

MISSION, VISION, AND VALUES

METHODIST HEALTHCARE SYSTEM OF SAN ANTONIO, LTD.

Adopted: January 11, 1995

FORWARD

From the time Methodist Hospital first opened its doors in 1963 and HCA began evolving its vision of community based integrated delivery systems in 1968, we have each been engaged in improving the health status of the community. The ways and means of contributing to this aim or purpose have grown and evolved over time, but the commitment to continuously improve the health status of the community is a societal need that does not change. To ensure our success in meeting this challenge, Methodist Healthcare Ministries and HCA have come together to create a partnership...Methodist Healthcare System of San Antonio, Ltd.

For those involved in designing, delivering, and constantly improving the services of Methodist Healthcare System, it is a healing ministry, a sacred trust, Holy Ground. We dedicate our professional lives to those we serve and to each other. In the following pages, we have recorded statements articulating our Mission, Vision, Values and Policy on Quality. At one level, it is an ideal future state that can never be fully achieved. But, we are called to strive toward perfection. And while there is a certain tension between current reality and our ideal vision, there is also joy in the journey!

I. MISSION STATEMENT

A. Theological Basis:

“SERVING HUMANITY TO HONOR GOD”

B. Organizational Basis:

THE PURPOSE of Methodist Healthcare System is to promote and support the health status of the community by providing and constantly improving the delivery of quality, innovative healthcare services in a cost-effective way, while providing an appropriate amount of charitable care, to people in our region.

C. Individual Basis:

We create healing experiences

We cure when we can

We escort patients to death's door when we must

But we always create healing experiences.

II. VISION STATEMENT

A. Conceptual Basis:

GREATNESS for Methodist Healthcare System

We are committed to making Methodist Healthcare a great system.

A great healthcare system does more than just accomplish its mission. In addition to healing others, a great healthcare system has learned how to heal itself.

B. The Ultimate Vision:

What is the ultimate expression of achieving “greatness”?

How will we recognize “greatness” when we see it?

And, how will we measure our progress toward that vision?

First, we recognize that conceptualizing the vision is hard to do.

Second, we realize that the true vision is not static. It will continue to change, evolve, and grow. “Great” will become “greater.”

Notwithstanding all that, the ultimate expression of this vision is outlined below.

Methodist Healthcare System is so great that:

1. Patients prefer Methodist facilities exclusively; the hospitals are always full; elective patients insist on admission to Methodist facilities, even if they must wait for a room.
2. Employees prefer to work at Methodist facilities exclusively; the system is fully staffed; applicants await openings for employment.
3. Physicians prefer to practice at Methodist facilities exclusively; physicians consider their relationship with the system to be a partnership; physicians insist on admitting their patients to Methodist facilities, even when space is available elsewhere.
4. Payors (employers, insurers, HMOs, PPOs) prefer to join or create health benefit plans that contain Methodist facilities as the major preferred provider; discounts are not necessary; new health plans insist on marketing their relationship with Methodist facilities to the public.
5. The healthcare industry cites Methodist facilities as a model of quality, cost-effectiveness and value; other healthcare providers, representatives of government and other industries, insist on making site visits here to learn.

C. The Operational Vision:

That is the ultimate vision.

How do we make progress toward that vision?

By what mechanism do we proceed?

From an operational standpoint (i.e., what we do every day), our vision is:

To meet the needs and exceed the expectations of those we serve by working together as a team in a culture dedicated to never-ending improvement.

III. VALUES STATEMENT

Given Methodist's Mission and Vision, what are the guideposts that show us the way?

The guideposts that illuminate the pathway toward the ultimate realization of our mission and vision are our Values. These values govern our relationships with patients, physicians, suppliers, and with each other. Among these values resides the management philosophy of W. Edwards Deming. Internalizing these values and beliefs into a philosophy of management requires a transformation from a traditional philosophy of management. Everyone must understand the new philosophy and must take action to accomplish the transformation **(14)***.

*Values that directly relate to one of Deming's Fourteen Points are printed in bold face type and refer to the number of the point.

A. How We Treat Each Other

We want to create a work environment in which:

- We live out our professional, personal, and spiritual values
 - We understand that Methodist Healthcare System has a constancy of purpose that will never change: We honor God by serving humanity **(1)**
 - We treat others as we want to be treated

- We care deeply for those whom we serve, we have empathy for the pain of others, and we are honest with each other
- We emphasize compassion and flexibility so that meeting human needs is our top priority
- We believe that people want to do a good job, and when problems occur, it is usually due to faults in the system
- We establish a climate of openness and mutual respect
 - We believe that anyone should be able to express their opinions without fear (8)
 - We want to create a climate of trust so that innovation and improvement can flourish (8)
 - We believe that managers exist to serve their staff employees
 - We believe that every question deserves a real answer and every suggestion deserves real consideration
- We encourage individual initiative and minimize policies
 - We emphasize meeting customer needs instead of “pleasing the boss”
 - We give each other the freedom to fail
 - We value each other as individuals
 - We believe that there is strength in diversity
 - We affirm the value of everyone's contribution to accomplishing the aim of the System (2)

- Employees/Volunteers are as valued as our patients
 - We want to know how people are feeling and what they want
 - We know that each employee needs to have adequate training for the skills of the job (6)
 - We are also committed to teaching and instituting leadership for managers as well as staff employees (7)
 - We support education and self-improvement, whether related to the job or not as part of a life-long quest for everyone (13)
 - We are committed to removing barriers that rob people of pride and workmanship
 - We believe that the most important performance evaluation comes from a manager's subordinates
 - We communicate to achieve full understanding of the System's values, direction, and plans because this serves as a basis for individual commitment and action
 - We ensure that everyone understands how their job fits into this system and how they can contribute to the accomplishment of the system's aim or purpose
 - We give credit and celebrate the success of others
 - We are committed to providing a safe working environment
 - We believe that no one should lose employment due to improvements in the system which increase productivity
 - We want employees to feel that this is their organization and then when the System does well, they will also do well, but we also want everyone to understand that they share in the downside risks

- We believe that when the contributions of some employees are not highly valued, we have the responsibility to provide special help, assure that they are properly trained or place them in another job for which they are suited

B. How We Treat Our Customers

1. Patients, Families, Visitors, Payors

- We exceed their expectations as well as our own
 - We have adopted the philosophy that quality is defined as meeting customer needs and exceeding their expectations
 - We want to understand the impact of our actions on our customers
 - We believe that making things right for dissatisfied customers helps us to identify ways to improve services
 - We maintain the privacy and dignity of customers
 - We are here to serve, not to judge
 - We are here to help, not to police
- We treat everyone with whom we come into contact as if he/she were our patient
 - We treat people the way we want to be treated
 - We treat everyone without regard to payment source, social status, race, color, creed, lifestyle, national origin, religious preference, or handicap
- We market to customers that seek and appreciate value, not just the lowest expense

- We believe that knowledgeable customers will pay a premium for quality service
- We believe that knowledgeable customers will pay a premium for our commitment to their recovery and success

2. Physicians

- We treat physicians as partners
 - We believe in a multi-disciplinary team approach to caring for patients
 - We are committed to their success
 - We encourage physicians to teach us how to work with them
 - Physicians leave us feeling understood and fairly treated
 - We have the courage to say "no" when we mean "no"
 - We acknowledge problems and don't seek to blame individuals
 - Our support for physicians is not conditional on their support of the System
- We believe in sharing ownership, and the commensurate risks and rewards of ownership, with our physicians.
- We offer and expect forgiveness from our physicians

3. Internal Customers

- We recognize internal departments/units as customers
 - We work to break down barriers between departments and staff

- We recognize that the efforts of departments, teams, groups, and staff areas must all be optimized toward the aims and purposes of the System **(9)**
- We recognize that sometimes an individual, department or group will have to make its interest secondary to the aim of the System and the needs of its customers
- We treat other departments so well that they would opt to obtain services from us even if they were free to seek these services from outside sources
- We believe that our real value lies in how much we contribute to the success of others
- We accept the role of a consultant in serving other departments/units
 - We believe that in addition to performing our jobs, that a second part of our job is to improve our jobs and make them more efficient and easier **(5)**
 - We understand that the purpose of inspection is to improve processes and reduce costs **(3)**
 - We avoid being competitive and judgmental
 - We prefer to use teamwork
 - We believe that problem solving requires collaboration to prevent problems from re-occurring
 - We solve problems as close to where they occur as possible
 - We are committed to learning and instituting methods for improving our processes, rather than relying on numerical quotas **(11a)**
 - We avoid the use of slogans and meaningless exhortations and prefer to demonstrate our commitment to serving our customers **(10)**

B. How We Treat Our Suppliers

- We recognize that our major suppliers are integral parts of our system
- We will not award business to suppliers based on price tag alone (4)
 - We want to attract suppliers that will work with us to improve our processes and efficiency
 - We want suppliers who demonstrate that they are working on their own processes and continually improving them
 - We want suppliers who wish to establish long-term relationships that permit them to work with us, to improve our services