Values Standards and Key Indicators
A vision without a task is a dream. A task without a vision is drudgery.

A vision and a task is the hope of the world.

FROM A CHURCH IN SUSSEX ENGLAND C.1730

Sister M. Madeleva C.S.J.
THE PURPOSE OF THIS DOCUMENT
Our four core values: Dignity, Service, Excellence and Justice express our beliefs and convictions. We want to integrate them into everything we do. To assist with this, we have developed Values Standards to clarify expectations regarding our commitment to values integration and to provide guidance and promote accountability regarding values integration. Periodically each ministry conducts a formal assessment on its progress on the Values Standards.

RELATIONS TO OTHER DOCUMENTS
A Commitment to Values (rev. 1991) is the basic foundational statement of our four core values. A Vision of Value (rev. 1991) sets forth basic policies regarding these values. Values Standards and Key Indicators incorporate both of these documents and provide a systematic way to measure and evaluate our progress in values integration. The Values Standards have been revised several times to keep their application current.

The work of evaluating progress in values integration in our ministry is integral to who we are and what we are about in our health care ministry. We express these basic beliefs and convictions in our Directional Statements.

The Directional Statements of the Sisters of St. Joseph of Orange encompass the mission or purpose of the Congregation since its foundation in 1650, the Vision and Essential Elements for its health care ministry, and concise definition of the Sponsorship.

The Directional Statements of St. Joseph Health include its Mission, the core values, the Vision for its ministry for the next three to five years, and the mission outcomes that flow from these foundational documents.

THE DEVELOPMENT PROCESS
The Values Standards and Key Indicators were developed through a broadly participative system-wide process beginning in 1989. They were revised in 1993, 1999, 2002 and now in 2014.

A great deal of appreciation is due to those who helped write, review, and revise the Values Standards and Key Indicators and to those who will use the document as a guide in the years ahead. All of these efforts are toward one end: to assure that the core values of St. Joseph Health under the sponsorship of the St. Joseph Health Ministry are the guiding principles for those who are privileged to share in the healing ministry of Jesus in the tradition of the Sisters of St. Joseph of Orange.
DIGNITY

WE RESPECT EACH PERSON AS AN INHERENTLY VALUABLE MEMBER OF THE HUMAN COMMUNITY AND AS A UNIQUE EXPRESSION OF LIFE.

We respect the inherent dignity and worth of every individual.
We share needed information and encourage decision making, responsibility and accountability at all levels.
We communicate openly with each other and provide timely, honest feedback.
We provide recognition—formal and informal—to individuals and work groups for their contributions.
We recognize the importance of a balance between work and personal life.

SERVICE

WE BRING TOGETHER PEOPLE WHO RECOGNIZE THAT EVERY INTERACTION IS A UNIQUE OPPORTUNITY TO SERVE ONE ANOTHER, THE COMMUNITY, AND SOCIETY.

We respond to the needs of the whole person: body, mind and spirit.
We foster an environment characterized by hospitality, trust and a spirit of community.
We design and evaluate our organizational systems and structures to assure that they meet the needs of those we serve.
We value the opportunity to be of service beyond our organization by contributing to the well-being of our communities.
We work with others—public and private agencies, associations and individuals—to improve the delivery and quality of health services.
WE FOSTER PERSONAL AND PROFESSIONAL DEVELOPMENT, ACCOUNTABILITY, INNOVATION, TEAMWORK, AND COMMITMENT TO QUALITY.

We foster personal and professional development, free exchange of diverse ideas, innovation and teamwork.

We expect accountability for excellence in performance and for adherence to professional and organizational standards.

We work together to be effective and efficient in the use of resources and to provide a safe environment.

We require a reasonable financial return in order to fulfill our mission.

We develop programs and processes to measure and continually improve quality in everything we do.

WE ADVOCATE FOR SYSTEMS AND STRUCTURES THAT ARE ATTUNED TO THE NEEDS OF THE VULNERABLE AND DISADVANTAGED AND THAT PROMOTE A SENSE OF COMMUNITY AMONG ALL PERSONS.

We advocate at local, state, and national levels for health care policies that provide universal access to basic benefits, distribute burdens and benefits equitably, and promote the responsible allocation of resources.

We dedicate resources to the care of the medically poor.

We develop systems and structures that attend to the needs of those at risk of discrimination because of age, gender, lifestyle, cultural or ethnic background, religious beliefs or socioeconomic status.

We conduct our business ethically, with integrity, honesty and confidentiality.

We develop a work environment that promotes mutual respect, participation, equitable compensation, growth and effective use of talents.

We recognize that individual, institutional, and societal interests are often in tension; in every case, we strive to discern how the good of the whole can best be served.
# Values Standards & Key Indicators

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STANDARD ONE: CLARIFICATION AND INTEGRATION OF VALUES

St. Joseph Health’s core values of Dignity, Service, Excellence and Justice have a clear and explicit role in shaping ministry life.

Key Indicators:
1. A Commitment to Values is used as a source document of guiding principles for all we do.
2. The Mission Outcomes and budget are clearly linked to the St. Joseph Health Mission, Vision and Values.
3. A Vision of Value and the Values Standards and Key Indicators are used as guides for the integration of values into ministry culture.
4. Processes are in place to orient all employees, physicians and volunteers to the values and to involve them in integrating the values into daily operations.
5. All publications communicate in ways consistent with the ministry’s mission and values. Publications that communicate the values are readily available and used for decision making, ongoing education and formation.
6. Values-related materials are prominently displayed in each ministry.

STANDARD TWO: CATHOLIC IDENTITY

We are a public ministry of the Roman Catholic Church. We welcome and invite collaboration with others committed to the healing ministry of Jesus.

Key Indicators:
1. Ongoing relationships are fostered between the ministry, the Catholic diocese and in Lubbock, United Methodist Church leadership in promoting the healing ministry of Jesus.
2. Processes are in place to ensure that Catholic social, religious and ethical teachings are reflected in policies and procedures.
3. Respect for all religious traditions is demonstrated, not only in spiritual care services, but also in knowledge of and sensitivity to the religious beliefs and practices of those served and those who serve.
4. There is a spirit of collaboration and respect between the ministry and diverse religious groups within the local community. There are collegial relationships between spiritual care departments and local clergy.
5. A special concern for the suffering and dying is evident in policies and practice.
6. Each ministry has a chapel or space dedicated for the purpose of prayer and reflection.
7. Processes are in place to support spirituality as an integral part of the work environment of the ministry.
8. Religious art and symbols that enhance the healing environment are appropriately displayed.
9. Adequate resources for spiritual care services are ensured for the compassionate care of the whole person - body, mind, spirit.
STANDARD THREE: COMMUNICATION

We are committed to effective communication throughout St. Joseph Health and with the communities we serve

Key Indicators:
1. Communication at all and between levels is open, respectful, timely and responsive.
2. Internal and external publics are regularly informed of strategic direction, financial status and operational performance.
3. Systems are in place that promote two-way communication, positive relationships and team building for individuals, within and between departments, across ministries and across St. Joseph Health.
4. Communication in all forms is monitored and evaluated for effectiveness and alignment with the mission and values.
5. Each ministry utilizes an updated communication plan with goals, targets, implementation strategies and measured outcomes.
6. Ministry-wide identity standards are adhered to in order to ensure a consistent image in both internal and external communication.

STANDARD FOUR: QUALITY OF SERVICE

We are committed to measure and continually improve quality.

Key Indicators:
1. People throughout St. Joseph Health identify their customers and their service needs.
2. Programs and services are in place that respond to the needs of the whole person: physical, social, emotional and spiritual.
3. Patient care delivery processes identify the patient or designee as a primary decision maker regarding both curative and palliative care and treatment.
4. Programs are in place to communicate and educate patients and families to understand illness and treatment as well as to practice health promotion and wellness.
5. Employees are trained in the use of a systemic performance improvement methodology. Programs and tools exist and are used to measure and improve quality.
6. There is regular assessment of employee, patient and other customer satisfaction. The results of these assessments are communicated to appropriate audiences and improvement plans are developed, implemented and evaluated.
STANDARD FIVE: QUALITY OF WORKLIFE

We are committed to creating a work environment shaped by health, healing, hope, diversity and mutual respect.

Key Indicators:

1. A strategic approach to human resources programs exists that enables each ministry to attract, select and retain values-based employees and associates.

2. Each ministry conducts orientation, training, development, formation and continuous learning programs that are aligned with the St. Joseph Health Mission, Vision and Values.

3. Programs are in place to ensure the development of future leaders to continue the healing ministry of Jesus in the tradition of the Sisters of St. Joseph of Orange.

4. Mechanisms are in place to strengthen relationships within each ministry, such as:
   - Programs and practices that are sensitive to and supportive of the physical, social emotional and spiritual well-being of employees, volunteers, donors, physicians and trustees.
   - Education to enhance respect for diversity.
   - Employee and physician engagement surveys.
   - Formal and informal processes to listen and respond to suggestions, concerns and grievances.
   - Values-based management development programs.
   - Support for a balance between work and personal life.
   - Concern for a safe working environment.

5. Performance management processes are in place at all levels to help set clear expectations, promote mutual accountability and align performance with the Mission, Vision and Values. All employees are evaluated on values-based behaviors as well as technical skills, i.e., how one does something as well as what one does.

6. Wages and benefits for all employees are just, competitive with the marketplace and appropriate to job responsibilities. A living wage is provided to all employees.

7. Formal and informal recognition and reward systems based on St. Joseph Health Values are in place at each ministry.
STANDARD SIX: ADVOCACY

We are committed to social and political advocacy on local, state, national and global levels.

Key Indicators:
1. Each ministry has a plan to educate and involve key constituents in setting the direction of and participating in advocacy efforts. The plan includes goals, targets, implementation strategies and measured outcomes. The plan and its progress are communicated to staff on a regular basis.
2. Advocacy efforts are particularly focused on behalf of persons who are vulnerable, disadvantaged or at risk of discrimination.
3. Each ministry has a process in place to identify, prioritize and address key local issues.
4. Each ministry collaborates with other groups and individuals in advocacy efforts.
5. Each ministry supports advocacy initiatives identified by St. Joseph Health.

STANDARD SEVEN: COMMUNITY BENEFIT

We commit resources to improving the health and quality of life in the communities we serve, with special emphasis on the needs of the poor and vulnerable.

Key Indicators:
1. Processes for assessment, planning, implementation and evaluation are in place in each ministry to identify and respond to health and quality of life needs in the local community involving community partners.
   - A comprehensive needs assessment of the health and quality of life of the communities served is conducted every three years to identify the needs of the underserved.
   - A three-year community benefit plan based on the needs assessment is completed and approved by the ministry’s Board of Trustees.
   - Each ministry develops and supports community benefit programs and services.
   - An annual report of expenditures, activities and accomplishments is made to the ministry’s Board of Trustees.
2. Each ministry’s community benefit activities involve and are communicated to employees, trustees, donors, physicians, volunteers and the community. Involvement in the local community is promoted among staff at all levels.
3. Each ministry demonstrates a commitment to charity care and reports it according to the St. Joseph Health financial assistance policy.
4. Each ministry allocates 10 percent of net income to care for the poor.
5. In support of the Healthiest Communities Mission Outcome, each ministry allocates at least 1.5 percent of total operating expenses toward community health improvement services, community benefit operations, health professions education, subsidized health services, research, cash and in-kind contributions for community benefit and community building.
6. Each ministry’s community benefit board committee approves policies and funding decisions that address the identified needs of the poor and vulnerable and ensure alignment with the five Advancing State of the Art of Community Benefit (ASACB) core principles.
7. Each ministry contributes to a healthy environment by promoting responsible property upkeep, reduction of pollution and conservation.
STANDARD EIGHT: BUSINESS PRACTICES

We are committed to conducting business ethically, with integrity, honesty and confidentiality.

Key Indicators:
1. Ethical decision-making processes are utilized to:
   • Involve the appropriate community of concern (persons affected).
   • Assess possible benefits and harms to those affected.
   • Identify and address values conflicts.
   • Communicate decisions and implementation plans.
   • Evaluate and communicate outcomes.
2. Processes and systems are in place to protect the confidentiality of patient, employee and business information. Programs are in place to educate employees, volunteers and medical staff about the importance of respect for privacy, confidentiality and security of personal health information.
3. Each ministry applies effective and efficient management practices to achieve the Mission and Vision while maintaining financial stability.
4. To ensure ongoing financial strength, processes are in place to promote charitable giving, including the identification, cultivation and recognition of both internal and external donors.
5. Business opportunities and potential partners are evaluated and selected in alignment with the Mission, Vision, and Values.
6. Values-sensitive practices such as contracting, billing, credit collection and marketing are evaluated critically for congruence with Mission, Vision, and Values.
7. Ministry extension opportunities and potential partnerships are evaluated and selected in alignment with the Mission, Vision and Values of St. Joseph Health.
8. Capital allocation decisions utilize investing screens and tools that demonstrate our commitment to good stewardship and our Mission, Vision and Values.

STANDARD NINE: STEWARDSHIP AND CELEBRATION

We are accountable for the implementation of the Mission, Vision and Values, and we celebrate our successes.

Key Indicators:
1. Each ministry is accountable for implementing, monitoring and communicating its performance relative to its strategic plan.
2. Each ministry directs resources toward mission-driven priorities.
3. Each ministry conducts a formal Values Review Process on a regular basis using the Values Standards and Key Indicators as a basis, and creates an action plan to address areas of strength and opportunity.
4. Each ministry participates in the Values in Action awards process and celebrates the nominees and recipients at the local and system levels.
5. Each ministry recognizes and celebrates the contributions of key stakeholders on an ongoing basis, i.e., Boards of Trustees, employees, physicians, donors and volunteers.