

Section I: Exceptional Care

Core Mission Goals:

Strategic Initiatives:

Indicators/Targets:

<p>1) “We also treat the human spirit”</p>	<p>1a) Develop e-learning modules to educate SSOM/MNSON/ house staff around integrated physical/psychological/ social/spiritual model of patient diagnosis and plan of care.</p> <p>1b) Develop first-person flat screen testimonials for each of Lowney’s Ignatian dynamics of self-awareness/ love/ ingenuity/ heroism to further embed Ignatian ethos within daily clinical care-teaching-research. <i>>Also see:</i> http://www.luhs.org/internal/depts/magis/pro_recog.cfm</p> <p>1c) Integrate mission references as appropriate into “Loyola model of Quality and Patient Safety”</p> <p>1d) Engage the organizational tensions to develop benchmarks for charity care to underserved, uninsured, undocumented.</p>	<p>1a) Include appropriate measures (as appropriate) in nursing, pastoral care, and other clinical ladders.</p> <p>1b) Create 4 testimonials for use at strategic points of the year in connection with MAGIS goal-setting and MAGIS Galaxy events.</p> <p>1c) Document integration of mission references in Q & S strategic plan.</p> <p>1d) Integrate specific charity care benchmarks into annual LUHS community benefit analysis.</p>
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<p>2) “I was ill and you cared for me” (Matthew 25:36)</p>	<p>2a) Fully implement Palliative Care project, integrating Bel Morte committee research, along with allied initiatives of Hospice / Pastoral Care / Social Work.</p> <p>2b) In collaboration with Neiswanger Institute, educate students, house staff, clinical directors & managers in understanding of USCCB Ethical & Religious Directives.</p> <p>2c) Integrate Loyola’s mission ethos with new patient case management program.</p>	<p>2a) Fund Palliative Care training & awareness activities & document participation by residents, nurses, & PCM-3 medical students.</p> <p>2b) Develop e-learning modules appropriate for appropriate for each of 4 audiences: SSOM / MNSON / House staff / Directors & Managers. Document participation.</p> <p>2c) Document inclusion of specific mission descriptors in new case management process.</p>
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Section II: Exceptional Service

Core Mission Goals:

Strategic Initiatives:

Indicators / Targets:

<p>1) Complete integration of MAGIS education & training initiatives up & down the LUHS organization, including academic units.</p>	<p>1a) Develop a new set of online reflection-on-experience exercises & first-person testimonials to anchor MAGIS initiatives within the 4-P (<i>pause/ponder/plan/pray</i>) reflection process.</p> <p>1b) Revitalize specific MAGIS goal-setting as part of annual employee performance review conversations.</p>	<p>1a) Set percentage target for regular use of MAGIS staff meeting toolkit and 4-P reflection card by clinical & non-clinical managers as effective staff development resources.</p> <p>1b) Managers post specific MAGIS staff accomplishments on unit “smart boards”. Set percentage target for participation.</p>
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| <p>2) Incorporate mission awareness program at Gottlieb Memorial Hospital, melding GMH’s own service excellence goals with LUHS MAGIS descriptors.</p> | <p>1a) Establish GMH “mission outreach” committee to plan & measure appropriate mission activities & events at GMH campus (including HR, nursing, pastoral care, social work, administrative representatives).</p> | <p>2a) Track mission input & reflection activities at GMH mgmnt. & nursing meetings as appropriate.
2b) Solidify development of GMH Ethics committee.</p> |
| <p>3) Ground Lean performance improvement process initiatives in the values of St. Ignatius Loyola, as practiced across LUHS.</p> | <p>3a) Integrate Kaizan events and other Lean strategies with LUHS patient-centered focus.</p> | <p>3a) Friday Lean reporting sessions consciously include metrics related to mission goals and the LUHS Brand Promise to “also treat the human spirit” Set target goal.</p> |

Section III: Exceptional People

Core Mission Goals:

Strategic Initiatives:

Indicators / Targets:

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| <p>1) Expand LUHS commitment to “hire for mission” to ensure proper fit between talents of individual applicants & LUHS mission ethos.</p> | <p>1a) Develop e-learning training module to help interviewers sharpen their skills for effective mission-based hiring conversations.</p> <p>1b) Develop a mission info packet for new faculty & manager candidates, as well as for search committee interviewers hiring system administrators, faculty chairs, etc.</p> <p>[<i>Packet can include as pertinent:</i> “Transformative Education in the Jesuit Tradition,” “Five Principles of Jesuit Education & Health Care,” training modules noted above (1a), LUHS mission statement & brand promise, Pastoral Care info & umbrella, Reflection cards on “4 P’s” & St. Ignatius, Hiring-for-Mission Questions, Lean & Mission, advancement info, medical / nursing school info, etc.]</p> | <p>1a) Re-distribute page of LUHS hiring-for-mission questions to managers, interviewers, search committees, etc. Set target date to complete e-learning hiring-for-mission module.</p> <p>1b) Set % metric for distribution of packets to new managers & faculty.</p> |
| <p>2) Integrate hiring-for-mission outreach (cf. #1 above) with HR/OD new manager orientation & ongoing MAGIS integration across LUHS for seasoned employees.</p> | <p>> <u>Also see:</u> http://www.luhs.org/internal/depts/magis/index.cfm</p> | |
| <p>3) For staff education: develop e-learning piece on life of St. Ignatius Loyola. Specific focus for LUHS audiences to include: LUHS MAGIS values & reflection emphasis, as well as Chris Lowney’s 4 Ignatian characteristics: self-awareness / love / ingenuity / heroism.</p> | <p>3a) As companion to this e-learning module, develop DVD as recruitment resource for prospective nurses & professional staff, students & faculty, board members & donors, researchers, administrators, etc.</p> | <p>3a) Set target date for DVD completion & distribution of DVD to LUHS faculty and employees & to their families, to students & their families, to development prospects, friends, etc.</p> |

Section IV: Growth & Innovation

Core Mission Goals:

Strategic Initiatives:

Indicators / Targets:

1) Integrate principles in LUC Transformative Education document into SSOM/MNSON/ Grad School orientation and appropriate curriculum modules.

2) Attend to mission education and integration between Gottlieb Memorial Hospital & LUHS.

3) Establish a Mission & Ministry Committee of the LUHS Board.

3) Committee to support/oversee: LUHS Jesuit/Catholic growth and development, Ethical & Religious Directives understanding & adherence, system-wide care to “also treat the human spirit,” ecumenical & interfaith understanding & sensitivity, effective pastoral care for spiritual needs of patients & families, students & faculty, professional staff & employees of LUHS.

1a) Use LUHS DVD (Sec. III, 3a) for all new student, faculty, staff orientation events.
1b) Integrate as appropriate into SSOM PCM-1 & PCM-3 curriculum units.

Section V: Financial Health

Core Mission Goals:

Strategic Initiatives:

Indicators / Targets:

1) Articulate community benefit & charity care goals in service to LUHS non-profit mission status as well as to the Jesuit preferential option for the poor.

1) Integrate mission accomplishments, language, and strategies into annual Community Benefit Report, always in collaboration with General Counsel & Government & Community Affairs offices.

1) Community benefit report completed.