Spiritual Care Leadership
Planning and Tracking Progress

To achieve happiness we should make certain we are never without an important goal.

Ralph Waldo Emerson
8 Stepping Stones for Planning

- Obtain and understand the organization's Strategic Plan
- Assess their needs and align your Spiritual Care Services with the Strategic Plan
- Team members: who needs to be involved?
- Prioritize: what things can/need to be addressed/changed first?
- Establish goals from identified needs
- Implement/Present/Communicate to clinical staff
- Evaluate/Analyze: How can the progress be measured?
- Revisit initial goals: celebrate successes, challenges, changes, and improvements

Understand the organization's Strategic Plan

Ainsworth-Smith identifies three foci for the work of the chaplain:
- Individuals, patients and their relatives
- Staff and trainees
- The organization
Ainsworth emphasizes that the needs of the organization must be a part of chaplaincy work. This is a form of witness. "Being able to think in terms of an organization and to realize how necessary it is to think in those terms may be less obvious, but of crucial importance." (UK article. The Spiritual and Pastoral Dimensions of Chaplaincy Work, 1998, p384)

Assess Clinical Areas

- Understand strategic direction of the organization

- Review the current alignment of your department’s activities, services, and outcomes with the organization’s goals
Who needs to be involved?

- Team Leader
- Multidisciplinary Team consisting of
  ✓ nursing staff
  ✓ medical staff
  ✓ ancillary staff
  ✓ spiritual care staff
  ✓ others as required by the plan; e.g., I.T.

Team Leadership

- One style of leadership is not necessarily better than another. Leadership style must be flexible as teams form and re-form around various issues/focuses.

- Effective leadership means knowing and respecting the skill and commitment of team members and should relate to their skills and commitment.
7 Key Dimensions of Discerning High Performance Teams

The most successful staff are those that are self-imposed and continuous.
Use this list of attributes to reflect on your team

- Commitment
- Trust
- Purpose
- Communication
- Involvement
- Process orientation
- Continuous improvement

Kevin Eikenberry

Team Members: 7 Pathways to Meaningful Team Dynamics

- Purpose: Your call
- Authenticity: Dependability
- Persistence: Disciplined
- Spirituality: Faithfulness
- Adaptable: Creativity
- Servant: Generosity
- Relationships: Nurturing and respectful

Paul E. Hopkins
Team Implementation

• Assemble cross-functional teams
• Dedicate time to meet regularly
• Emphasize the group versus individuals
• Enhance communication among multiple sites
• Maintain a clear vision for the goal
• Avoid ‘high efficiency’ traps

Setting Priorities

Organize your ideas around
• The time it takes to initiate action and see initial results
• How much time team members can invest
• Whether you implement a model program or invent a custom pattern
• Relevance to organization’s outcomes/mission
• Your budget/resources
• Long term versus short term effects
Setting Priorities: Ask critical questions

Are we conducting Spiritual or Emotional Assessments or taking Faith or Spiritual Histories in order to understand patients’ preferences and assess needs?

How does the healthcare chaplain act as a conduit for a positive link between spiritual development and health?

Setting Priorities: Ask critical questions

Do we have effective customer service behavioral standards implemented to address kindness, respectful communication, privacy, etc.?

Are we understanding and reaching all patients?

Is it possible to audit the work of the hospital chaplain and benchmark common practices?
Establish goals that flow from your service standards

- Respect
- Effective communication
- Compassionate care
- Responsiveness
- Accountability
- Teamwork

Purpose of setting goals

- Enable continuum of care and integration
- Illustrate the need to support Spiritual Care Services
- Reflect on commitment and continuous improvement
- Demonstrate accountability and transparency
Models for setting goals

1. PRISM Model
   - Personal
   - Realistic
   - Interesting
   - Specific
   - Measurable

2. SMART Method
   - Specific
   - Measurable
   - Attainable
   - Realistic
   - Time-certain
Models for setting goals

3. Standard Goal Formula
   – Focus on the results
   – Clarify what you want; then re-clarify
   – State (to whomever) that this is what you want
   – Identify actions to take
   – Give yourself a mechanism to know when you have reached the goal

Goal challenges
Planning and Tracking Progress Means You Must Address the Ongoing Challenges

• Standards of practice and competencies: Learn and articulate what chaplains do

• Chaplains add value to the organization: Learn and understand the value of your outcomes of service

• Identify appropriate units of service to measure chaplain efficiency

• Identify appropriate metrics
Benefits of Goals: Positive Outcomes align with organization’s strategic plan/mission

- Mysterious >>> Understood
- Generic >>> Customized
- Stand alone >>> Integrated
- Appreciated >>> Accountable
- Optional >>> Essential

Rev. Sue Wintz, President APC

Benefits of goals

- Focuses on client-centered care and increases organizational confidence
- Establishes opportunities for quality improvement and continuous learning
- Ensures consistent delivery of services which is essential for patients and families
Benefits of goals

- Validates our efforts and contributions
- Provides outcome measures for the organization, foundresses, founders, etc.
- Legitimizes the role and contribution of chaplain

We want to set goals that our hearts conceive, that our minds believe and that our bodies will carry out.  

Jim Rohn
Continuous Improvement

Customer satisfaction, loyalty, and retention continue to rise and profitability continues to grow.

"DMAIC" Improvement Model

Define
Measure
Analyze
Improve
Control

This approach may be used to explore what drives patient satisfaction in a specific department.
Implementation/Presentation/Communication

Whatever plan you implement, ultimately what really matters is what inspires and motivates people and what appears to be most gratifying.

Implementation

Presentation/Communication to Clinical Staff
Teresa’s Story
• Now you can create goals for your Spiritual Care Department that align and meet the needs of your organization’s strategic plan.

• Choose one of the elements from the following sample strategic plans and create a goal!

A Strategic Plan with Five Elements

**People and Culture**
Improve employee engagement, cultural alignment and meet critical performance measures to deliver the vision, mission, and values.

**Excellence in Care**
Provide care that meets the needs of individuals and the communities we serve at the highest possible standard.

**Community Engagement**
To make a valued contribution to the community and be apart of the communities we serve.

**Service Development**
Through innovation becoming a core competency, to rigorously service needs and gaps and to see new opportunities aligned to the vision.

**Wise Stewardship**
Use the resources entrusted to us to sustain and extend our mission and reinvest in our services...we care for our people, our environment and our resources.
Examples of Strategic Plans

• A strategic plan with four directions aligned with the organization’s mission
  Organizational transformation
    Performance excellence
    Mission and Leadership
    Advancing Research, teaching & innovation
  (St. Joseph’s Healthcare, London, Ontario)

• A strategic plan with three aspects
  Sacred encounters
  Perfect Care
  Healthiest Communities

Template: Implementation/Presentation/Communication

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<th>OBJECTIVE</th>
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**Template:** Implementation/Presentation/Communication

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<th>COMPETENCIES</th>
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<th>RESOURCES FOR DEVELOPMENT</th>
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**Evaluate/Analyze:** 5 questions to ask

1. Do we systematically and frequently elicit responses from patients regarding their emotional and spiritual needs with screening questions like “Do you have any needs or requests that I may assist you with?”

2. Are we conducting Spiritual or Emotional Assessments or taking Faith or Spiritual Histories in order to understand patients’ preferences and assess needs?
Evaluate/Analyze: 5 questions to ask continued

3. Do we have effective customer service behavioral standards implemented to address kindness, respectful communication, privacy, etc.?

4. Are we understanding and reaching all patients?

5. What counts as evidence in the spiritual encounter and work of health care chaplains?

Evaluate/Analyze: Collecting data on important indicators

- Assessing current performances-how are we doing?
- Improving performances- what are the opportunities to improve?
- What have we done to improve? How do we know we made a difference?
- Indicators are developed- indicators are measures to document aspects of service performance or care delivery.
Evaluate/Analyze: The Voice of the Client

- From survey results, ninety percent of hospitals have some form of patient satisfaction survey. A healthcare team from Florida gathered and created a list of what mattered most to patients:
  - Sense people’s needs before they ask (initiative)
  - Help each other out (teamwork)
  - Acknowledge people’s feelings (empathy)
  - Respect the dignity and privacy of everyone (courtesy)
  - Explain what is happening (communication)

Success is liking yourself, liking what you do and liking how you do it.  

Maya Angelou
**Revisit Initial Goals: Celebrate Successes**

The evidence of the successful integration of healthcare chaplaincy is demonstrated by
- Research awareness
- Systematic review of research
- Continuing professional development

**Revisit Initial Goals: Adapt to Positive Changes**

We must model growth, encourage it and reward it, to keep our people growing for the long haul. We are to be like trees that grow our entire lives
- Visually
- Emotionally
- Experientially
- Convictionally
Revisit Initial Goals: Recognize challenges

Find evidence that Spiritual Care is effective because the problem for healthcare chaplaincy is that outcomes may not be visible.

Spiritual care research must translate goals/objectives into **measurable outcomes**, otherwise we risk becoming marginalized.

Note the danger of counting—where quantity trumps quality. In Spiritual Care it is easy to see that the number of clients visited becomes the measure of the quality of the visit (relatively complicated to record and analyze).

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Revisit Initial Goals: Make Improvements

Allow the team to question, drill down, and pull apart the data to identify and explore factors contributing to sub-optimal performance.

Communicate successes across departments to extend the impact beyond the original initiative(s).
Revisit Initial Goals: Make Improvements

*If Disney ran your hospital ... the benefits associated with improving service, generating goodwill, problem solving, and passing on compliments... would create a culture of soliciting feedback to improve, not to impress.*

This cultural insight comes from "If Disney Ran Your Hospital: 9 ½ Things You Would Do Differently," by Fred Lee, a hospital executive who became a Disney cast member.

"What gives value to an action is not the action itself, but the spirit in which it was done." *All Is Grace*
Bibliography and Resources

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