical, emotional, spiritual and relational aspects of life and work is reflected in these initiatives.

4c. Effect on constituents

The Wheaton Franciscan System holds the belief that employees who understand the connection between what they do every day and a “bigger picture” or higher purpose -- which in this case is that of ministry -- are more likely to experience their work as rewarding and valuable to themselves and others. This is an important element of peaceful and healthy living.

Partners, such as physicians, board members and volunteers; vendors; and suppliers who come to know the character of the Wheaton Franciscan System through business dealings regard the organization as trustworthy. And, local communities experience the System as trustworthy, interested, involved, creative and generous with resources.

4d. Effect on business

The Wheaton Franciscan System has worked hard to develop an image of ministry based on faith, commitment and spirit in the community and in the health care market. This helps attract the best talent in the industry, whether it is nurses, administrative staff or senior executives. As a matter of fact, one of Wheaton Franciscan System's organizations recently was named a top place to work by *Milwaukee* magazine, highlighting its commitment to work-life balance and the opportunity for employees to engage in business decisions. And, in a recent employee survey, 70 percent of employees agreed that the organization is sensitive to the spiritual needs of employees and those the organization serves (21 percent were neutral). The System also draws physicians who are committed to healing patients not only with excellent medicine but spiritual healing and compassion.

In addition, the System receives considerable media attention, particularly in the areas of community benefit and service excellence. And, the System, known for its commitment to quality service and compassionate care, has a presence among legislators and other regional and national decision makers, which allows the organization to advocate for patients on a range of issues.

Finally, the System is seen as mission driven and values based, which attracts equally committed strategic partners and vendors.

4e. Modeling/inspiring others

The Wheaton Franciscan System is known within the health care industry as a leader in the areas of mission integration and values-based decision-making. A number of Catholic health care systems have studied the System's mission integration processes and have adapted similar programs at their institutions. As a matter of fact, mission integration as the organization's first strategic priority has received praise from other Catholic health systems and organizations.

The Wheaton Franciscan System engages people beyond its immediate set of stakeholders and enjoys the goodwill and gratitude of retirees, past board members and the communities it serves. Through this network, the System's many organizations often all called on to participate in community initiatives that are not traditionally viewed as health care related because of the organization's commitment to mission, values and development.

5. Name of nominating party:

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7. Sources of addition information on Wheaton Franciscan Services, Inc. (sent by overnight mail for delivery Friday morning, February 15)

- *Mission, Vision and Values* brochure
- Quarterly newsletter *innerViews*
- "Living Our Values" 2001 annual report
- System organization chart
- Fiscal year 2002 strategic plan goals and measurements
- 360° feedback overview and survey materials
- Wheaton Franciscan System spiritual services policy
- Wheaton Franciscan System senior selection policy