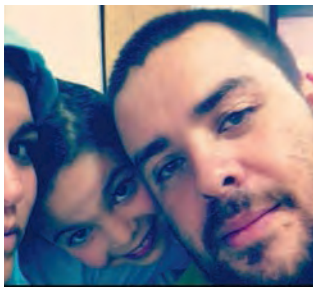
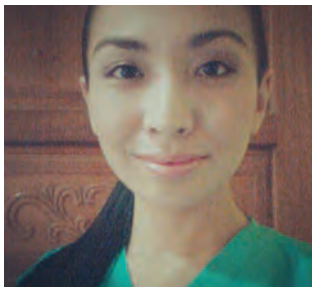
Our

Mission Integration Standards + Indicators





Our Mission.

We are committed to furthering the healing ministry of Jesus. We dedicate our resources to delivering compassionate, high-quality, affordable health services; serving and advocating for our sisters and brothers who are poor and disenfranchised; and partnering with others in the community to improve the quality of life.

Our Vision.

A vibrant, national healthcare system known for service, chosen for excellence, standing in partnership with patients, employees and physicians to improve the health of all communities served.

Our Values.

Dignity Health is committed to providing high-quality, affordable health care to the communities we serve. Above all else we value:

Dignity - Respecting the inherent value and worth of each person.

Collaboration - Working together with people who support common values and vision to achieve shared goals.

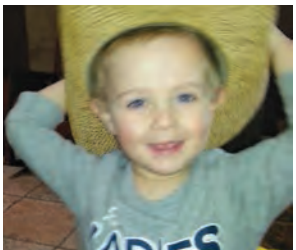
Justice - Advocating for social change and acting in ways that promote respect for all persons and demonstrate compassion for our sisters and brothers who are powerless.

Stewardship - Cultivating the resources entrusted to us to promote healing and wholeness.

Excellence - Exceeding expectations through teamwork and innovation.

Statement Of Common Values

In living our mission, we strive to deliver compassionate, high-quality, affordable health care; serve and advocate for those sisters and brothers who are poor and disenfranchised; and partner with others in the communities we serve to improve the quality of life. In carrying out our healing ministry, we embody the values of dignity, collaboration, justice, stewardship, and excellence.



Dignity

Holding the value of dignity means we show respect for persons, not for anything they do or any rank they hold, but because they reflect the face of God. Because persons are created in communities, respecting dignity also means working toward the common good within the communities we serve. The common good is realized when economic, political and social conditions protect and promote the basic rights of all persons and enable them to reach their common goals. We respect the dignity of all persons without regard to age, gender identity, sexual orientation, religion, culture, race, ethnicity, gender or economic, immigration or employment status. We believe that health care is a social good and a community service and that access to health care is a fundamental right of all persons.

For Dignity Health, respecting the dignity of persons requires reverence at every stage of life's journey from conception to natural death. Therefore, direct abortion is not performed. Reproductive technologies in which conception occurs outside a woman's body will not be part of Dignity Health's services. This includes in-vitro fertilization.

In the context of a mutually respectful and healing relationship with the physician and the clinical team, patients have the right to make medical decisions, including accepting or rejecting treatment, and must give free and informed consent before any intervention. They also have a right to make an advance directive and to name a surrogate decision maker, and they or their surrogates must have access to medical and other information regarding their care. At the same time, patients have a right to privacy—of their persons and of their medical information—and must be able to trust that our record-keeping and information systems are reliable and safe. Patients' families are an integral part of their care, and patient advocates are welcome.

There is no obligation to begin or continue treatment, even life-sustaining treatment, if from the patient's perspective it is an excessive burden or offers no reasonable hope of benefit. Death is a sacred part of life's journey; we will intentionally neither hasten nor delay it. For this reason, physician-assisted suicide is not part of Dignity Health's mission. Although pain management in all its forms is critical in allowing a person to die comfortably and with dignity, palliative care is consistent with all types of treatment and is not limited to those persons who are at the end of life.

We attend to all dimensions of the person and consider professional spiritual care essential to our service. Spiritual care encompasses the full range of spiritual services integrated with patient care, including skilled listening presence that assists people of all faiths and those of no faith to tap their own beliefs, values and spiritual practices as they experience illness, trauma, recovery and loss. Consistent with the spiritual foundation of our legacy, we extend this spiritual care to families and coworkers as well as patients.

Collaboration

We understand that the social fabric is woven in partnership with all who are called to serve the community. Our ability to realize our mission depends on our relationships and linkages with others: health care providers, community leaders, physician organizations, government agencies, employers, health plans and individuals. Ours is a community of service and work—we recognize our complex responsibilities as health care providers to patients and their families, as employers, and as corporate citizens. Our commitment to collaboration fosters recognition of richness in diversity of culture and experience. The provision of health care is characterized by necessary hierarchies and by many rules and regulations; however, collaboration marked by trust, transparency and commitment to continuous improvement means that our best work is accomplished by teams of moral equals, with respect for one another's personal and professional gifts. Collaboration among spiritual leaders and communities of faith extends our ability to support the religious preferences and spiritual needs of those we serve. Our commitment to advocate for reasonable and accessible care for all who need it requires us to engage actively in the development of health care networks and avenues that better ensure the health of populations.

Justice

The American ideal of blind justice is balanced at Dignity Health by a biblical sense of justice that is concerned with righting imbalances of power and that expresses a preferential option for the poor. We have a special responsibility for persons who are poor or vulnerable, helping them through direct service and acting as an advocate to change structures oppressive to them. We have a moral responsibility to participate in efforts to reform the national health care system that will result in a more equitable distribution of health care goods and a more rational use of common resources.

Dignity Health treats employees—the hands and heart of the ministry—justly and respectfully, recognizing that a meaningful and humanizing work environment gives people a voice in matters affecting their work; respects and promotes their personal health and professional growth; and provides a just wage. We strive to promote a just culture and workplace relationships that are fair, trusting, and accountable.

Stewardship

Stewardship is the protective care we give our treasures in order to pass them on to the next generation. Our treasures are our human and financial resources, our environment, our heritage, and the trust the public places in us. We guard the safety and integrity of these things carefully.

Health care resources belong to the community and as a health care system we are stewards of those resources with the responsibility to use them in a way that advances the health status of the community. In addition, we acknowledge our common duty to be stewards of the earth, and we recognize that we must use the earth's resources in ways that are equitable and ecologically sound. When resources are scarce, we have the responsibility to prioritize their use fairly and publicly.

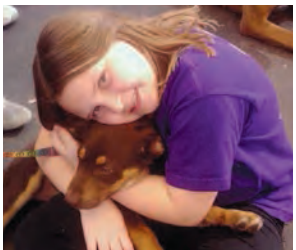
Excellence

Motivated by compassion and professional integrity, we strive to provide the best care for every patient, at the right time, in the right setting, at an appropriate cost. We recognize that consistency in the way patients with similar conditions are treated is more likely to lead to better outcomes and, with humility and determination, we participate actively in opportunities to improve our service. We strive to implement evidence-based practices in order to promote safe, high-quality, efficient care that puts patients and their families at the center.

Resolution of Unforeseen Issues

Dignity Health's founders are women religious, for whom contemplation and action are linked in every decision. That tradition has come down to us in the way we go about making important, values-based decisions, specifically in the use of a discernment process that requires significant aspects of the decision be weighed in light of our core values. We try to be sure that stakeholders—people who are affected by the decision—can contribute appropriately to the decision. Options are considered in light of the core values, and after a period of reflection and respectful discussion, a decision is made that balances and honors the relevant values. This process is especially important when decisions are complex, or when the values involved may conflict. When issues that are unanticipated in this document arise between Dignity Health and its partners, we expect all to contribute to a decision that serves the common good.

Mission Integration Standards



Organizational Identity

Standard 1. Dignity Health's mission and core values, as articulated in its Mission Statement and Statement of Common Values, shape the organization's vision, strategic planning and operational decisions.

Standard 2. Key constituencies understand and advance Dignity Health's mission, core values, heritage and, with respect to its Catholic ministries, the Ethical and Religious Directives for Catholic Health Care Services, as well as the organization's relationship with the Catholic Church.

Spirituality and Culture

Standard 3. Dignity Health promotes an understanding of the human person as including body, mind, and spirit, embraces the spiritual dimension of life, and promotes the importance of whole person values and practices in the lives of employees and the work of the organization, with humankindness at its core.

Standard 4. Dignity Health fosters a just work environment characterized by respect for the dignity of all persons, celebration of diversity, and opportunities for growth and development.

Ethical Principles

Standard 5. Dignity Health promotes ethical integrity in organizational and business practices.

Standard 6. Dignity Health promotes ethical integrity in the provision of patient care.

Community Health and the Common Good

Standard 7. Dignity Health partners with others in the community to improve the quality of life.

Standard 8. Dignity Health employs a variety of approaches, including advocacy, innovation and philanthropy, to address the social, political and economic structures that affect the health of persons, especially those most vulnerable.

Standard 9. Dignity Health exercises responsible stewardship of the environment and partners with others to advance ecological initiatives.

Care Center Indicators

Organizational Identity

Standard 1. The Dignity Health mission and core values, as articulated in its Mission Statement and Statement of Common Values, shape the organization's vision, strategic planning and operational decisions.

1.1 – Visioning, strategic planning, budgeting and capital decisions are made consistent with the organization's mission and core values and reflect values based discernment to assure such alignment.

- Care center leaders can describe values based discernment processes.
- Significant decisions contain documented elements reflecting values based discernment processes.

1.2 – Dignity Health's mission and core values are demonstrated in care center operations and are experienced in organizational culture.

- Policies reflect and, as appropriate, reference mission and core values (dignity, justice, collaboration, excellence and stewardship) in both content and processes.
- Mission and core values are used as a resource in quality improvement of care center processes.
- Patient and family centered care is grounded in the organization's mission and core values and is fulfilled in patient, family and staff interactions characterized by humankindness, including effective listening, respect, empathy and kindness.
- Employee surveys are used to evaluate and improve the effectiveness and integration of the organization's mission and core values.

Organizational Identity

Standard 2. Key constituencies understand and advance Dignity Health's mission, core values, heritage and, with respect to its Catholic ministries, the Ethical and Religious Directives for Catholic Health Care Services as well as the organization's relationship with the Catholic Church.

2.1 - Employees, managers, volunteers, physicians and board members (stakeholders) receive initial orientation and on-going education and formation opportunities to learn about the heritage of their care center and Dignity Health's history, mission, vision, core values, and for Catholic care centers, Ethical and Religious Directives.

- Orientation materials include system mission, vision, values (including Statement of Common Values and Ethical and Religious Directives), and history and care center specific heritage information.
- Mentoring, education, and evaluation explore the implications of these foundational elements on the stakeholder's work.

2.2 – A designated member of the senior management team with professional preparation in mission leadership is accountable for mission integration including organizational identity, spirituality and culture, ethics and community health as established in these standards and indicators.

- The Mission Integration leader will demonstrate competence in the work of mission integration.
- An annual mission integration assessment, plan and report is developed and presented to care center boards consistent with system guidelines.

2.3 – Catholic care centers abide by the Ethical and Religious Directives for Catholic Health Care Services promulgated by the United States Conference of Catholic Bishops (Ethical and Religious Directives or ERDs), which address:

- The social responsibility of Catholic health care services;
- The pastoral and spiritual responsibility of Catholic health care;
- The professional-patient relationship;
- Issues in care for the beginning of life;
- Issues in care for the seriously ill and dying; and
- Forming new partnerships with health care organizations and providers.

2.4 – Catholic care centers, in collaboration with the Sponsorship Council, maintain appropriate and on-going communication with bishops in the dioceses where Dignity Health has a presence. Communication with the bishop includes:

- Information and outcomes regarding the assessment of Catholic identity, including the implementation of the principles of the ERDs and the quality of ministry leadership formation; and
- Dialogue on matters that will have a significant impact on the care center's relationship with the Church.

Spirituality and Culture

Standard 3. Dignity Health promotes an understanding of the human person as including body, mind, and spirit, embraces the spiritual dimension of life, and promotes the importance of whole person values and practices in the lives of employees and the work of the organization, with humankindness at its core.

3.1 – Spiritual Care Services Departments require the professional certification of their leaders and chaplains and promote continuing professional education.

- A designated spiritual care leader with professional certification is responsible for coordinating all care center spiritual care services.
- Chaplain staff have been educated in Association for Clinical Pastoral Education accredited programs and participate in ongoing educational activities.

3.2 – The provision of spiritual care in each care center is integrated with patient care processes, and is sufficiently staffed to provide effective care.

- Professional chaplains participate in patient care including case conferences, quality improvement, and multidisciplinary care planning.
- Spiritual care departments are staffed at or above the minimum standard established by Dignity Health.
- Spiritual care departments establish practices, policies and procedures that assure the provision of spiritual care services, including sacraments and rituals of the Catholic Church and of other faith traditions, as appropriate for the care setting.

3.3 – Spiritual Care Services support the variety of beliefs presented by those served.

- Spiritual Care Staff demonstrate respect for the breadth of spiritual and religious beliefs expressed by those within the care center.
- Religious and other celebrations are offered in a manner sensitive to the cultural and faith diversity of those within the care center.

3.4 – Palliative Care Services are an integral dimension of whole person care and are provided at Dignity Health care centers, as appropriate.

- Palliative Care seeks to relieve distressing physical, mental, emotional and spiritual symptoms and to enhance quality of life at any stage of serious illness.

- Palliative Care Services engage physicians, nurses, social workers, chaplains and other caregivers in providing multi-professional care to patients and families experiencing serious illness.
- Palliative care provided to patients at the end of life seeks to ease suffering and provide expert medical care and comfort consistent with the Statement of Common Values, Ethical and Religious Directives and Catholic moral teaching.

3.5 – Each care center creates an environment conducive to healing.

- Internal and external space, including the use of art, gardens, music, private space, and technology, are designed to promote healing and extend patient and family centered care.
- Each care center has a chapel or designated space available for reflection, prayer, meditation, and/or worship.

Spirituality and Culture

Standard 4. Dignity Health fosters a just work environment characterized by respect for the dignity of all persons, celebration of diversity, and opportunities for growth and development.

4.1 – Human Resources functions in alignment with the Dignity Health mission and core values.

- Employment expectations, consistently applied, align with the Dignity Health Statement of Common Values and Ethical and Religious Directives.
- Policies and procedures, selection criteria, performance management, salaries, benefits and rewards are created to establish a vibrant work environment.

4.2 – Dignity Health leaders collaborate with employees, physicians, volunteers, students, and union leadership to create a rich work environment reflecting the many facets of diversity in the care center.

- Workplace relationships reflect a culture of respect and inclusion.
- Workplace safety is collaboratively developed and actively promoted.
- Mission and values educational opportunities are provided.

4.3 – Resources are invested in employee education and professional development.

- Care centers provide time and opportunities for employee education.

- Departmental strategic planning efforts include employee development.

4.4 – Consistent with Dignity Health's culture and heritage:

- Significant gatherings and meetings begin with an inspirational reflection that centers those gathered and assists them to connect with the deeper purpose and meaning of their work.
- Care centers mark special occasions and heritage days with ceremony that affirms the spiritual dimension of the community of work.

Ethical Principles

Standard 5. Dignity Health promotes ethical integrity in organizational and business practices.

5.1 – Dignity Health is guided by its Statement of Common Values and, with respect to its Catholic facilities, abides by the Ethical and Religious Directives for Catholic Health Care Services.

- The Statement of Common Values and the Ethical and Religious Directives are considered, as appropriate, in the development and application of policies and in the provision of health care services.
- Employees and other care providers are educated on the Statement of Common Values, the social teachings of the Catholic Church and the Ethical and Religious Directives, including the implications of each for organizational and business practices.

5.2 – Each care center demonstrates organizational ethics.

- Dignity Health's mission and core values, and their relationship to organizational and business practices, are integrated into employee orientation and training programs, and consistently practiced.
- Timely and appropriate reporting of mistakes and engagement of root cause analysis consistent with a culture of justice is utilized to support ongoing quality improvement of systems and processes.

5.3 – Dignity Health leaders use values based discernment in strategic, business and management decision-making and priority setting.

- Values based discernment is used for strategic, business or management decisions having significant financial, investment, employee, public perception or vulnerable community stakeholder impact.

- Relationships with external partners are predicated on discussion of business practices consistent with Dignity Health's Statement of Common Values and, where applicable, the Ethical and Religious Directives.

Ethical Principles

Standard 6. Dignity Health promotes ethical integrity in the provision of patient care.

6.1 – Each care center provides care to all persons regardless of age, gender, race or culture, socio-economic or immigration status, sexual orientation, or gender or faith identity.

- Care centers provide linguistically and culturally competent care to patients and their loved ones.
- Care planning incorporates how the patient's social location may impact his/her care choices and healing process.

6.2 – Decisions of patients, family or surrogate decision makers are respected.

- Care centers provide trained multidisciplinary staff to educate and assist patients and/or the patient's surrogate decision-maker in understanding and expressing treatment decisions.
- Educational opportunities for patients, staff and the community regarding patient rights, advance directives, palliative care and supportive care of the dying are provided.

6.3 – Each care center has an Ethics Committee for clinical ethics policy development, education, and case consultation. Each Ethics Committee:

- Is appropriately chartered within the care center and maintains minutes for submission to the appropriate board;
- Has multidisciplinary membership and guidelines for policy and case consultation;
- Engages in regular assessment of the committee's effectiveness; and
- Engages in education for itself, the organization and the medical staff.

6.4 – Care centers provide patient care consistent with the Statement of Common Values, and Catholic care centers provide patient care consistent with the provisions of the Ethical and Religious Directives, including the foregoing of prohibited services in care at the beginning of life and in care for the seriously ill and dying noted in the Statement of Common Values and in the Ethical and Religious Directives.

Community Health and the Common Good

Standard 7. Dignity Health partners with others in the community to improve the quality of life.

7.1 – Care centers effectively resource and manage community health activities.

- Care centers budget adequate financial resources for competent and effective staff to plan, develop, implement, evaluate and report community health programs and services.
- Care centers integrate community health priorities into strategic planning and budgeting processes.
- Care centers participate in Dignity Health's annual Community Grants program.
- Designated staff report quantifiable expenses associated with community health programs and services utilizing the Community Benefit Inventory for Social Accountability.

7.2 – Each care center ensures compliance with federal and state mandates regarding community health needs assessments and community health implementation plans.

- Care centers participate collaboratively with local stakeholders in conducting a community health needs assessment.
- Care centers establish priority areas of focus.
- Care centers develop implementation plans to address identified disproportionate unmet health-related needs.

7.3 – Community health programming incorporates the following core principles:

- Focus on disproportionate unmet health-related needs.
- Emphasize prevention, including activities that address the underlying causes of persistent health problems.
- Contribute to a seamless continuum of care.
- Build community capacity.
- Demonstrate collaborative governance.

Community Health and the Common Good

Standard 8. Dignity Health employs a variety of approaches, including advocacy, innovation and philanthropy, to address the social, political and economic structures that affect the health of persons, especially those most vulnerable.

8.1 – Care centers participate in local, state and national advocacy

- Care centers have a designated coordinator of advocacy efforts responsible for implementing system-wide and facility-specific advocacy priorities.
- Advocacy alerts are received and acted upon in a timely manner.

8.2 – Each care center proactively builds relationships with elected officials and community advocacy partners.

- Care center facility leaders meet with elected officials and/or their staff to develop advocacy relationships.
- Care center advocacy staff identifies local issues and community advocacy partners for collaborative action.

8.3 – Each care center develops and implements a philanthropic strategic plan and nurtures relationships with partners for innovative advancements in the provision of care.

- Philanthropic strategic plans identify capital and operating needs at the care centers which appeal to donors in the community.
- Care center and philanthropy staff meet with donors and prospective donors to share information and needs related to Dignity Health's community health work and how it supports the greater good of the community.
- Employees are engaged in philanthropy to support needs at the employees' local care centers, including identifying areas for improvement through philanthropic support.
- Employees and physicians assist with grateful patient identification in collaboration with philanthropy staff.
- Care center and philanthropy staff are committed to the proper stewardship of funds entrusted to Dignity Health by its benefactors.

Community Health and the Common Good

Standard 9. Dignity Health exercises responsible stewardship of the environment and partners with others to advance ecological initiatives.

9.1 – Each care center develops and implements policies to address:

- Waste minimization;
- Energy and water conservation;
- Reduction of greenhouse gas emissions; and
- Nutritious, safe, and sustainable food systems.

9.2 – Each care center and/or service area has an interdisciplinary Environmental Action Committee led by a designated coordinator that:

- Includes representation from a range of departments, such as patient services, purchasing, engineering, environmental services, dietary, pharmacy, infection control, laboratory, security, and administration;
- Sets annual goals for improved environmental performance, monitors progress toward those goals, and submits required reports;
- Educates employees on environmental issues; and
- Identifies opportunities to partner with others in the community in support of ecological projects.

9.3 – Care centers promote the safeguarding of environmental resources.

- Care center environmental efforts are referenced in employee orientation.
- Staff, volunteers and physicians are offered on-going training in leading environmental practices.
- Position descriptions and annual evaluations reference environmental stewardship.

Business Center Indicators

Organizational Identity

Standard 1. The Dignity Health mission and core values, as articulated in its Mission Statement and Statement of Common Values, shape the organization's vision, strategic planning and operational decisions.

1.1 – Visioning, strategic planning, budgeting and capital decisions are made consistent with the organization's mission and core values and reflect values based discernment to assure such alignment.

- Business center leaders can describe values based discernment processes.
- Significant decisions contain documented elements reflecting values based discernment processes.

1.2 – Dignity Health's mission and core values are demonstrated in business center operations and are experienced in organizational culture.

- Policies reflect and, as appropriate, reference mission and core values (dignity, justice, collaboration, excellence and stewardship) in both content and processes.
- Mission and core values are used as a resource in quality improvement of business center processes.
- Collegial and customer interactions are characterized by humankindness—effective listening, respect, empathy and kindness.
- Employee surveys are used to evaluate and improve the effectiveness and integration of the organization's mission and core values.

Organizational Identity

Standard 2. Key constituencies understand and advance Dignity Health's mission, core values, heritage and, with respect to its Catholic ministries, the Ethical and Religious Directives for Catholic Health Care Services as well as the organization's relationship with the Catholic Church.

2.1 – Employees receive initial orientation and on-going education and formation opportunities to learn about the heritage of Dignity Health, including its history, mission, vision, and core values.

- Orientation materials include mission, vision and values, and system and facility history and heritage information.
- Mentoring, education, and evaluation explore the implications of these foundational elements on the employee's work.

2.2 – A designated mission integration leader is accountable for mission integration including organizational identity, spirituality and culture, ethics and community health as established in these standards and indicators.

- The Mission Integration leader will have professional preparation in mission integration and will demonstrate competence in the work of mission integration.
- An annual mission integration assessment, plan and report is developed consistent with system guidelines.

Spirituality and Culture

Standard 3. Dignity Health promotes an understanding of the human person as including body, mind, and spirit, embraces the spiritual dimension of life, and promotes the importance of whole person values and practices in the lives of employees and the work of the organization, with humankindness at its core.

3.1 – Spiritual Care Services are provided for employees in the business center.

- Professional chaplains serve employees in the business center.
- Provision of spiritual care will be developed in collaboration with staff in local care centers or by direct employment of professionally certified chaplains.

3.2 – Spiritual Care providers support the variety of beliefs presented by those served.

- Spiritual Care Staff demonstrate respect for the breadth of spiritual and religious beliefs expressed by those within the business center.
- Religious and other celebrations are offered in a manner sensitive to the cultural and faith diversity of those within the business center.

3.3 – Each business center creates an environment conducive to health and well-being of body, mind and spirit.

- Internal and external space, including the use of art, gardens, music, private space, and technology, are designed to promote health and well-being.
- Each business center has a designated space available for reflection, prayer, meditation, and/or worship.

Spirituality and Culture

Standard 4. Dignity Health fosters a just work environment characterized by respect for the dignity of all persons, celebration of diversity, and opportunities for growth and development.

4.1 – Human Resources functions in alignment with the Dignity Health mission and core values.

- Employment expectations, consistently applied, align with the Dignity Health Statement of Common Values.
- Policies and procedures, selection criteria, performance management, salaries, benefits and rewards are created to establish a vibrant work environment.

4.2 – Dignity Health leaders collaborate with employees and, as applicable, union leadership, to create a rich work environment reflecting the many facets of diversity in the business center.

- Workplace relationships reflect a culture of respect and inclusion.
- Workplace safety is collaboratively developed and actively promoted.
- Mission and values educational opportunities are provided.

4.3 – Resources are invested in employee education and professional development.

- Business centers provide time and opportunities for employee education.
- Departmental planning efforts include employee development.

4.4 – Consistent with Dignity Health's culture and heritage:

- Significant gatherings and meetings begin with an inspirational reflection that centers those gathered and assists them to connect with the deeper purpose and meaning of their work.
- Business centers mark special occasions and heritage days with ceremony that affirms the spiritual dimension of the community of work.

Ethical Principles

Standard 5. Dignity Health promotes ethical integrity in organizational and business practices.

5.1 – Dignity Health is guided by its Statement of Common Values, and with respect to its Catholic facilities, abides by the Ethical and Religious Directives for Catholic Health Care Services.

- The Statement of Common Values and the Ethical and Religious Directives are considered, as appropriate, in the development and application of policies and in the provision of business services.
- Employees are educated on the Statement of Common Values, the social teachings of the Catholic Church and the Ethical and Religious Directives, including the implications of each for organizational and business practices.

5.2 – Each business center demonstrates organizational ethics.

- Dignity Health's core values and their relationship to organizational and business policies and practices are integrated into employee orientation and training programs, and are consistently practiced.
- Timely and appropriate reporting of mistakes and engagement of root cause analysis consistent with a culture of justice is utilized to support ongoing quality improvement of systems and processes.

5.3 – Dignity Health leaders use values based discernment in strategic, business and management decision-making and priority setting.

- Values based discernment is used for strategic, business or management decisions having significant financial, investment, employee, public perception or vulnerable community stakeholder impact.
- Relationships with external partners are predicated on discussion of business practices consistent with Dignity Health's Statement of Common Values and, where applicable, the Ethical and Religious Directives.

Ethical Principles

Standard 6. Dignity Health promotes ethical integrity in the provision of patient care.

6.1 – Each business center provides service to all persons regardless of age, gender, race or culture, socio-economic or immigration status, sexual orientation, gender identity and expression, or faith identity.

- Business centers provide linguistically and culturally competent service to customers.
- Each business center has access to mission integration and compliance resources and staff for business ethics policy development, education, and consultation.

6.2 – Business center interactions with patients and families are understood both as part of the patient and family care experience and as opportunities to demonstrate ethical integrity.

Community Health and the Common Good

Standard 7. Dignity Health partners with others in the community to improve the quality of life.

7.1 – Business centers promote involvement with the community and effectively resource and manage community health activities.

- Business centers encourage employee volunteer service in the community.
- Business centers educate employees about Dignity Health system, and local care center, community health activities.

7.2 – Business centers receive education on community health topics, including the significance of the following guiding principles:

- Focus on disproportionate unmet health-related needs.
- Emphasize prevention, including activities that address the underlying causes of persistent health problems.
- Contribute to a seamless continuum of care.
- Build community capacity.
- Demonstrate collaborative governance.

Community Health and the Common Good

Standard 8. Dignity Health employs a variety of approaches, including advocacy, innovation and philanthropy, to address the social, political and economic structures that affect the health of persons, especially those most vulnerable.

8.1 – In collaboration with system advocacy staff, each business center proactively builds relationships with elected officials and community advocacy partners.

- Business centers have a designated advocacy liaison who responds to advocacy initiatives as directed by system advocacy staff.
- Business center advocacy liaisons identify local issues and community advocacy partners for collaborative action.

8.2 – Each business center develops and implements a philanthropic strategic plan.

- Employees are engaged in philanthropy to support needs at the employees' local care or business centers, including identifying areas for improvement through philanthropic support.
- Business center and philanthropy staff are committed to the proper stewardship of funds entrusted to Dignity Health by its benefactors.

Community Health and the Common Good

Standard 9. Dignity Health exercises responsible stewardship of the environment and partners with others to advance ecological initiatives.

9.1 – Each business center develops and implements policies to address:

- Waste minimization;
- Energy and water conservation;
- Reduction of greenhouse gas emissions; and
- Nutritious, safe, and sustainable food systems.

9.2 – Each business center and/or service area has an interdisciplinary Environmental Action Committee that:

- Sets annual goals for improved environmental performance and monitors progress toward those goals;
- Educates employees on environmental issues; and
- Identifies opportunities to partner with others in the community in support of ecological projects.

9.3 – Business centers promote the safeguarding of environmental resources.

- Business center environmental efforts are referenced in employee orientation.
- Employees are offered and contribute to on-going training in leading environmental practices.

Definitions

Dignity Health leaders mean any employee or volunteer within Dignity Health who supervises others or has oversight of a function within a facility, service area or system office, including care centers and business centers.

Facility leaders mean presidents and senior team members of a Dignity Health work site, including care centers and business centers.

Service area leaders mean Dignity Health leaders who have oversight of personnel or functions of multiple facilities within a service area.

System leaders mean Dignity Health leaders who have oversight of personnel or functions across service areas, or throughout Dignity Health, as a whole.

Dignity Health™