

Mission Integration Peer Review

*Central Texas Medical Center
strives to achieve complete mission
integration in all aspects of work
and corporate life.*



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Mission Overview

“
*For I was hungry and you gave me food, I was
thirsty and you gave me drink, I was a stranger and
you took me in. -Matthew 25:35*
”

3



As part of Adventist Health System, Central Texas Medical Center is all in when it comes to mission integration. From patient care to community initiatives, the hospital's mission to extend the healing ministry of Christ can be seen in everything the organization touches. With a focus on the Christian mission, community wellness, quality service, high ethical standards, compassion and cultural diversity, the following pages provide a detailed look at the mission-driven heart of CTMC and the many ways hospital leadership is working to keep the mission in motion.

The CTMC mission at a glance

► **During the past two years alone, CTMC has worked diligently to extend its mission locally in the following ways:**

- Conducted about 104 church services
- Provided communion for more than 2,000 people
- Responded to 1,096 emergency codes
- Had more than 16,000 patient encounters
- Interacted with 6,000 family members
- Provided grief support for approximately 157 deaths
- Facilitated advance directive support to approximately 2,000 concerned Texans
- Provided an average of about \$53,000 in charity care per day
- Supported a community clinic that has served about 2,600 patients

See page 15 to learn about more ways CTMC is extending its mission to the local community.

CTMC has two professional chaplains, two PRN chaplains and nine volunteer chaplains that serve the 178-bed hospital, which employees 715 people.

► **Extending the healing ministry of Christ to other nations**

CTMC's mission does not stop locally. The hospital is committed to extending its mission beyond its borders. In 2015 and 2016, CTMC conducted two international mission trips to Honduras, spending more than \$30,000 in expenses to provide medical care for nearly 2,000 people. CTMC also provided financial support for two international trips to Burundi, Africa, which impacted thousands of people.

Culture of Spirituality & Prayer

*Look to the Lord and his strength;
seek his face always. -1 Chronicles 16:11*

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CTMC's culture of spirituality and prayer is permeated throughout its various locations and processes. For many decades, the hospital has encouraged associates to instill prayer as their foundation for all aspects of work life, and even in their own homes. This can be observed in department huddles, patient care and in the associates' interpersonal relationships with each other.

► Prayer as a focal point

In compliance with AHS corporate policy, CTMC begins and ends each day with an overhead prayer that is heard throughout the hospital. Each prayer highlights one of the CREATION Health principles. In addition, an executive team member leads a morning devotional that is open to all employees. Morning safety huddles with leadership also



conclude with prayer. Each Wednesday, a chapel service takes place that includes a spiritual message and prayers. Prayer requests are taken during chapel, and prayers may be submitted in a prayer box to accommodate more private requests. Among all these prayer sessions and others, CTMC has elevated nearly 127,750 prayers in the last two years. The CTMC campus features a Remembrance Garden that offers a private place for prayer and contains a prayer wall where people are encouraged to place their prayer requests. The CTMC Spiritual Ambassador Team prays for each request left on the wall.

▶ **An all-inclusive approach to spiritual care**

During the last three years, the CTMC spiritual care team has provided comfort and healing through 89,716 patient encounters. The team is dedicated to the inclusion of all beliefs and traditions, serving more than 19 different faith affiliations. Chaplains and spiritual partners have also walked the halls of the hospital to offer a special “Blessing of the Hands” prayer eight times during the last two years, reaching more than 3,200 hands. To accommodate the large Catholic population of our

community, CTMC has celebrated mass for more than 600 guests, patients and staff, and communion has been provided to more than 300 people. Another way CTMC goes above and beyond to care for those in need is by providing close to 150 bereavement carts filled with snacks for family members who are experiencing loss.

▶ **Coach/Leader - Coaches in Motion**

The CTMC Spiritual Care Department provides 24/7 coverage for the hospital’s 700+ employees and has offered 17,520 hours of coverage. CTMC’s employee engagement scores show that the hospital’s spiritual care team is committed to extending healing ministry of Christ. Out of a possible score of five, the overall mean for spiritual care went from 4.31 in 2015 to 4.36 in 2016. CTMC continues to gain popularity as a place to work. In the same survey, employees said CTMC made them feel like their job was important, which improved in 2015 from a 4.48 to a 4.50 in 2016.



CREATION Health Integration

“
“A healthy attitude is contagious, but don’t wait to catch it from others. Be a carrier.” -Tom Stoppard
”

7



For the past several years, Central Texas Medical Center has made it a priority to instill the eight CREATION Health principles into its employees. CTMC’s leadership team is continually looking for opportunities to incorporate the concepts of Choice, Rest, Environment, Activity, Trust in God, Interpersonal Relationships, Outlook and Nutrition into all areas of the hospital and the community it serves. The CREATION Health philosophy approaches wellness from a whole-person perspective, and all of the principles tie together to promote a healthy, well-balanced life.



In addition to increased messaging inside the hospital walls, some of the ways that CTMC has worked to achieve its goals for CREATION Health integration are as follows:

► **Leveraging the AHS Employee Wellness Program**

CTMC collaborates with internal partners such as the CREATION Health Institute, the CARE Team, 32 Spiritual Ambassadors, Mission Council, clinical dietitians and hospital leadership to encourage a healthy culture among employees. In addition to annual biometric screenings to track their health status, employees are encouraged to participate in healthy activities throughout the year to earn wellness points. Points are tracked through the Web MD platform that was launched at CTMC in 2014.

► **Patient Experience**

As front-line staff members are empowered to incorporate the CREATION Health principles into their daily lives, they are better able to guide patients and their families toward a happier and healthier lifestyle. CTMC strives to educate all clinical staff on how to identify key words and behaviors to share the CREATION Health principles with their patients.

► **Coach/Leader - Coaches in Motion**

CTMC has 49 designated CREATION Health coaches who champion the healthy living principles and wellness program. The goal is to create enthusiasm for healthy living by encouraging employees to participate in the hospital's various wellness activities.

Senior Leadership & Strategy

“

*Where there is no guidance, people fall, but in abundance of counselors there is victory.
-Proverbs 11:14*

”

9

In support of mission integration, the hospital's senior leadership is continually working to implement the following strategies:

► **Conceptualize the mission purpose, or 'the why,' for every strategic plan & operation**

Leadership formalizes an explanation of “why” as new policies, initiatives or changes in procedure are implemented. The communication forums to leadership include monthly meetings, daily huddles, institute training and brief memos from the CEO.

► **Communicate expectations & plans**

The expectation to communicate the hospital's mission is set forth in leadership's annual accountabilities, performance evaluations and high-solid-low evaluations.



► **CREATION Health principles**

Questions related to CREATION Health principles are part of a quarterly rounding tool that is completed on all staff. (See more on CREATION Health on page 8).

► **Align mission objectives and strategic agendas with campus priorities**

The Board/MEC completed a robust 2017 strategic plan that was used partially to create the 2017 budget. A document delineating how the strategic plan fulfills the mission of the hospital was shared with leadership.

► **Deploy & sustain a focus on mission**

CTMC utilizes a plethora of data to guide its decisions within the context of its mission. Leadership attends several important meetings monthly to review the data. The information is then related through department huddles and quality board displays on the key clinical units.

► **Leadership roles are driven by mission principles**

During the hiring process, questions are carefully crafted to discover a potential new leader's commitment to mission. At CTMC, leaders view patient experience, employee engagement, stewardship of resources, a strong clinical base and community health as key mission indicators. The leadership team also engages in multiple mission-related activities outside the hospital walls.

► **Improvements make path for mission excellence**

More than 15 performance improvement teams have been created to develop and implement strategies throughout the hospital. These include: Aeroscout, AMA, Antimicrobial Stewardship, Blood Culture Contamination, Blood Transfusions, Glucometer Strips, Glycemic Control, Medication Reconciliation, Medication Duplication Overnight Pharmacy, Readmissions, Retrovir, Sepsis, sPPID and Urology Cart



Patient Experience

“
“To know even one life has breathed easier because you have lived. This is to have succeeded.”
-Ralph Waldo Emerson
”

11



At CTMC, patients and their families are the number one priority. CTMC strives to encourage a transparent environment for patients to provide real-time feedback to help improve their care and service. Below are the protocols the hospital has in place to ensure a positive patient experience.

► **Complaint & grievance program / Patient and Family Advisory Council (PFAC)**

The voices of the customers served at CTMC are actively listened to through a successful complaint and grievance program, a Patient and Family Advisory Council (PFAC) and regular Patient Experience Committee (PEC) meetings. Leadership uses the information to adjust care and/or service in their areas to help improve care for our customers.

► **Compassionate care**

Associates are encouraged to show compassionate behavior through listening and displaying empathy toward patients. Patients are provided with SHARE comment cards (Sense, Help, Acknowledge, Respect and Explain) to notify the team of how an associate showed compassionate behavior. All associates are trained to acknowledge and interact, as appropriate, with patients and family members regardless of location (i.e. hallway, patient rooms, cafeteria, etc.).

► **Nurse leader and staff rounding**

Nurse leader and staff rounding are used to build trust, create belonging and deliver hope throughout the entire patient experience. During rounding, patients and families are asked to explain how members of their care team have provided a compassionate and personal approach to their care. Leaders

provide staff members with appropriate feedback based on the information they receive.

► **Addressing spiritual and emotional needs**

If spiritual needs are identified during rounding, a chaplain visit is initiated. Additionally, CTMC has regular chaplain rounding on inpatient units to help identify spiritual and emotional needs. As a faith-based organization, CTMC empowers its associates to pray with patients and family members. CTMC adjusts its spiritual care approach based on data collected through a Press Ganey survey.

► **Aftercare**

Discharge phone-calls have been implemented in both the inpatient and outpatient units to create patient relationships that go beyond hospital discharge.



Team

“*Alone we can do so little; together we can do so much.*” - Helen Keller



CTMC strives to attract candidates who are professionally competent, resonate with the hospital’s mission and possess a heart of service.

► **Setting clear mission expectations**

In partnership with the AHS HR Shared Services Team, the online application process begins with a commitment to specific mission-based and health standards. Some of the questions asked of candidates during the interview process reflect the CTMC/AHS mission to gauge the candidate’s ability to meet the expectations of working in such an environment. (See interview questions on page 35).

► **Employees welcomed with intentionality**

New employees leave orientation with a clear understanding of the organization’s mission and expectations of how to interact with each other and all who come through the hospital doors.



► Employee engagement

The annual Gallup Employee Engagement survey and SCORE (Safety, Communication, Operational, Reliability and Engagement) allows employees the opportunity to provide feedback on their work environments. Interactive action planning sessions follow the survey results. Physician engagement scores are also shared with physicians and discussed at various physician department meetings to determine what areas of concern need to be addressed. In addition, HCAHP (Hospital Consumer Assessment of Healthcare Provider and Systems) results are shared with all employees through regular emails.

Leaders also have an “open door” policy where employees have access to their managers and directors. The Human Resource Office also serves as a resource to employees who have workplace concerns.

► Employees inspired to find meaning in daily work

The 2017 employee evaluation tool incorporated a volunteering standard, which encouraged employees to give their time within the hospital and community for tasks,

projects and events. The volunteer requirement encourages employees to help further CTMC’s mission beyond their day-to-day responsibilities. CTMC consistently encourages team members to achieve personal and professional growth. Each month, the CTMC Leadership team recognizes two staff members with the “heart of service” and “extra mile” awards for going above and beyond to extend the healing ministry of Christ.

► Dignity & compassion during separation process

When employees are terminated, they are told why and how they were not meeting expectations and often are provided with areas in which they did excel in their position. Employee turnover is reviewed and discussed at both Executive and Leadership meetings. Areas of concern are identified by the human resources director and follow-up with these areas are made at an executive level, for trending and action items. Annually, information regarding turnover, engagement, etc. is shared with the CTMC Governing Board.



Community

“

“When strangers start acting like neighbors, communities are reinvigorated.” -Ralph Nader

”

15



CTMC is a community hospital that understands upgrading health care technology and equipment helps keep patients and their families close to home. Some recent examples include implementing a state-of-the-art MRI machine, expanding the robotic surgery and cardiac programs and bringing in more primary and specialty care providers to Live Oak Health Partners, CTMC’s multi-specialty physicians group. Additionally, as a mission-focused organization, there are several ways CTMC extends its mission beyond caring for patients.

► **The CTMC Foundation:** The CTMC Foundation has raised \$11 million for advanced medical equipment, building projects, renovations and service enhancements.



The Women's Council of the CTMC Foundation has raised \$110,000 for impact grants that support initiatives at the CTMC Women's Center and Hays County nonprofits that are dedicated to serving women and children. The CTMC Foundation has also raised \$250,000 for the hospital's Emergency Cancer Fund that provides assistance to individuals undergoing cancer treatment.

▶ **Supporting local schools:** CTMC has been awarding \$1,000 scholarships to area high school seniors since 1997, totaling \$110,000. In 2016, 10 scholarships were awarded. CTMC also supports the local School Fuel program, an initiative that sends a bag of food home with children over the weekend to help combat hunger. In 2016, CTMC provided \$6,000 in support to the program, and many hospital employees volunteer to fill the sacks each week.

▶ **HealthCheck:** For three decades, CTMC has coordinated Hays County's largest health screening and fair. Through HealthCheck, community members are able to get more than \$500 in valuable blood screenings for a low \$30 fee. In 2016 alone, 789 people had basic blood work completed, and around 650 people attended the HealthCheck fair.

▶ **Holiday season:** Each December, CTMC joins forces with area churches to participate in San Marcos Giving Hope, where dozens of local families enjoy a hot meal, sharing of scripture and an opportunity to pick out toys, coats and blankets. They are also given a Bible and a box of groceries.

▶ **Free Mammograms:** CTMC offers 100 free mammograms each year for women who can not afford one.

▶ **Serve San Marcos:** CTMC is a presenting sponsor of servesanmarcos.org, a community volunteering hub that connects people's personal passions with volunteer needs in the community.

▶ **Feeding the hungry:** CTMC provides ongoing support for the Hays County Food Bank to help feed the hungry. A CREATION Health Garden was planted at the hospital that has provided 600 pounds of fresh produce.



Environment

“
A healthy attitude is contagious, but don't wait to catch it from others. Be a carrier. -Tom Stoppard
”

17



Research shows that the physical environment of a hospital can have an effect on patient outcomes and recovery times. An environment that considers art, color, lighting, acoustics, noise levels, smells, music, gardens and the degree of control a patient has over their surroundings can all have an impact on the well-being and mood of patients.

► First impressions

As people make their way to CTMC, there are signs along the route that lead them to the hospital. Upon entering the hospital premises, visitors are already observing and drawing conclusions on the services they may receive, so the CTMC facilities crew ensures the grounds are aesthetically pleasing and maintained. Guests have the option to go directly to a covered drop-off area, which provides convenience during times of emergency or inclement weather. Upon entering the hospital, patients and visitors are welcomed with instrumental melodies that uplift the spirit.



► Wayfinding

Research shows that patients who have the benefit of quality wayfinding systems are more self-reliant, rate the hospital more favorably and make fewer demands on staff upon reaching the admitting area. When people enter CTMC, information desks, collaterals, “you are here” maps, directories and signage are critical wayfinding aids. The CTMC marketing team is working to update the signage to provide more concise directions to patients and visitors as they navigate the premises.

As people enter the hospital, they are met with friendly volunteers that greet and help guide them, often escorting them to where they need to go. In addition, the friendly staff at CTMC make eye contact and verbally acknowledge visitors, and if needed, offer assistance.

► Gardens and nature scenes

CTMC's garden spaces provide calming and restorative nature views. Patients and health care workers often visit the gardens for a pleasant escape. While interacting with nature won't cure cancer, evidence shows its

ability to reduce pain and stress, which can boost the immune system in ways that can help the body heal.

► Planning for the future

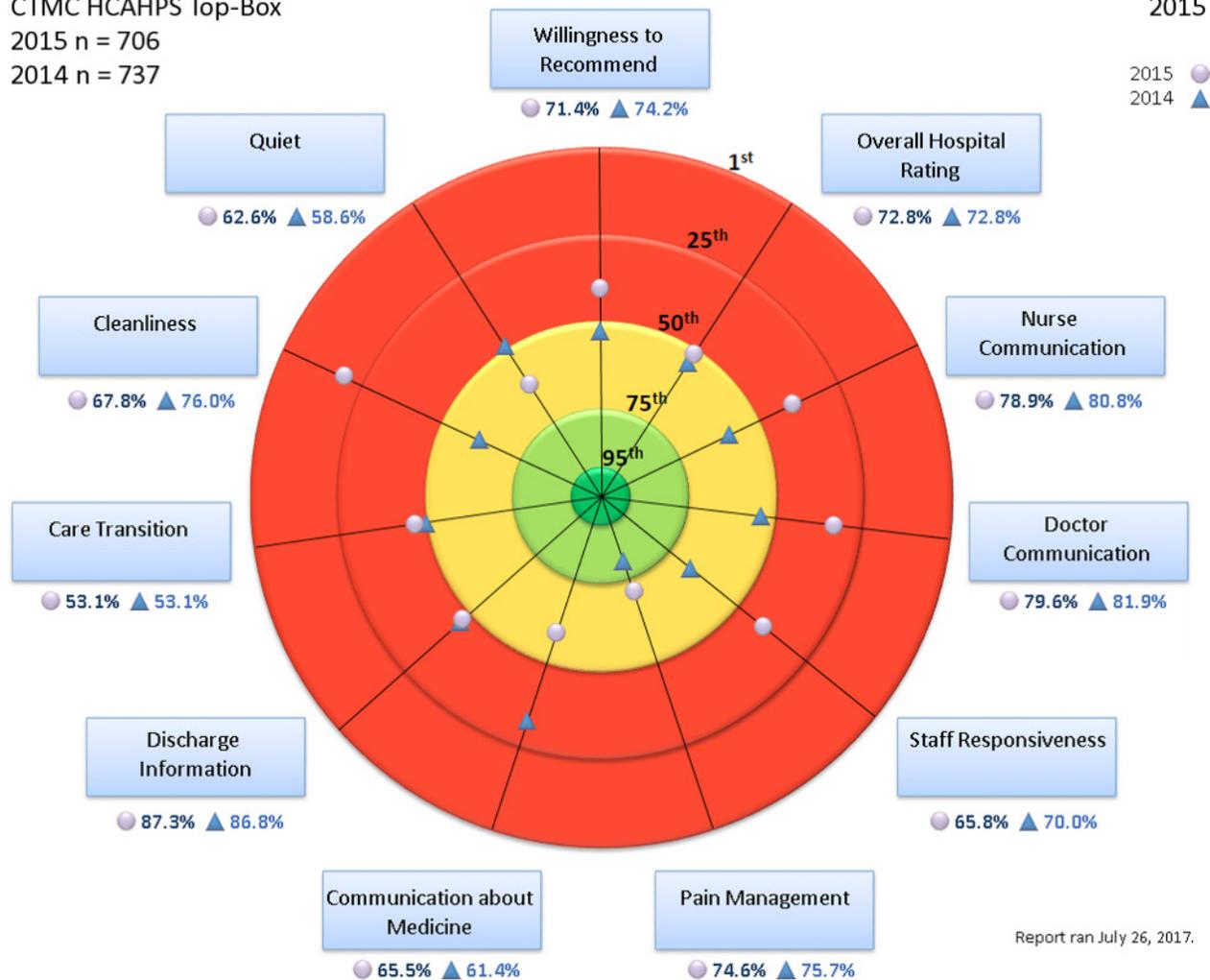
As an aging facility, CTMC is in the process of making several upgrades. A balance of warm and cool colors will be used to provide a calming atmosphere with a sense of tranquility. The lighting system will also see an upgrade that will increase safety by providing glare-free luminance. Natural light will be incorporated in patient areas as well, because it is preferred by most people and helps save on energy costs.

Because religious and spiritual concerns become especially significant in the face of illness, suffering and death, CTMC's intent is to enhance physical environments that allow patients, visitors and staff to make meaningful connections to their belief systems that will provide comfort, ease, hope and peace during times when those qualities are most needed.

2015 Patient Experience

CTMC HCAHPS Top-Box
 2015 n = 706
 2014 n = 737

2015

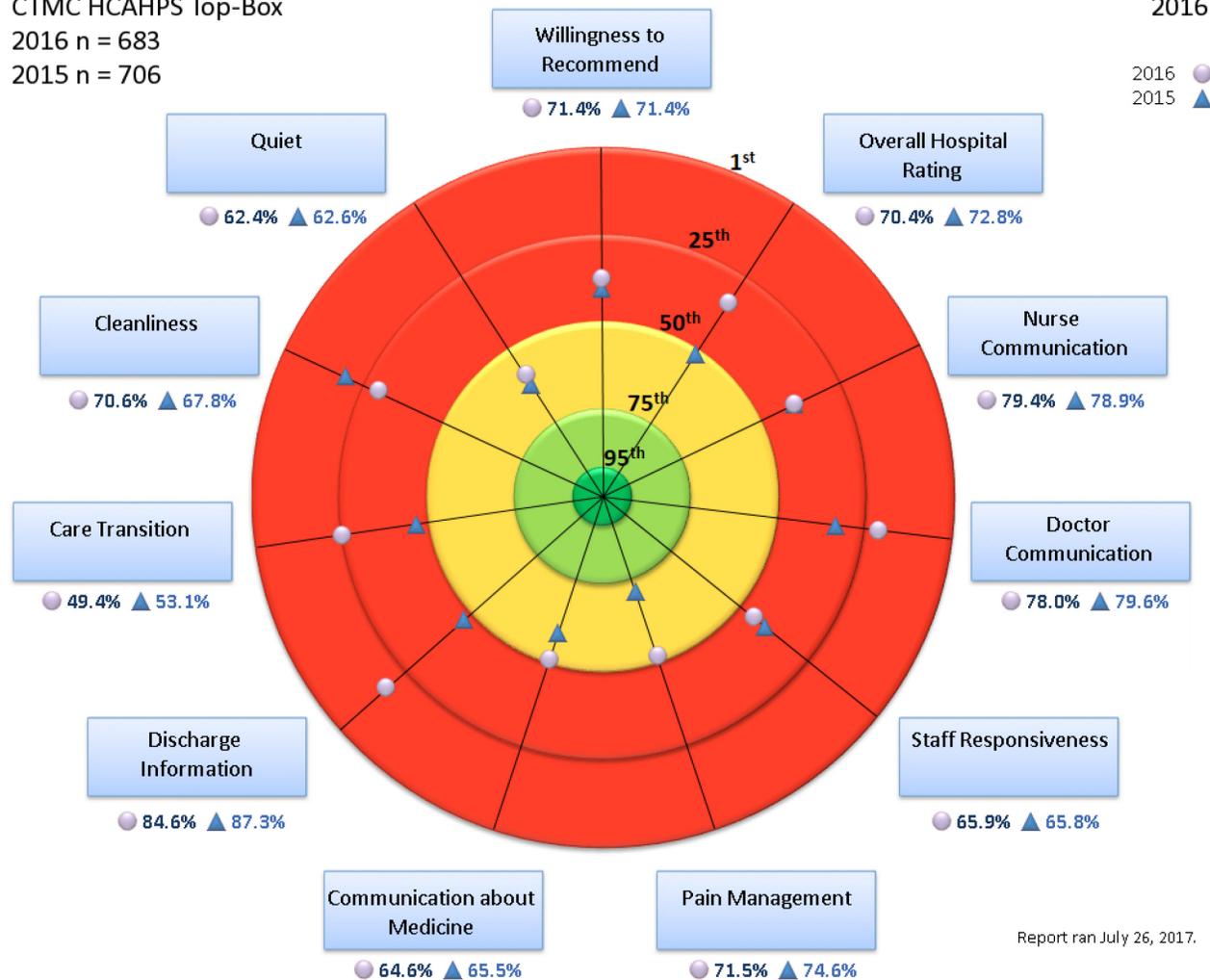


Report ran July 26, 2017.

2016 Patient Experience

CTMC HCAHPS Top-Box
 2016 n = 683
 2015 n = 706

2016



Report ran July 26, 2017.

Patient Experience Metrics

2015

Question	Mean	Std Dev	n	All Respondents					
				All PG DB N = 1367		Adventist System N = 30		State of TX N = 89	
				Mean	Rank	Mean	Rank	Mean	Rank
Staff addressed spiritual needs [†]	86.1	18.9	651	84.7	57	86.3	51	87.2	29

2016

Question	Mean	Std Dev	n	All Respondents					
				All PG DB N = 1450		Adventist System N = 29		State of TX N = 76	
				Mean	Rank	Mean	Rank	Mean	Rank
Staff addressed spiritual needs [†]	83.9	22.4	614	84.7	35	87.4	1	87.8	3

Physician Engagement Study

▶ Pascal Metrics

**CTMC did not survey with Pascal Metrics for 2016 and 2017. See graph for 2014 position type.*

▶ Willingness to recommend

2017 Current Year	37%	Mean 3.37
2014 Previous Year	39%	Mean 3.37
2011 Previous Year	19%	Mean 3.23
2010 Previous Year	19%	Mean 3.23

**AHS multistate hospitals were not surveyed in 2015 and 2016.*

▶ Overall satisfaction

2017 Current Year	29%	Mean 3.17
2014 Previous Year	29%	Mean 3.17
2011 Previous Year	25%	Mean 2.97
2010 Previous Year	16%	Mean 2.97

▶ Reference sources

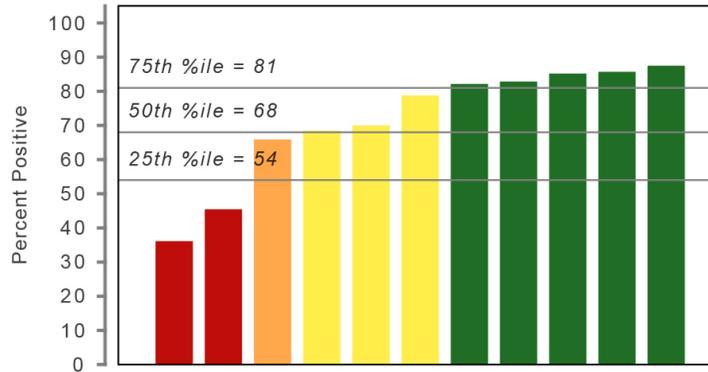
- Physician Satisfaction Study CTMC 204 (includes 2010)
- Pascal Metrics AHS 2016; Culture Survey

Pascal Metrics: Facility Benchmarking

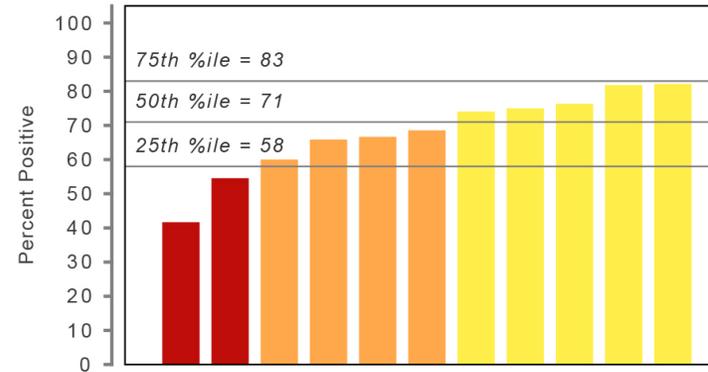
Pascal Metrics has benchmarked Central Texas Medical Center scores on each of the 5 SAQ domains against comparable systems in Pascal Metrics archival database and scores on each of the 3 H-SOPS domains against scores from the publicly-available benchmarking database. The following figures display these distributions and identifies how Central Texas Medical Center compares.

Pascal Metrics: Facility Benchmarking

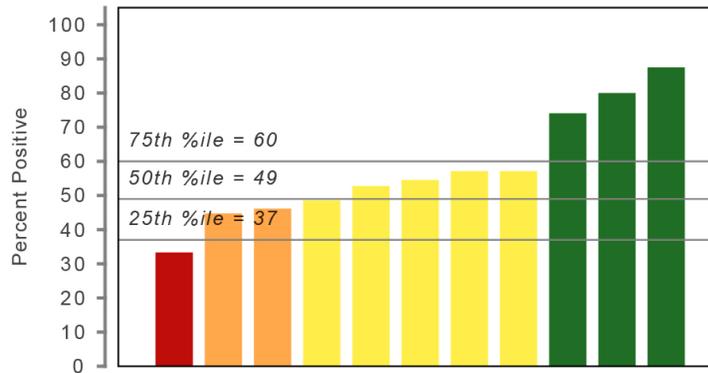
Teamwork Climate



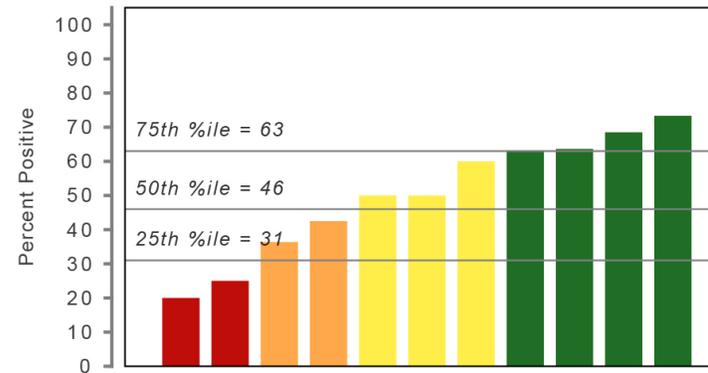
Safety Climate



Stress Recognition



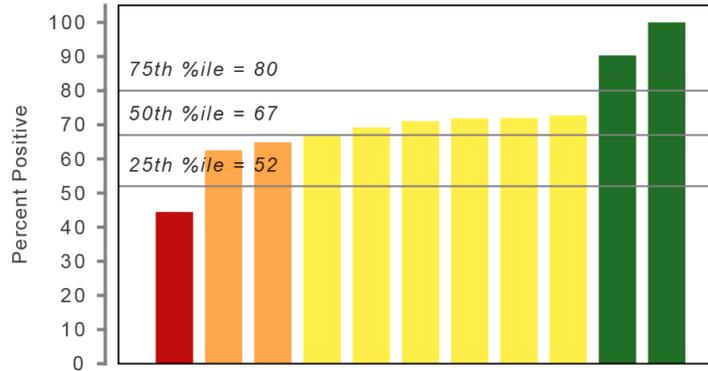
Perceptions Of Senior Management



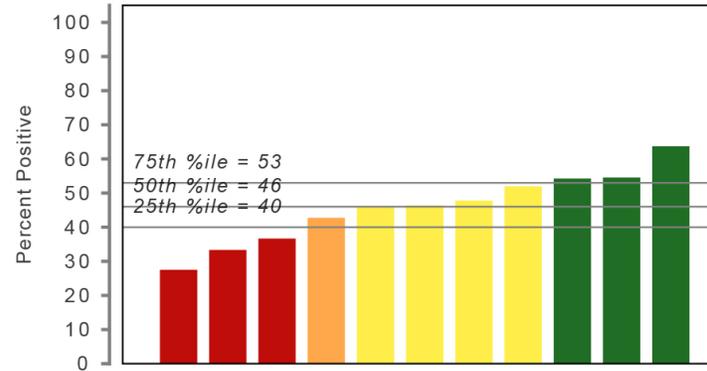
■ 0 - 25th
 ■ 26th - 50th
 ■ 51st - 75th
 ■ 76th - 100th

Pascal Metrics: Facility Benchmarking

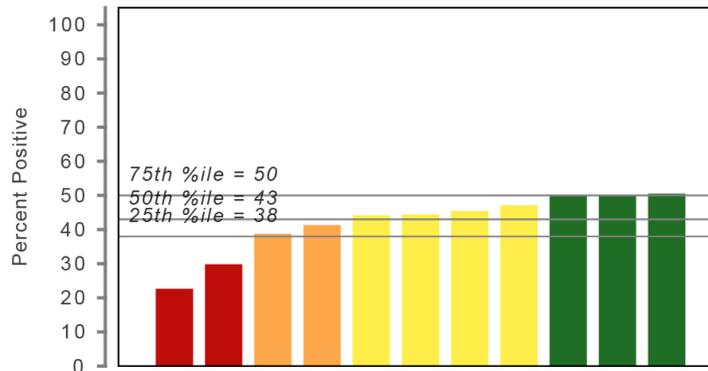
Perceptions Of Local Management



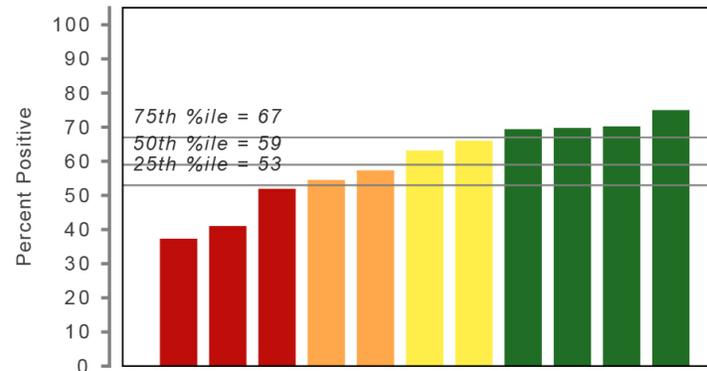
Hospital Handoffs & Transitions



Nonpunitive Response To Error



Teamwork Across Hospital Units

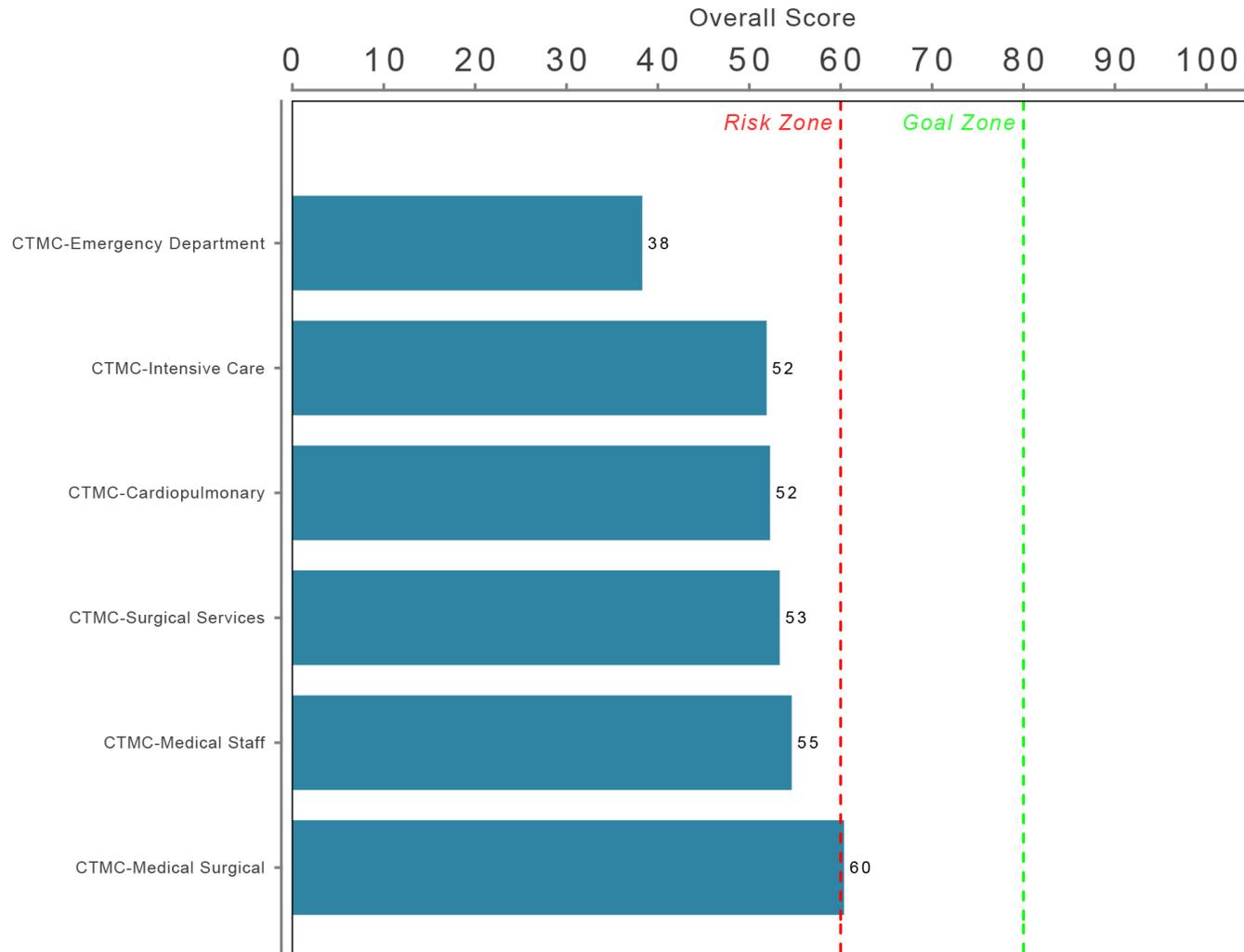


■ 0 - 25th
 ■ 26th - 50th
 ■ 51st - 75th
 ■ 76th - 100th

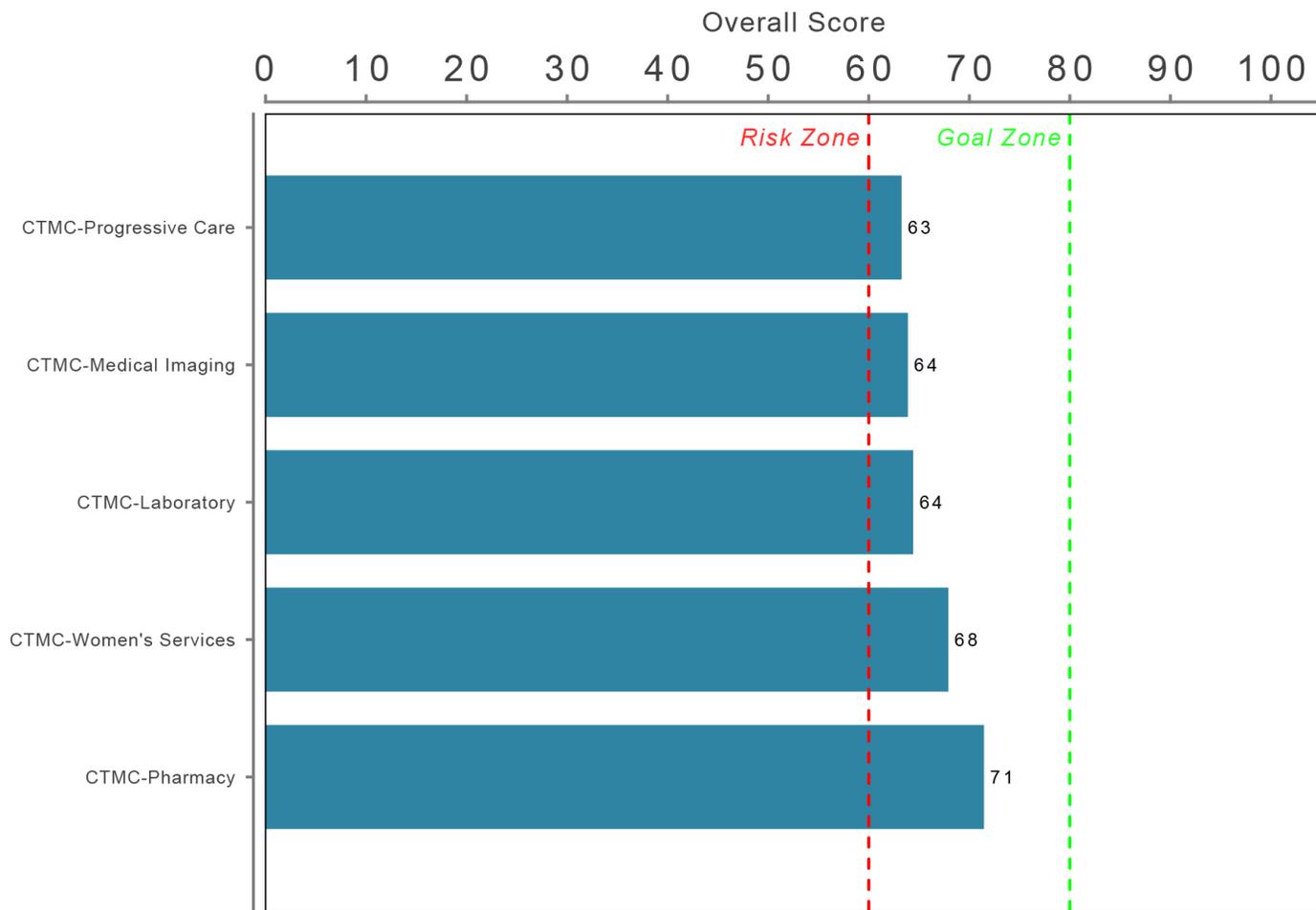
Pascal Metrics: Work Setting Breakdown

Pascal Metrics calculates an Overall Score for work settings, by averaging survey domain scores. The following figure presents the distribution of Overall Scores for all work settings surveyed in Central Texas Medical Center.

Pascal Metrics: Work Setting Breakdown



Pascal Metrics: Work Setting Breakdown

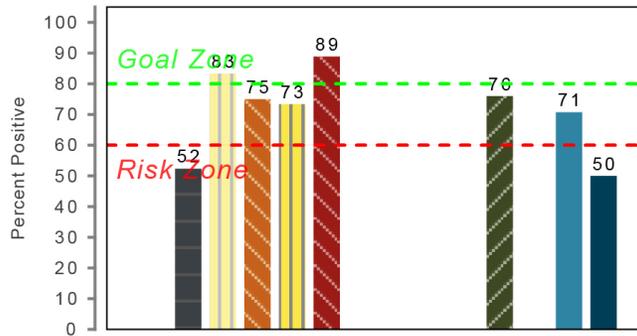


Pascal Metrics: Position Type

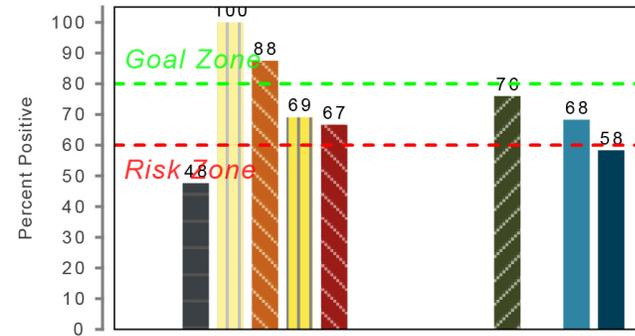
Survey respondents are asked to indicate their position type on the SAQ Plus survey, which allows facilities to compare survey responses among different types of positions. The following figures presents the individual domain scores in Central Texas Medical Center by position type.

Pascal Metrics: Position Type

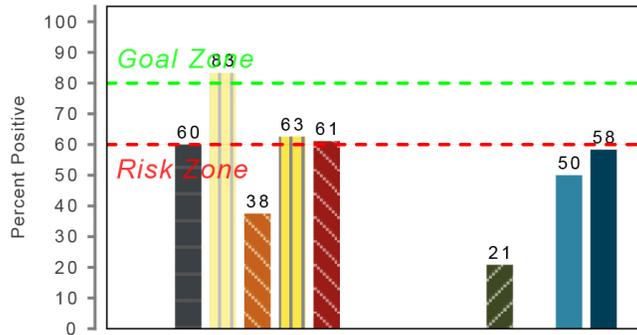
Teamwork Climate



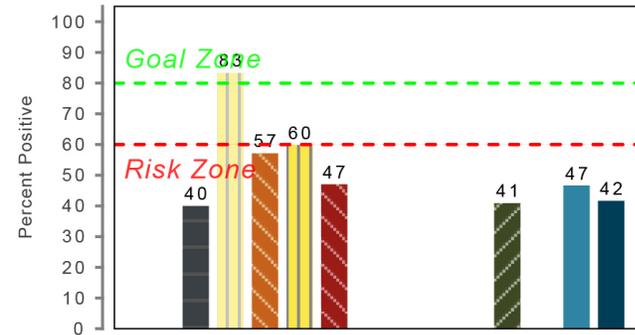
Safety Climate



Stress Recognition



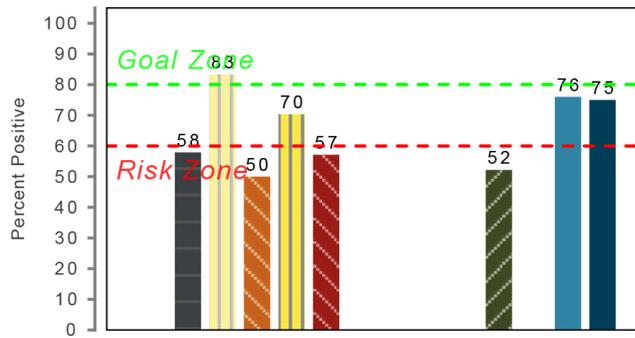
Perceptions Of Senior Management



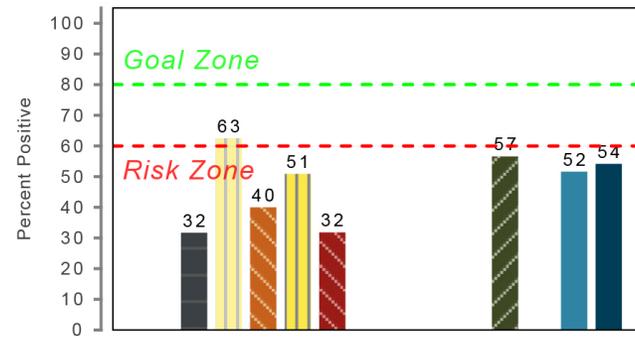
- *Groups with < 5 respondents
- *Unspecified
- Administrator/Manager
- Miscellaneous
- Nurse
- Physician - Attending
- Physician - Fellow
- Physician - Resident
- Student
- Support - Administrative
- Support - Clinical
- Support - Other
- Technician
- Therapist

Pascal Metrics: Position Type

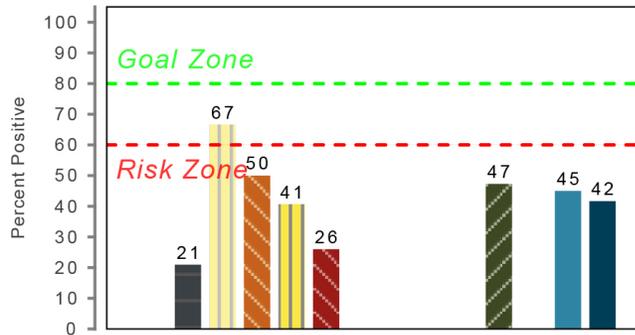
Perceptions Of Local Management



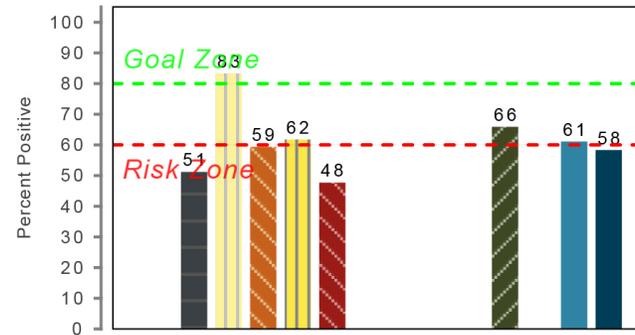
Hospital Handoffs & Transitions



Nonpunitive Response To Error

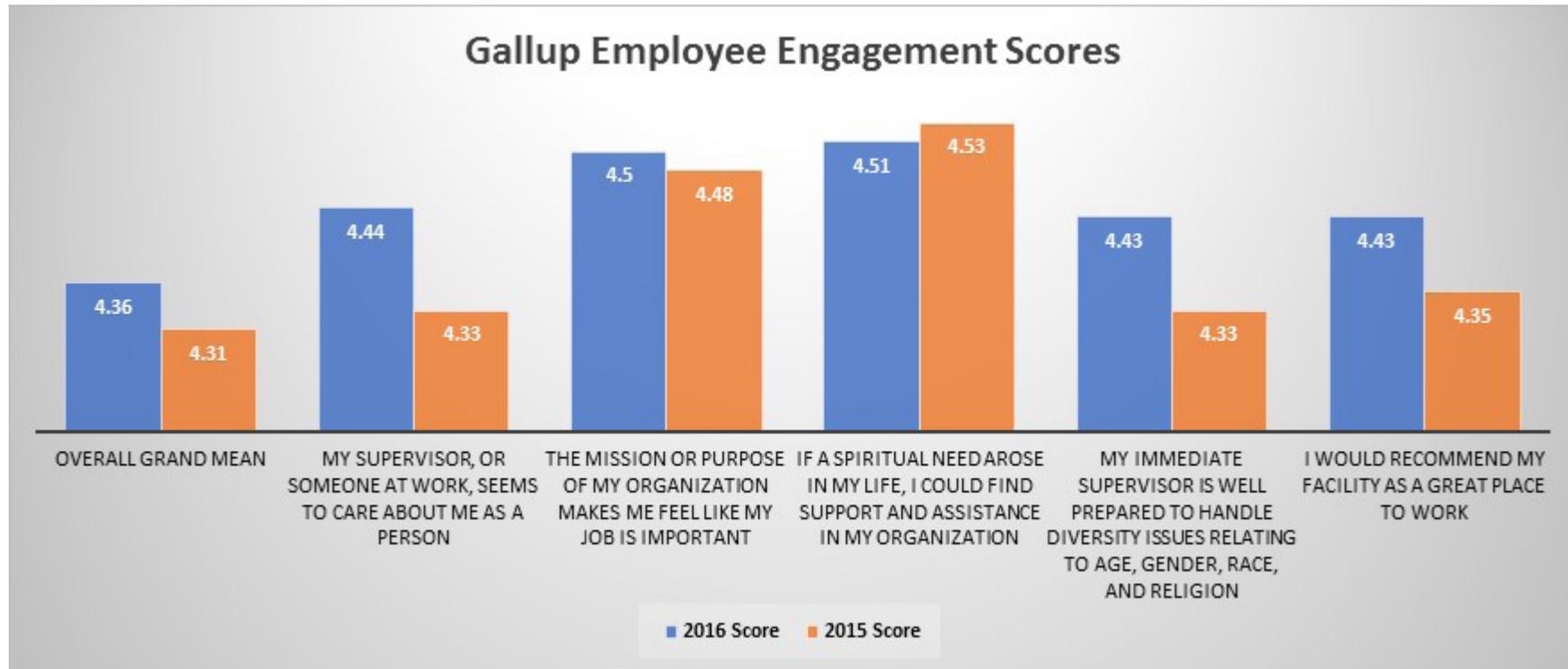


Teamwork Across Hospital Units



- *Groups with < 5 respondents
- *Unspecified
- Administrator/Manager
- Miscellaneous
- Nurse
- Physician - Attending
- Physician - Fellow
- Physician - Resident
- Student
- Support - Administrative
- Support - Clinical
- Support - Other
- Technician
- Therapist

Gallup Survey Results



2017 Strategic Areas of Focus

▶ Build/expand primary care engine

Matthew 4:23 indicates that Jesus went throughout the region healing disease and sickness among the people. Following in Jesus' footsteps, CTMC wishes to provide more physicians to the primary service areas to assist in the healing of sickness and disease, thus fulfilling the mission of the hospital.

▶ Affiliation with a large system in Austin

In order to extend the healing ministry of Christ, expertise and resources are required. An affiliation between CTMC and another local health care network will give the hospital additional resources and expertise.

▶ Expand access points

CTMC is confident in its mission, and with that confidence comes a desire to expand that mission geographically to include more individuals who require CTMC's healing touch. Indeed, expanding access points expands the reach of CTMC's mission.

▶ Capture out migration

Providing Ortho, GI, Spine and OB to those who are leaving the community helps expand CTMC's reach and ability to extend Christ's healing ministry to more individuals in the primary service area.

2017 Strategic Areas of Focus

▶ Improve patient satisfaction

Ecclesiastes 9:10 says, “Whatever your hand finds to do, do it with all your might.” Indeed, it is the intent of CTMC to bring a world class patient experience to each individual who needs healing. In doing so, the hospital enriches and fulfills its mission.

▶ Physician alignment (improve physician willingness to recommend)

A key element of extending the healing ministry of Christ is partnering with physicians who are an extension of Christ’s hands and feet. Having aligned physicians lends itself to fulfilling the mission of CTMC.

▶ Renovate facility

Our physical environment has powerful psychological and physiological impacts on humans. Studies show that staff and patient health can be adversely affected with improper facility design. The renovation goal is to help positively affect the wellbeing of patients and staff which will enrich CTMC’s mission.

▶ Improve clinical care (infectious disease)

Improving clinical care advances quality, safety and patient satisfaction. These advances truly exude the mission of CTMC.

Mission-focused Interview Questions

- Why did you choose health care as the industry in which to earn your livelihood?
- What are the life/work balance issues that are important to you?
- You've read our mission statement – How do you relate to this as a person and a professional?
- Could you describe situations where you've demonstrated and/or experienced our organization's values?
- What does your current organization stand for? How do you support these values?
- Why do you want to work for Central Texas Medical Center?
- How do you feel about working in a Christian work environment where we pray with our patients, hold overhead prayers, pray prior to meeting starting, and hold each other accountable to Christian values?
- How would you feel about leading a devotion or spiritual thought during our huddle time?

2017 Christian Service Plan

► Describe why and how mission integration and its standards are important to you as a campus and as leaders of mission? What has improved from the previous year?

Mission Integration and its standards provide structure for implementation and very specific guidance on outcome measures that allow assignment of responsibilities, creation of action plans and objective evaluation of initiatives. In addition, the Mission Integration and its standards allows for periodic review to ensure that each facility is mission driven. It also provides for cross-pollination of ideas and guidance from colleagues from around Adventist Health System.

The new format has inspired multiple improvements from last year. These improvements include:

a. Integration of mission into the organizational strategic planning process

This was accomplished by clearly articulating and connecting each strategic initiative with its impact on mission.

b. Implementation of mission alignment into the interview process

This includes adding mission specific questions to the interview process and ongoing mission integration evaluation in the High-Solid-Low employee evaluation and mentoring tool.

c. Re-structuring of employee evaluation tools

This involves incorporating standards for mission in the form of community service, participation in CREATION Health programs and the Spiritual Ambassadors program.

d. Creation of a mission integration ARC page

Create a page on the Intranet to provide information on all mission activities in one location. In addition, CTMC participates in a community-wide volunteer sign up process through a website called “Serve San Marcos,” which

provides opportunities to sign up for several community volunteer opportunities. The site also has the ability to track participation and volunteer hours.

e. Improve welcoming environment

This includes the implementation of greeters at the front entrance between 5-9 p.m. and on weekends to assist visitors.

► What are the top 3 findings from the Mission Integration Peer Review?

CTMC looks forward to its first mission integration peer review in 2017. The CEO of CTMC is participating in a sister hospital’s (Metroplex) peer review in November 2016. This will give CTMC added insights into the process and what lessons can be implemented as appropriate at CTMC. In a self-study and analysis of our plan, we made several valuable findings:

b) Having an active Mission Council of key hospital leadership has provided a vehicle to plan, organize, implement and evaluate the Christian Service Plan.

c) While progress is evident that associates are engaged in the integrated mission plan, there are additional strategies needed to hardwire the complete plan.

▶ **Describe how your mission intergration committee plans to educate, integrate and evaluate in each of the 5 areas of the MQSM document. Be specific on each area.**

a. Leadership

LDR.A.1 Leaders conceptualize the mission purpose, or "the why," for every strategic plan and operation.

Initiative: Formalize a communication plan to include an explanation of "why" as we communicate new policies, new initiatives or any change in procedure.

Education: Monthly leadership meetings, daily leadership huddles, leadership institute training and brief memos from the CEO to leadership.

Evaluation: Create a monitoring tool listing new policies, initiatives and procedures and show how they connect to the "why" of our mission. Review quarterly at Mission Council. Ensure leaders understand the "why" through one-on-one meetings with the C-suite.

b. Team

TM.A.1 Mission-driven organizations find and attract candidates who are professionally competent, resonate with our mission, and possess a heart of service.

Initiative: Mission questions have been added to the list of "potential" questions for interviews of both staff and leadership positions. To determine if the questions have been asked, CTMC will modify the interview tool to create a required field of "how this candidate resonates with

CTMC's mission and how they demonstrate a heart of service."

Education: Human Resources will educate hiring authorities on the modified and required questions relating to mission.

Evaluation: Confirm questions have been modified on the list of required questions. Confirm training has taken place. Review at Mission Council. Measure mission driven teams through the Gallup Engagement Survey.

c. Patient Experience

PTXP.A.1 Mission-driven caregivers actively listen to the voice of the customer.

Initiative: Add former patients and community members to at least two active hospital committees in 2017.

Education: The CNO will provide education to the committee members on the importance of adding patients and community members to the committee. In addition, the CNO along with committee chairs will provide orientation to the new members.

Evaluation: Ensure new members are recruited and oriented to committee assignment. Improved HCAHP scores by 4 percent.

d. Community

CMTY.A.4 Mission-driven organizations are characterized by a spirit of volunteerism, collaboration and generosity in their community.

Initiative: To engage associates in volunteerism by providing opportunities through expanded mission page on ARC, coordinated sign-up on Serve San Marcos website, and inclusion of mission and community service standards in all employee evaluation tools.

Education: Educate about the opportunity through: weekly newsletter, memo from CEO, team huddles, monthly leadership forums, town halls screen savers. Educate managers on new performance evaluation tools.

Evaluation: Track number of volunteers, hours and type of volunteerism.

e. Environment

ENV.B.2 Healing environments provide ease of entry, way-finding, and accommodations.

Initiative: In 2016-17, CTMC is updating the main entrance area to a warmer, more inviting space. In addition, using the input of community and hospital associates, update way-finding.

Evaluation: Completion of updated main entrance

and way finding initiatives. Conduct a focus group to understand if the updates are effective.

► Describe 3-4 ways in which the mission integration process helps your mission leadership role within the institution.

The integration process:

- a) Assists in providing a significant framework/construct (MQSM) for coordinating and setting accountabilities for outcomes consistent with our facility goals
- b) Helps to identify best practice mission efforts in pockets that already exist, learn from those practices, then support and replicate these efforts
- c) Develops a consistent language for assessing all processes for “fit” with mission

► Describe what brings challenges and/or opportunities as you continue to implement the MIPR process on your campus. How are you addressing those?

Challenges:

a) The largest challenge in implementing the MIPR is the lack of Chaplaincy support. The Chaplain has played only a symbolic role in 2016. He is close to retirement and has been ill much of the year. We are grateful for his years of service and look forward to helping him transition to retirement. CTMC is currently in the process of hiring a new chaplain to assist the CEO in the spiritual leadership of the organization.

b) The sheer number of high priority projects scheduled for 2017. The CEO will work to ensure that the MIPR continues to be a priority initiative which becomes part of the DNA of the organization.

Opportunities:

a) Perhaps one of the most valuable opportunities is the partnership with the Serve San Marcos website. This site tracks our mission efforts and makes it easier for staff to find ways to get involved in mission activities.

► Describe how a culture of prayer and spirituality as well as CREATION Health is permeating throughout your operations.

a. Currently all patient education material that CTMC produces is based on CREATION Health principles.

b. Hard wiring of daily huddles with devotionals and prayer in each department is more organic.

c. Constant monitoring to ensure that each department has an active Spiritual Ambassador and CREATION Health coach helps keep the message relevant and in front of the staff.



► What are some ways our AHS office can help you in your preparation and deployment of your Christian Service/Mission Integration Plans?

- a) Provide content experts who can review the written plan and provide valuable feedback.
- b) Provide content experts to assist in the training process of implementing and hardwiring the plan.
- c) Provide funding dollars for best practices that can be replicated in other hospitals.
- d) Offer personnel who can evaluate the progress of the plan.



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