Workplace Spirituality

IMESO
Institute for Medicine, Education, and Spirituality
at Ochsner

2012
What is Spirituality

**Belief in immaterial realities or experiences of the immanent or transcendent nature of the world.** …Wikipedia

**Spirituality is the personal quest for understanding answers to ultimate questions about life, about meaning and about relationship to the sacred or transcendent, which may (or may not) lead to or arise from the development of religious rituals and the formation of community.** …King and Koenig, 2009, BMC Health Sciences Research

**The experience of consciously striving to integrate one’s life in terms not of isolation and self-absorption but of self-transcendence toward the ultimate value one perceives.** …IMESO (Schneiders, S. 1989. Spirituality in the Academy. Theological Studies 50:685.)
Workplace Spirituality

**Workplace spirituality** refers to the ways we express our spirituality at work, both for personal support and in making ethical, just decisions.

-Nancy R. Smith,
*Workplace Spirituality: A Complete Guide for Business Leaders, 2006*

Important because it is directly related to employee health…
World Health Organization Constitution
Health is a dynamic state of complete physical, mental, spiritual and social well-being and not merely the absence of disease or infirmity.

NIH – National Center for Complementary and Alternative Medicine
Recognizes spiritual treatment as a complementary therapy.

CDC-NCCDPHP (National Center for Chronic Disease Prevention and Health Promotion)
Championed a focus on wellness that acknowledges the roles of mental health, spirituality, and complementary and alternative medicine across the lifespan.

American Association for Integrative Medicine
Recognize Spirituality as a distinct health dimension …Mind, Body, Spirit continuum.

And a dimension that is treatable through alternative exercises and practices such as meditation, prayer and visualization.

Rapid change and workplace uncertainty have eroded the employee sense of stability; workers are looking for that inner center and returning to core values.
A culture of spirituality in the workplace places the emphasis on PEOPLE

Leadership → Management → Employees → Consumers

To the extent WPS increases employee engagement or well-being, it should also contribute to consumer satisfaction. Employee definition....
**Ochsner Strategic Direction**

<table>
<thead>
<tr>
<th>Our Mission</th>
<th>We Serve, Heal, Lead, Educate and Innovate.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our Vision</td>
<td>Ochsner will be a global medical and academic leader who will save and change lives. We will shape the future of healthcare through our integrated health system, fueled by the passion and strength of our diversified team of physicians and employees.</td>
</tr>
</tbody>
</table>

**Our Imperatives (6)**

- **People:** Our most valuable asset...
- **Community:** Serving the greater need.
- **Academics:** National leader with global impact.
- **Quality:** Error-free care that’s affordable.
- **Loyalty:** Patients, families & physicians.
- **Stability:** Financially sustainable and growing.

From W. Thomas, 2011, “Systems Thinking”
Holding employees accountable is unquestionably necessary… but inevitably involves stress for the employee.

Why? Because predictably, employees are held responsible for outcomes that are not completely within their control.

This creates workplace STRESS. And while we know that a modest amount of stress, judiciously applied, can increase productivity and corresponding sense of accomplishment, too much stress is counterproductive.
Leaders tend to be accountability, productivity, bottom line-driven people. Striving for efficiency, leaders may produce a work force full of hostility, stress and absenteeism.

- Otto Krueger, *Type Talk at Work: How the 16 PersonalityTypes Determine Your Success on the Job.*
- Isabel Briggs Myers, *Gifts Differing: Understanding Personality Type.*
- Naomi Quenk, *Was that really me? How Everyday Stress Brings out our Hidden Personality.*
Then... Creativity Dies

- “Creativity in the workplace gets killed much more often than it gets supported.”
  - Teresa Amabile, Harvard Professor (expert on workplace creativity), Harvard Business Review, 2010

Workplace stress can lead employees to feel:
- Lack of freedom (no control over their destiny)
- Indifference (lack of support from workplace superiors)

This in turn can lead to:
- Competition (for limited internal resources), loss of collegiality
And we are asking that employees “…Do More With Less”.

Which can also contribute to the stressful environment, EVEN in those employees that appear to be engaged and high-functioning.
Thus…

A major goal of IMESO is to provide a culture that recognizes and dignifies the spiritual nature of people thus enhancing the workplace environment and the ability of employees to meet or exceed expectations in a challenging workplace where they are asked to…

“…do more with less”
Goal 1: To provide educational programs for the medical students in the area of spirituality and medical practice.

Goal 2: To provide educational programs and small groups for residents, physicians and nurses in the area of spirituality.

Goal 3: To provide educational programs for administration and staff for the inclusion of spirituality in decision-making.
Goal 4: Essays and papers will be developed to be published to the entire system’s employees on the IMESO website.

Goal 5: A comprehensive conference will be designed and offered to the wider community on Spirituality and Healthcare.
Why do we think that the IMESO initiatives will improve/resurrect the Ochsner workplace and contribute to organizational success?

Service-Profit Chain

Business Model
The Links in Service-Profit Chain

Operational Strategy and Service Delivery System

- Internal Service Quality
- Employee Satisfaction
- Employee Retention
- Employee Service Value
- Employee Productivity
- Customer Satisfaction
- Customer Loyalty
- Revenue Growth
- Profitability

- Workplace design
- Job design
- Employee selection and development
- Employee rewards and recognition
- Tools for serving customers
- Service concept: results for customers
- Service designed and delivered to meet targeted customers’ needs
- Retention
- Repeat business
- Referrals

Let’s look more closely at this portion of the chain…

Employee Satisfaction → Employee Retention → Employee Productivity
We postulate that IMESO-initiatives in the workplace will contribute to employee self-transcendence and will improve employee’s

- sense of belonging
- sense of worthiness
- sense of competence

Dr. Charles Stanley, “three-legged stool” (spiritual parameters)

ultimately increasing organizational productivity.

Our model, which follows, expands on that postulated by Milliman and colleagues, 2003 (Journal of Organizational Change Management). They linked workplace dimensions with attitudes. We now further link attitudes with measurable behaviors, and behaviors with organizational success.
Workplace Spirituality Dimensions

Meaningful Work  
Sense of Community  
Alignment with Org Values  

Attitudes

- Organization Commitment  
- Intention to Quit  
- Intrinsic Work Satisfaction  
- Job Involvement  
- Job-related Self Esteem

Milliman et al., 2003, Workplace Spirituality… Cited by 208 articles.
Workplace Spirituality Dimensions

- Meaningful Work
- Sense of Community
- Alignment with Org Values

**Attitudes**
- Organization Commitment
- Intention to Quit
- Intrinsic Work Satisfaction
- Job Involvement
- Job-related Self Esteem

**Behaviors**
- Employee Turnover
- Absenteeism
- Employee Complaints
- Productivity

**Employee Engagement**

**Organizational Success**

**Patient Satisfaction**

Refs. 1 - 4

Refs. 5 - 8

Refs. 9 - 15
Milliman’s group [College of Business (U Colorado)] suggest that change efforts should incorporate feedback mechanisms from:

- Internal sources (employees) and
- External sources (patients, consultants, suppliers),

to ensure that ongoing assessments occur regarding the true impact of the workplace spirituality philosophies.
IMESO Research Plan:

- Obtain system-wide baseline measurements on level of workplace spirituality using the Milliman questionnaire. Obtain baseline behavioral data from HR.
- Years 1 and 2: Implement IMESO training and educational programs.
- Years 2 and 4: Re-measure system-wide workplace spirituality using Milliman survey to determine effectiveness of training programs. Obtain behavioral data from HR.
- Years 1-4: Continually monitor employee engagement and patient satisfaction per status quo.
Expectation is that we will obtain measurable improvements in attitudes and behaviors using our survey instruments and data analysis tools.

but we would add…
Despite the fact that the practice of workplace spirituality should contribute to Ochsner’s productivity, we believe that organizational change must be guided by the clear philosophy that it represents enlightened behavior and that it is “the right thing to do”, not because it may improve profits.
We are in agreement with Milliman and other experts in this area of research that workplace spirituality must be practiced in an *authentic manner* before it can have a positive impact on employees or on the long-term success of our organization.

IMESO, 2012
One final thought…

The #1 responsibility of any Board of Directors is to produce a leadership that can inspire passion, a quest for learning, and a willingness to work outside of the comfort zone.

-Jim Maginnis, 2001

Our leadership, in establishing and supporting IMESO, have demonstrated progressive, enlightened philosophy which should impact the Ochsner culture at many levels and provide a distinct flavor to our education and training programs, and a kinder, more caring and spirit-filled experience for our patients.
References

THANK YOU