

Tables and Graphs for Listeners of the *Building Bridges* Audiobook

Figure 1

RELIGIOUS AFFILIATION OF PHYSICIANS COMPARED WITH THE U.S. POPULATION			
AFFILIATION	PHYSICIANS % (N)	U.S. POPULATION* % (N)	P (χ ²)
Protestant	38.8 (427)	54.7 (800)	.00
Catholic	21.7 (244)	26.7 (370)	.01
Jewish	14.1 (181)	1.9 (26)	.00
None[†]	10.6 (117)	13.3 (198)	.06
Hindu	5.3 (53)	0.2 (1)	.00
Muslim	2.7 (33)	0.5 (5)	.00
Orthodox	2.2 (22)	0.5 (7)	.00
Mormon	1.7 (17)	0.4 (6)	.00
Buddhist	1.2 (13)	0.2 (3)	.01
Other	1.8 (18)	1.6 (21)	.70
TOTAL	100 (1125)	100 (1437)	

* U.S. population estimate from 1998 General Social Survey data.
[†] For physicians, includes Atheist (2.0%), Agnostic (1.5%), and None (7.1%).

Figure 2

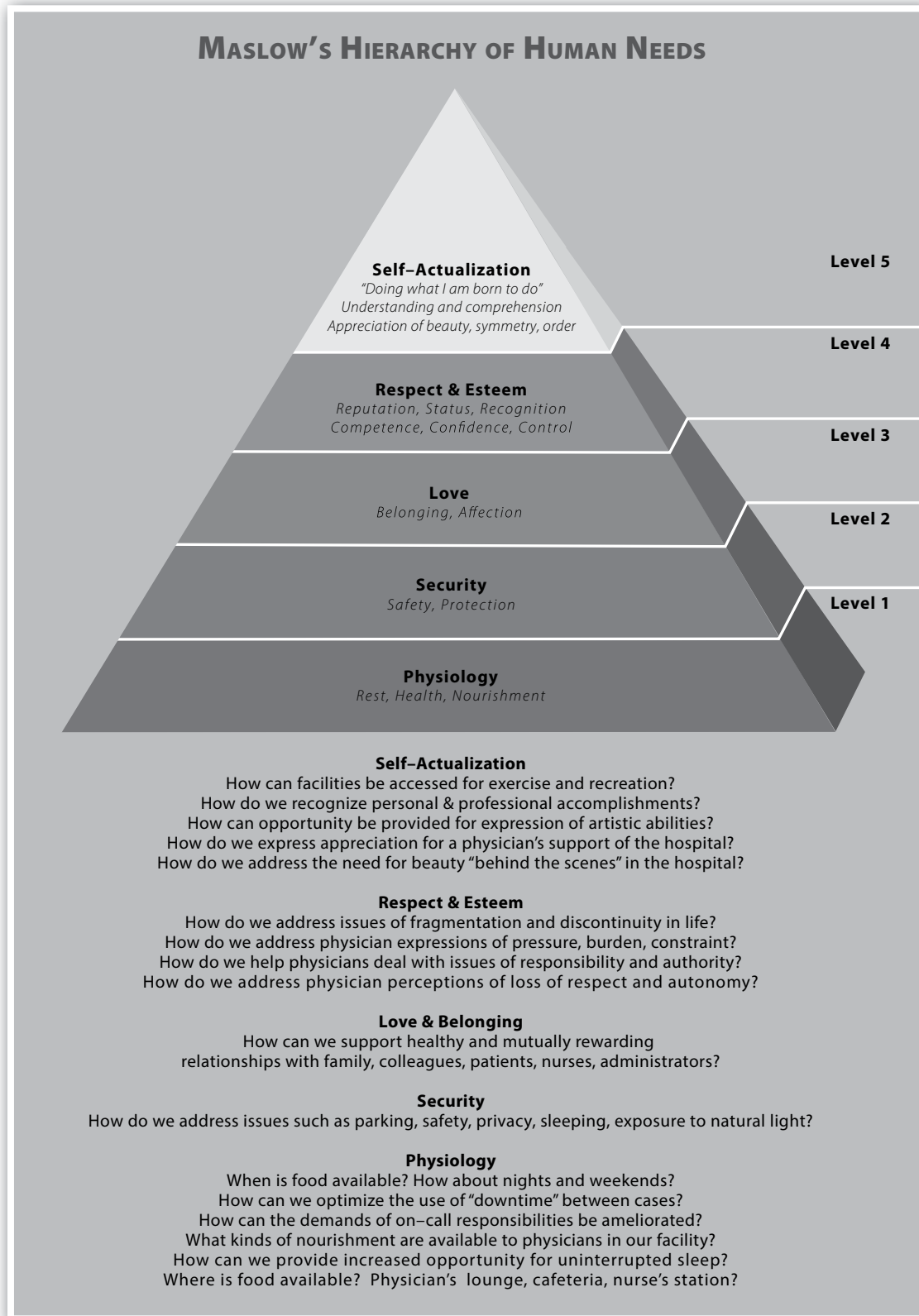


Figure 3

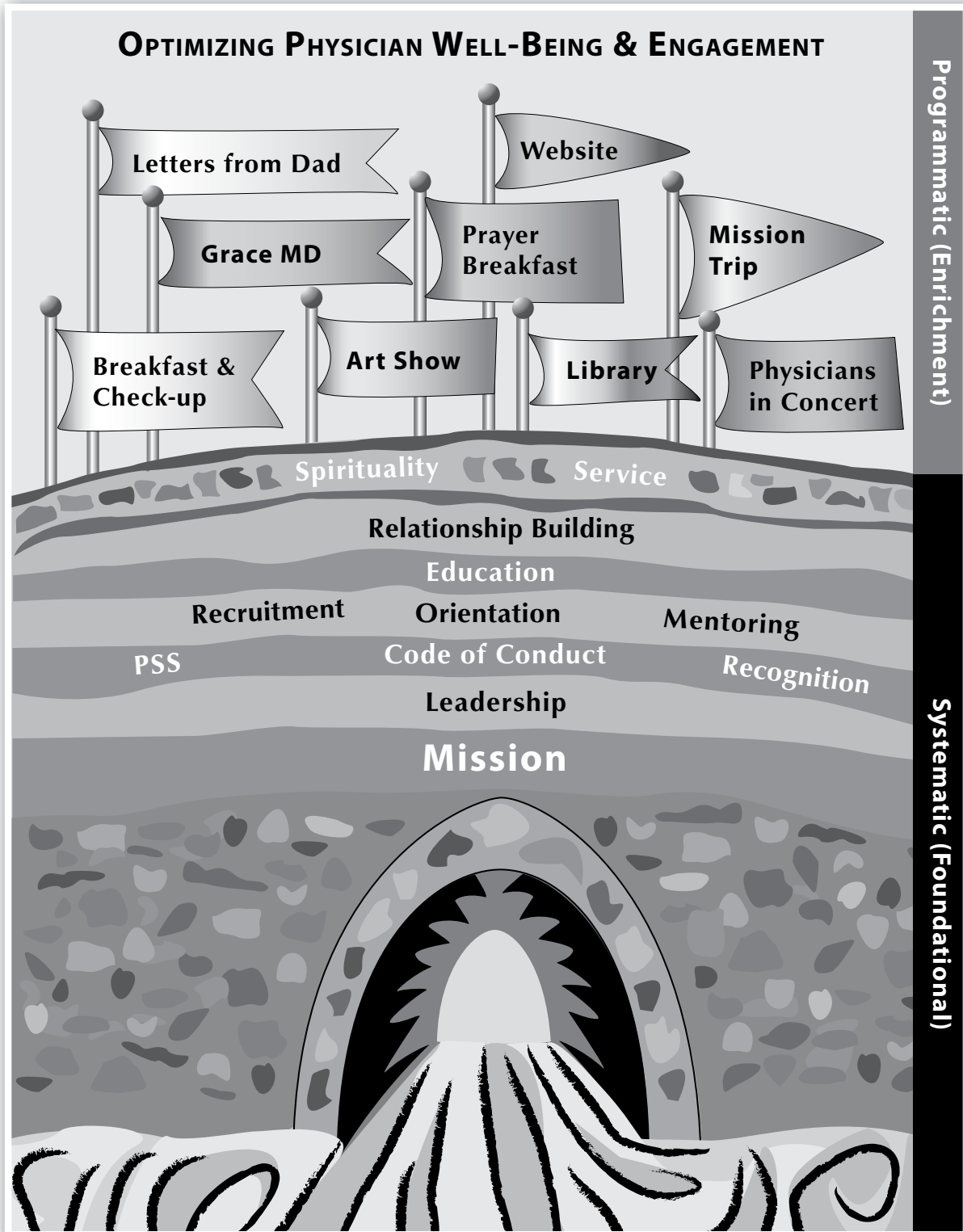


Figure 4

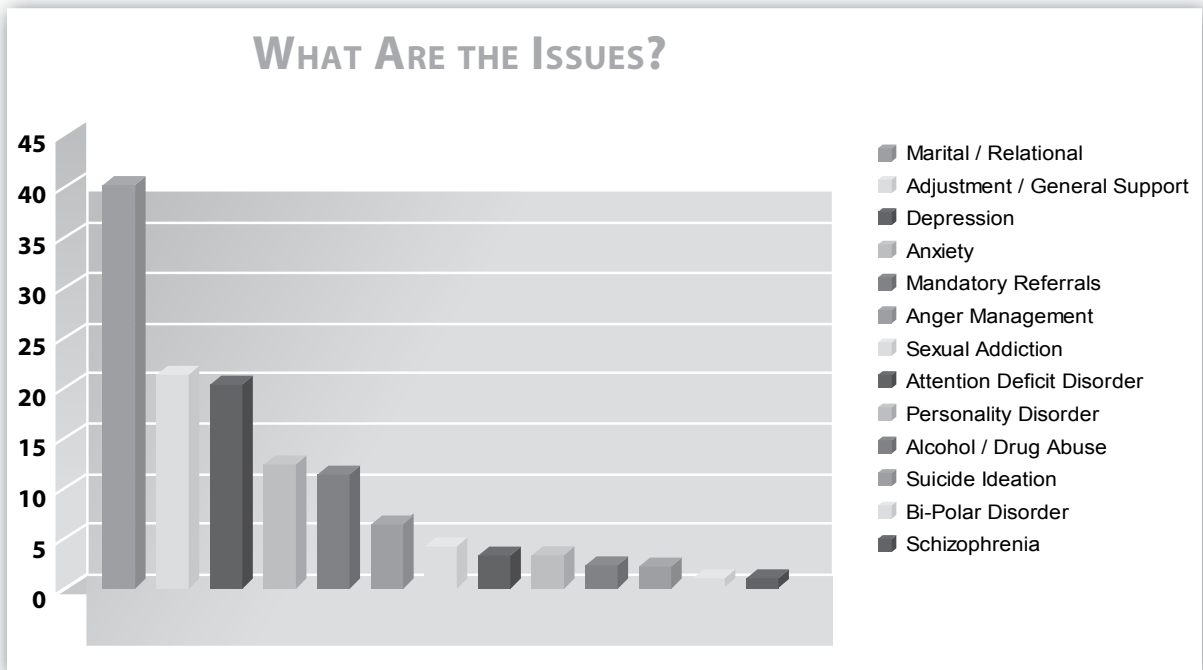


Figure 5

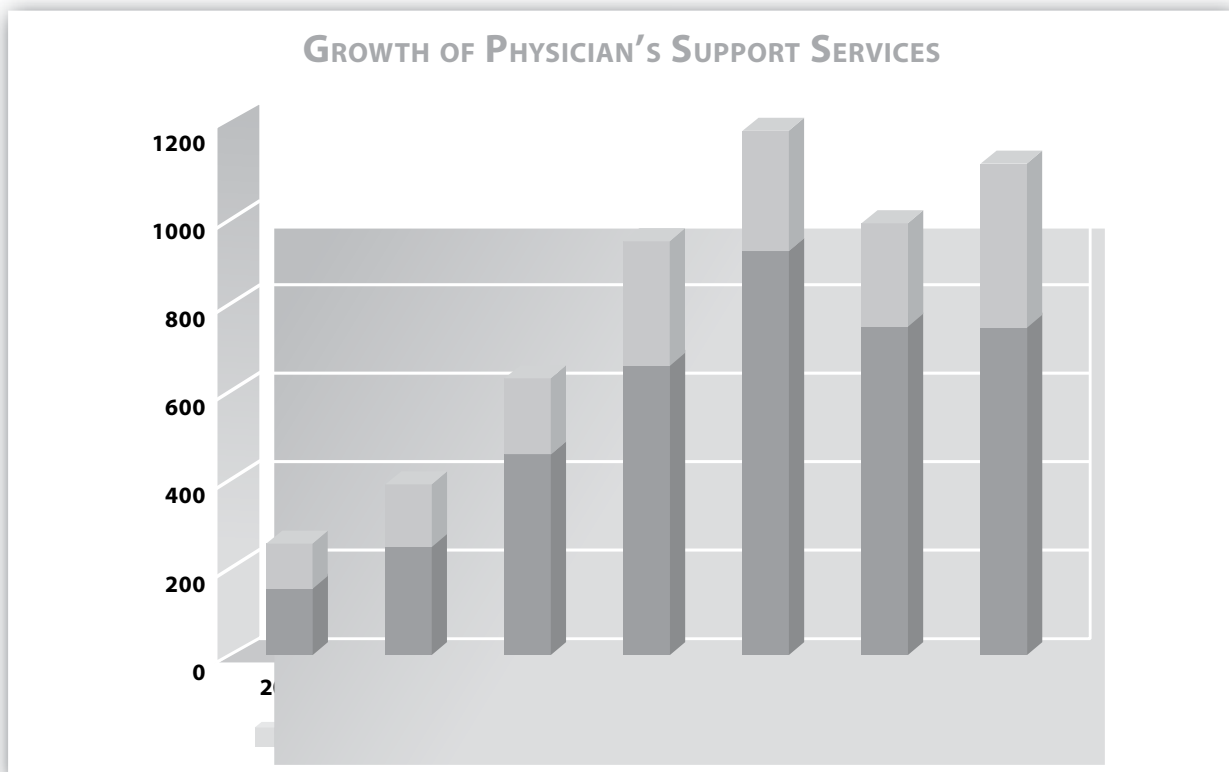


Figure 6

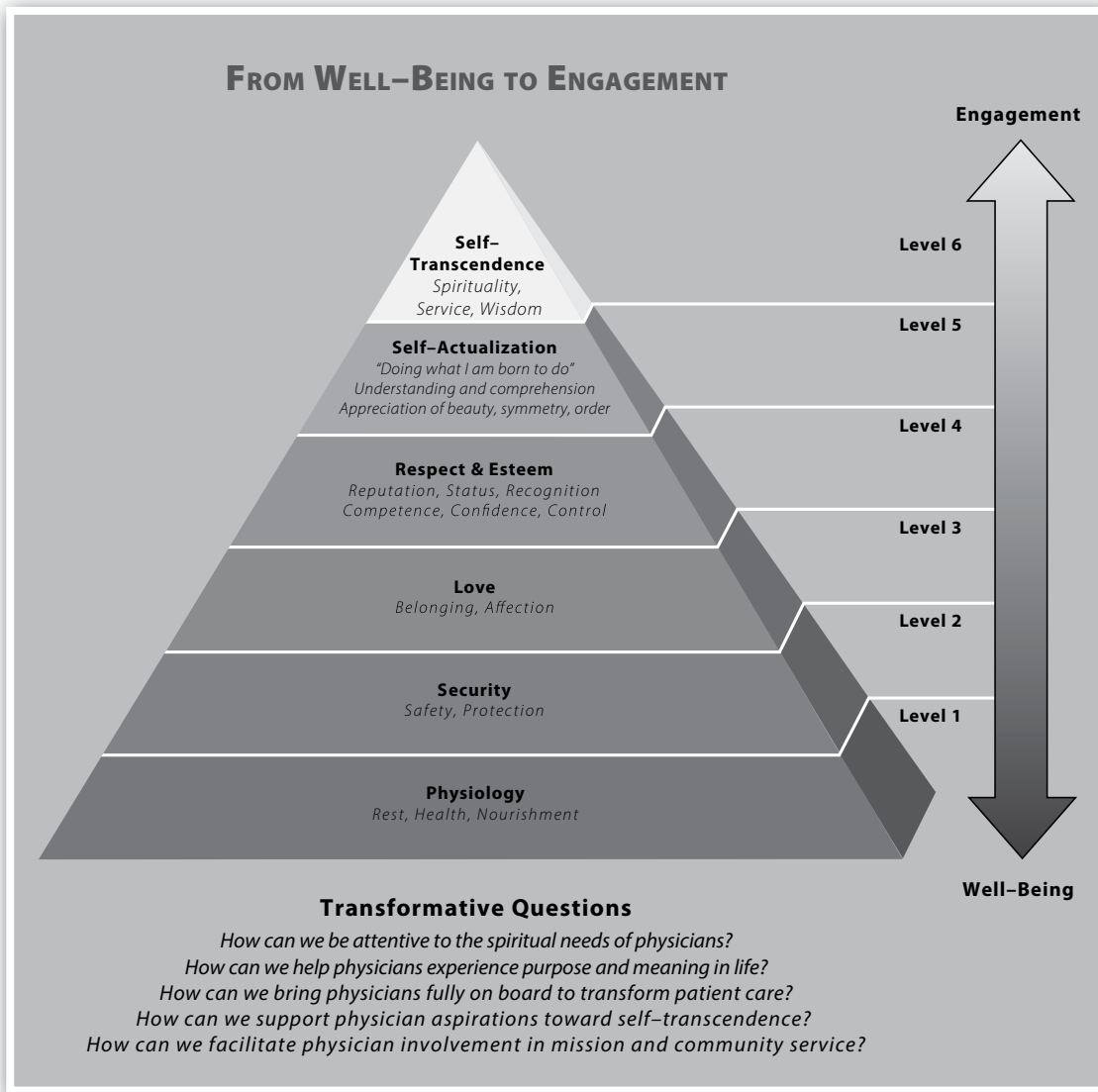
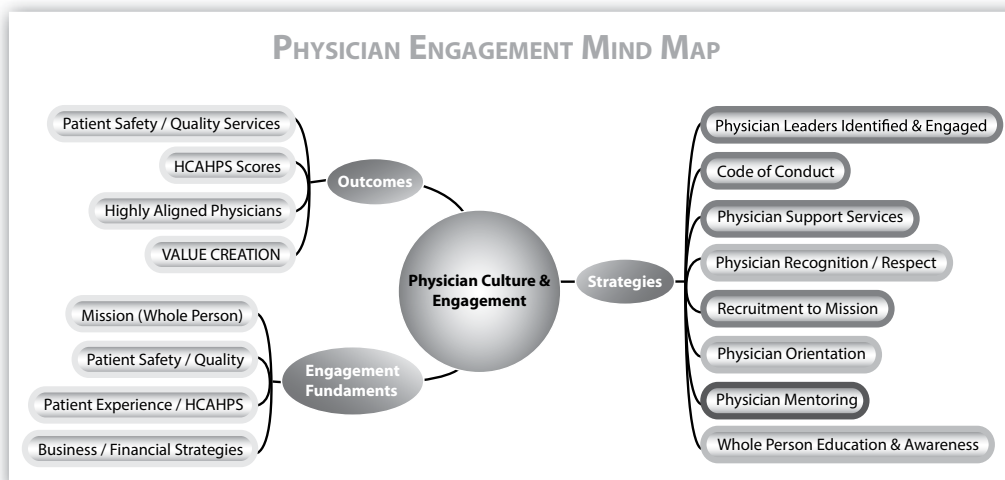


Figure 7



RESOURCE A: MISSION PEER REVIEW

Primary Areas of Emphasis:

1. Mission Overview

- Most significant mission-related success past three years
- Most significant current mission-related challenge
- Unique program with greatest potential for replication
- Future areas of focus for mission development

2. Leadership & Culture

- Mission Focus
- Personal Spirituality
- Culture of Prayer & Worship
- Pastoral Care
- Inclusivity
- Adventist Christian Identity

Vital Sign Metrics:

- Mission Event Calendar
- Patient Contact Metric
- Inclusivity Graphic

3. Environment of Care

- Employee Engagement
- Patient & Family Loyalty
- Physician Well-Being & Engagement*
- Service Orientation
- Facility & Symbolism
- Business Processes

- Employee Engagement Score
- Patient Satisfaction Score
- Physician Engagement Score*

4. Community Health

- Ministry to Underserved
- Community Engagement
- Community Responsiveness
- Civic & Spiritual Leader Perspectives
- International Mission Outreach
- Publications/Media

- Community Health Financial Metric
- List of Community Leadership Roles
- Philanthropy & Volunteer Metrics

RESOURCE B: PHYSICIAN WELL-BEING & ENGAGEMENT COMMITTEE

COMPOSITION

The Physician Well-Being & Engagement Committee (PWEC) shall be a standing committee of the Hospital and shall consist of the designated Chairperson, the Chief Medical Officer, and five to seven physicians chosen by the Chairperson. Hospital members shall include the CEO, the COO, and the Director of Pastoral Care. The Director of Medical Staff Services shall designate staff support for the committee. The Chairperson of PWEC shall be appointed by the Hospital CEO.

DUTIES

The duties of the PWEC shall be:

1. Provide emphasis on physician well-being and engagement within the medical staff and hospital.
2. Develop and submit annual Plan for Physician Well-Being & Engagement.
3. Organize, support and promote initiatives in fulfillment of annual Plan.
4. Support the mission of the Hospital through physician engagement.

MEETINGS, REPORTS, RECOMMENDATIONS

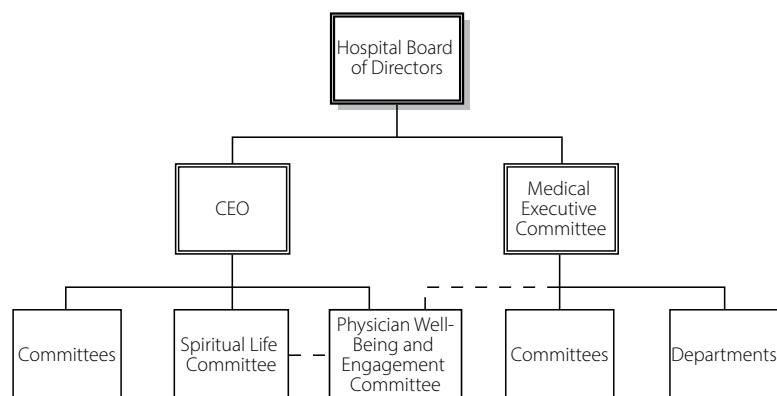
The PWEC shall meet every other month and as needed to accomplish goals and transact business. The Office of Medical Staff Services shall maintain meeting reports and minutes. Copies of all minutes and reports shall be routinely forwarded to the CEO as prepared.

The Chairperson shall be available to meet with the CEO and/or the President of the Medical Staff as needed.

The presence of one-third of the total membership of the committee PWEC shall constitute a quorum, sufficient that the meeting may be conducted and business transacted.

Organizational Chart

Physician Well-Being & Engagement Committee



RESOURCE C: JOB DESCRIPTION: PWE COMMITTEE CHAIRPERSON

General Hospital

Position Description

Chairperson, Committee on Physician Well-Being & Engagement

REPORTING

The Committee Chair for Physician Well-Being & Engagement (PWE) reports directly to the Chief Executive Officer (CEO).

POSITION PURPOSE

The Committee Chair provides leadership and guidance to the medical staff and the PWE Committee and promotes effective communication among the medical staff, MEC, administration, and the Board.

This individual is responsible for:

1. Building relationships with colleagues on the medical staff.
2. Assessing medical staff status relative to engagement with the mission of the hospital.
3. Collaborating with clinical staff, pastoral care staff, administration and others to promote whole person care in the hospital.
4. Collaborating with senior hospital leadership to identify, support, and develop spiritual leaders within the medical staff.
5. Developing initiatives to support physicians in the pursuit of meaning, purpose, and balance in the practice of medicine.

ACCOUNTABILITY AND FUNCTIONS:

As required by his/her office, the Chair, PWE Committee must:

1. Act as Chair, PWE Committee, in coordination and cooperation with the CEO, CMO, and Senior Medical Staff Officers in matters of mutual concern involving the hospital and medical staff.
2. Call, preside at, and develop agenda for all regular and special meetings of the Physician Well-Being & Engagement Committee.
3. Provide leadership in the development of an Annual Plan for PWE.
4. Represent PWE Committee as a member of Medical Executive Committee.
5. Serve as liaison with AdventHealth (AH) Medical Mission Department.
6. Represent hospital on AdventHealth PWE Council.
7. Participate in regular meetings of AdventHealth PWE Council.
8. Support and promote PWE initiatives in fulfillment of annual PWE Plan.
9. Obtain necessary training to fulfill assigned responsibilities.
10. Consult with CMO and President of the Medical Staff on matters of special concern relative to health and balance among members of medical staff.
11. Serve as member of the Spiritual Life Advisory Committee of the hospital.
12. Collaborate with Pastoral Care Department to support spiritual interests of the medical staff.

13. Perform all functions as may be authorized in applicable policies.
14. Interacts and communicates on a regular basis with Medical Staff Departmental and Committee Chairs.
15. Attends all medical staff leadership development programs of the hospital.

POSITION REQUIREMENTS

1. Education
Hold an MD or DO degree
2. Licensure
Hold Board Certification in practicing specialty
3. Experience
Active member of the medical staff in good standing for at least three years.
Demonstrates commitment to the mission of the hospital.
Demonstrates commitment to purpose, meaning, and balance in personal and professional life.
Possesses familiarity with clinical care in the hospital setting.
Medical staff leadership experience desirable (e.g. department or committee chair or higher).
Be knowledgeable concerning duties described in this document and as outlined in medical staff bylaws.
Possess extraordinary communication and relationship-building skills.
4. Must use this hospital as primary hospital as determined by MEC.
5. Be willing to disclose and execute a Conflict of Interest Disclosure Statement listing all financial and conflicting interests.
6. Serve a term of two years.

ANTICIPATED TIME COMMITMENT

This position requires approximately eight (8) hours a month on leadership responsibilities.

RECOGNITION AND BENEFITS

The Chair of the Committee on Physician Health and Spirituality receives the following yearly benefit package:

- A stipend in the amount determined by the CEO, Governing Board, and MEC.
 - Participation in the AH Mission Conference.
 - Participation in the AH Physician Well-Being & Engagement Council.
- Administrative support through the Medical Staff Services Offices for correspondence, research, scheduling of meetings, and other clerical support as related to the position outlined in this job description.

ANTICIPATED POSITION CHALLENGES

The Chair of the PH&S Committee should anticipate some degree of challenge communicating the philosophy and concept of this position to medical colleagues.

PERFORMANCE EVALUATION

Annual performance evaluation shall be conducted at the discretion of the CEO and Medical Executive Committee.

RESOURCE D: LETTER OF AGREEMENT, PWE COMMITTEE CHAIRPERSON

January 1, 2050

LETTER OF AGREEMENT

Dear Doctor _____:

This letter will memorialize the terms of the Agreement between you and Name of Hospital (the "Hospital") relative to the performance of your duties as Chairperson, Physician Well-Being & Engagement Committee, for the two-year term.

You will perform the duties of your office as outlined in, and in accordance with, the Medical Staff Bylaws and related documents to the best of your ability. Those duties have been summarized in the Position Description that is attached to this Agreement. You will devote such time to these duties as is reasonably necessary to fulfill your duties and responsibilities as Chairperson of the Committee.

Compensation: The Hospital will pay you Number thousand Dollars (\$00,000) per year for the services that you provide to the Hospital as the Chairperson, Physician Well-Being & Engagement Committee. This Number thousand Dollars (\$00,000) annual stipend will be paid in four (4) quarterly installments of Number thousand Dollars (\$0,000) each. Each payment will be made at the end of the last month of the quarter in which the services were provided. You will be covered by the Hospital's Director's and Officer's liability insurance relative to the performance of your duties and will be provided with the other legal protections that are summarized in the attached Position Description.

Education: Physician shall be available to attend one or more educational seminars annually as may reasonably be requested by the Hospital. Seminars shall have as their purpose to teach both new and experienced physician-leaders skills and provide information that will assist them in succeeding in his/her medical staff leadership role. Upon receipt of proper documentation from the Physician, the Hospital shall authorize payment for reasonable tuition, travel and lodging expenses associated with attending seminars recommended and/or approved by the Hospital. Hours spent by the Physician in traveling to and from and attending educational programs pursuant to this paragraph shall be a cost borne by the Physician and shall not be compensated pursuant to the Agreement.

You will be considered an independent contractor and the Hospital will not withhold any taxes or other payments from the stipend and you will be responsible for paying the same.

The Hospital may terminate this Agreement and the payments hereunder prior to its expiration date if you:

1. Cease to be appointed to the professional staff; or
2. Are removed from your position of Chairperson; or
3. For failure to perform the duties of your office to the reasonable satisfaction of the Board of Trustees.

In the event of termination, your compensation will be prorated based upon the number of months actually served in the capacity of Chairperson.

Sincerely,

Attachment: Position Description _____

I accept the above terms and agree to be legally bound hereby.

Date: _____

Signature: _____

RESOURCE E: PHYSICIAN RECOGNITION AWARD DOCUMENTATION

ADVENTHEALTH (formerly Florida Hospital) VALUES AWARDS FOR PHYSICIANS ON THE MEDICAL STAFF NOMINATING FORM

Each year AdventHealth presents Values Awards to those physicians deemed outstanding in fulfilling our mission and values in their professional and personal lives. Physicians from all AdventHealth campuses are eligible for nomination. Nominations may be submitted by AdventHealth leadership, employees, allied health professionals, and physician members of the medical staff. Use a separate form or sheet for each physician nominated.

Your nomination must reach your Campus Medical Staff Coordinator or Campus Executive Office for consideration. Please **print legibly or type** your nomination information.

Name of Physician Nominee: _____
Physician's Specialty: _____

Check only one Value per physician - (see corresponding criteria definitions)

_____ INTEGRITY

_____ EXCELLENCE

_____ COMPASSION

_____ STEWARDSHIP

_____ BALANCE

_____ TEAMWORK

Explain how the physician meets the criteria for the Value and went beyond that which is normally expected:

Submitted by: (Please include name, department, and campus. If needed, use additional page)

ADVENTHEALTH

PHYSICIAN VALUES AWARDS CRITERIA MEDICAL STAFF

I. INTEGRITY

Nominees for the AdventHealth Integrity Award show extraordinary service to AdventHealth beyond their everyday responsibilities. They demonstrate integrity by:

- Preserving other's dignity and maintaining confidentiality while communicating honestly with patients, their families and other health care professionals
- Earning the trust and respect of their patients and other health care professionals
- Living the "mission" of AdventHealth by faithfully carrying out and going beyond their day to day medical staff responsibilities

This award may be given in honor of a unique circumstance, such as a sacrificial service in an emergency or the overcoming of personal adversity.

II. COMPASSION

Nominees for the AdventHealth Compassion Award demonstrate personal values that inspire a physician to place the service of others above themselves and to treat others as they would want to be treated. They demonstrate compassion by:

- Demonstrating care and concern for others
- Demonstrating AdventHealth SHARE principles in action
- Attentiveness to the detailed needs of patients, families and other health care professionals

III. BALANCE

The Balance Award recognizes those physicians who have embraced the concept that living harmoniously helps restore persons to the wholeness originally created by God. Accordingly, they have incorporated the practice of wholeness and harmony in body, mind and spirit in their personal lives. These physicians recognize that health is more than the absence of disease, and choose to maintain balance in their lives by dynamically focusing on the internal (mental, spiritual, emotional, physical) and external (family, job, community church) aspects of their lives.

IV. EXCELLENCE

The Excellence Award recognizes those physicians who embrace a philosophy of excellence in the area of physician development, clinical quality, patient satisfaction, clinical research for the betterment of those we serve, and/or outstanding achievement in the nominee's professional arena. The achievement of excellence in the areas noted above must be of outstanding and notable prominence.

V. STEWARDSHIP

The Stewardship Award recognizes those physicians who have embraced a challenge and succeeded in improving patient care, while reducing costs eliminating rework, or simplifying the work processes. Nominees for the Stewardship Award include those physicians who have used the principles of Continuous Quality Improvement to achieve measurable improvement. New programs, new procedures, or other changes that improve AdventHealth are the hallmarks of the Stewardship Award.

VI. TEAMWORK

Nominees for the AdventHealth Teamwork Award demonstrate personal values that inspire a physician to place a collaborative spirit toward a common goal above individual needs and desires. They demonstrate teamwork by:

- Active participation in multi-disciplinary teams or meetings
- Taking on assignments, responsibilities for encouraging other physician's participation
- Effectively communicating issues and working toward resolution of issues

AH VALUE AWARDS: SELECTION PROCESS

CIRCULATION:

- Memo to Division Chiefs and Assistant Chiefs of Staff, Division Secretary/Treasurers, Medical Staff Coordinators, Campus Administrators, Assistant Campus Administrators, and Chief Nursing Officers
- Nomination Form and Value Criteria included with above memo
- Other suggestions:
 1. Email to campus personnel responsible for distribution
 2. Campus employee newsletter
 3. AH TV (Medical Staff Services is checking to see if possible)
 4. All Medical Staff and Allied Health professionals (Medical Staff Services will send via email and fax)

NOMINATIONS:

- Nominations gathered at the campuses
- Campus reviews and selects only those nominees deemed to be eligible for the award – per the memo
- Nominees selected and submitted to Janice Stephens in Medical Staff Services

SELECTION:

- Upon return to the Medical Staff Services Office, nominations to be grouped by Division and copied by color code
- Nominations will be provided to the Selection Committee for their review prior to convening, along with names of previous recipients, and cover memo
- Selection Committee to meet to make final selections and choose one physician for each of the six Values: Integrity / Compassion / Balance / Excellence / Stewardship / Teamwork
- Selection Committee composed of:

Chief Medical Officer	VP, Physician Strategic Development
President, Medical Staff	Immediate Past President, Medical Staff
Secretary/Treasurer, Medical Staff	President-Elect, Medical Staff
Senior Patient Care Officer	Director, Medical Staff Services

NOTIFICATION

- Individuals chosen will be personally notified by Janice Stephens that they have been selected to receive the value award.
- Once notified, names will be provided to the videography team to schedule appointment for filming and videography.

RESOURCE F: PHYSICIAN ORIENTATION SAMPLE TEMPLATE

Hospital Physician Orientation Sample Template – AdventHealth

	<u>Responsible</u>	<u>Source</u>	<u>Date</u>
1. Organization & Facility	CEO		
Corporate:			
AdventHealth		Video	
Mission, Vision, Values		Video	
Annual Report		Document	
Hospital:	CEO		
History and Heritage		Video	
Clinical and Ancillary Services		Brochure	
Community Role		Discussion	
Hospital Tour & Introductions:	COO/CNO		
Administration			
Organizational Chart		Document	
Hospital Phone Directory		Document	
Pastoral Care	Chaplain	Visit	
Medical Staff Office	CMO/MS Sec'y		
Application/Privileges		Document	
Medical Staff Directory		Document	
Meeting Schedule		Document	
Personal Contact Information		Distribution	
Bylaws, Rules & Regs		Document	
Code of Conduct P&P		Document	
Call Schedule		Document	
Medical Staff President		Introduction	
Departmental Chairperson		Introduction	
Parking		Card	
Building Access		Card/Key	
Physician Lounge			
Food Service			
Emergency Department			
Surgical Suite			
2. Processes & Procedures			
MIS Access and Tools:	Dir, MIS		
iConnect			
CPOE			
PACS			
Dictation			
Hospital ID #			

	<u>Responsible</u>	<u>Source</u>	<u>Date</u>
Physician Orders		Med Records	
Medical Records		Med Records	
Hospitalist Availability & Role		Introduction	
Regulatory Considerations:	Dir, QA		
Joint Commission			
Corporate Compliance			
HIPAA			
Quality and Utilization:	Dir, QA		
Patient Safety and Quality Initiatives			
Case Management			
Discharge Planning			
3. Practice Orientation (Employed Physicians)	Prac Mgr		
Medical License			
DEA License			
Medicare/Medicaid Application			
HMO/PPO Provider Application(s)			
Community Announcements			
Practice Tour			
Human Resources Coordination			
Office Furnishings			
Coding & Billing Training			
Letterhead/Business Cards			
Vacation Scheduling Process			
Employment Application			

RESOURCE G: SEMINAR TOPICS AND SPEAKERS

Calling Out the Best in Medicine: An Antidote for Challenging Times, Penny Williamson, ScD

The Courage to Lead, Penny Williamson, ScD and Herdley O. Paolini, PhD

Relational Health of the Physician and Its' Impact on Patient Care, Dr. Alan Nelson

Physician Relationships with Patients, Staff and Colleagues and Their Impact on Patient,
Dr. Alan Nelson

Spirituality and Medicine: Latest Research and Clinical Applications, Harold C. Koenig, MD

Medicine in the 21st Century: Reconciling Physical and Spiritual Healing Dale A. Matthews, MD,
FACP

Communication: Keys to Successful Leadership, Rufus Barfield, PhD and Herdley Paolini, PhD

The Heart of Medicine: Relationships, Herdley O Paolini, PhD

Singular Intimacies: Literature as a Bridge Between Doctor & Patient, Danielle Ofri, MD, PhD

Domestic Violence, Herdley O. Paolini, PhD

HIV, Michael Gebel, MD

Prevention of Medical Errors, Joseph Portoghese, MD

Spirit in Medicine, Malcolm Herring, MD; Herdley O. Paolini, PhD & Shawn Zimmerman, PhD

Smoking Cessation: Building a Foundation for Proactive Health, Frederic Seifer, MD

Motivational Interviewing, Herdley O. Paolini, PhD and Timothy Spruill, EdD

Physician Life Meaning & Its Impact on Patient Care and Outcomes, Shawn Zimmerman, PhD

Physicians and Relationships of Significance, Herdley O. Paolini, PhD

Navigating Medical Practice in an Emotionally Intelligent Way, Shawn Zimmerman, PhD

The Interrelationship of Science and Soul: Models for Navigating Medical Practice, Christina
Puchalski, MD, MS

Physician Communication and Leadership Development, Faith Evans

The Art and Science of Meaning and Its Implications for Medical Practice, Herdley Paolini, PhD,
Shawn Zimmerman, PhD, Timothy Spruill, EdD

Remembering Our Power to Make a Difference, Rachael Naomi Remen, MD;

Gifted Hands-The Art of Daily Practice, Ben Carson, MD

Creating Your Own Future-Leadership as Antidote Against Victimization, Kenneth Cohn, MD, MBA,
FACS; Thomas Werner, President Emeritus.

RESOURCE H: LIBRARY SUGGESTED VOLUMES

BOOK SELECTIONS

PHYSICIAN WELL-BEING & SPIRITUALITY

- A Piece of My Mind: Essays and Letters from the Journal of the American Medical Association.** Feeling Fine Programs, Inc., and Alfred A Knopf, Inc., 1988.
- Healing the Wounds: A Physician Looks at His Work.** Hilfiker MD, David. Pantheon Books, New York, 1985.
- Incidental Findings: Lessons from My Patients in the Art of Medicine.** Ofri MD, Danielle. Beacon Press, Boston, 2005.
- The Science of Optimism and Hope: Research Essays in Honor of Martin E. P. Seligman.** Templeton Foundation Press, 2000.
- Spirituality in Patient Care: Why, How, When, and What.** Koenig MD, Harold G. Templeton Foundation Press, 2002. *(Also numerous other titles by Dr. Koenig)*
- When Sickness Heals: The Place of Religious Belief in Healthcare.** Sorajjakool, Siroj. Templeton Foundation Press, 2006.
- The Healer's Calling: A spirituality for physicians and other health care professionals.** Sulmasy MD, Daniel P. Paulist Press, 1997.
- A Balm for Gilead: Meditations on spirituality and the healing arts.** Sulmasy MD, Daniel P. Georgetown University Press, 2006.
- The Faith Factor: Proof of the healing power of prayer.** Matthews MD, Dale. Penguin Books, 1998.
- A Thousand Miracles Every Day: A selection of stories that shaped the mission and history of Adventist hospitals.** Quevedo, Jane Allen. TEACH Services, Inc., 2003.
- Agape Love: A tradition found in eight world religions.** Sir John Templeton. Templeton Foundation Press, 1999.
- Tracks of a Fellow Struggler: Living and growing through grief.** Claypool, John R. Morehouse Publishing, 2004.
- The Handbook of Physician Health: The essential guide to understanding the health needs of physicians.** Edited by Larry S. Goldman, MD; Michael Myers, MD; Leah J. Dickstein, MD. American Medical Association, 2000.
- The Soul of the Physician: Doctors speaking about passion, resilience, and hope.** Linda G. Henry and James D. Henry. American Medical Association, 2002.
- The Resilient Physician: Effective emotional management for doctors and their medical organizations.** Wayne M. Sotile and Mary O. Sotile. American Medical Association, 2002.

RESOURCE I: DEPARTMENT OF HEALTH CARE & SPIRITUALITY

MEDICAL STAFF ORGANIZATIONAL MANUAL – ARTICLE IV MEDICAL STAFF COMMITTEES AND FUNCTIONS

PART I: DEPARTMENT OF HEALTH CARE & SPIRITUALITY

Section 1. Organization:

The attainment of the department's goals and objectives shall be physician driven with administrative support.

The chairman of the Department of Health care & Spirituality shall be appointed by the President of the Medical Staff and endorsed by the Medical Executive Committee.

PART I:

Section 2. Goals and Objectives:

- (a) Educate and facilitate physician understanding on the spiritual aspects of patient care.
- (b) Collaborate with the health care delivery team on the spiritual aspects of patient care with emphasis and consultation from the Pastoral Care team.
- (c) Collaborate and further establish relationships with faith communities and their leaders on the spiritual care of patients.
- (d) Support and foster the spiritual life and well-being of physicians.
- (e) Identify AdventHealth's and national best practices and collect data to determine where evidence supports improved outcomes.

PART I:

Section 3. Meetings, Reports and Recommendations:

A yearly report shall be provided to the Executive Committee to review the goals, objectives, and outcomes of the program.

PART I:

Section 4. Division Sections:

- (a) Composition:
The division sections of the Department of Health care and Spirituality shall consist of the Senior Campus Administrator, the Division Chief of Staff, or his/her designee, the Head Chaplain at the division, and the Division Chief Nursing Officer, or his/her designee, and any division member who wishes to participate.
- (b) Meetings, Reports and Recommendations:
It is recommended that the Division Health care and Spirituality sections meet on a monthly basis. Any reports or recommendations shall be forwarded to the Division Quarterly Health care and Spirituality meetings.