October, 2008
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Cultural Team - Bringing Together - “Best of Both Worlds”

A critical part of any transformation bringing two distinct cultures together is taking the best parts of each organization’s culture and merging them into a new vibrant organization.

Because an organization’s culture is shaped by its people, experiences, history and strengths, it's important to develop a better understanding of one another before we can move forward as one unified organization.

To help us learn more about the opportunities, concerns or fears associated with this transformation journey, Sisters of Charity and St. Joseph hospitals have established a Cultural Transformation Committee made up of representatives from both organizations and senior leaders from throughout Catholic Health.

The purpose of this Committee is to better understand and address issues raised by associates of both organizations, as they affect culture. One of the best ways to get your perspectives on this change simply is to ask.

A joint survey has been developed to do just that. With their paychecks on October 2, associates were offered a survey asking them to identify what they see as opportunities, concerns or fears.

Over the next few weeks, this information will be compiled to determine what areas of opportunity we can focus on to make this transformation more successful.

Next month, we will share the results from this survey to identify any common themes and focus our energies on the issues and opportunities that are most important to you.

Addressing these findings will help us all make this transition as seamless as possible.

While the Cultural Transformation committee would have hoped for more time to work on cultural transformation initiatives, much of our work will be done by April 1, 2009 – the time we begin operations as a new merged entity.

Beyond that date, we will continue to look for new ways to strengthen our culture, celebrate our success, and continue serving our communities as Sisters of Charity Hospital and the new Sisters of Charity Hospital, St. Joseph Campus.

“We Believe” in our past, present and future and look forward to bringing these two cultures together as one.

New Name Approved By Sponsors

The religious sponsors of Catholic Health have reviewed and approved the new name for St. Joseph Hospital, which will take effect on April 1, 2009.

As of that date, the name for the facility will be Sisters of Charity Hospital, St. Joseph Campus.

The new designation preserves the important heritage of the facility through the continuation of the St. Joseph name, which is embraced by our sponsors, associates, physicians, and the community at large.

A new logo for St. Joseph will be incorporated into our transition planning for the two campuses.

It is consistent with Catholic Health’s branding and will be prepped and ready for use beginning April 1 on signage, forms, and other areas where the current name now appears.

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Leadership Structure For The Merged Organization

As we move toward April 1, 2009 and the merger of St. Joseph and Sisters of Charity hospitals, the Transition Senior Leadership Team has proposed the new organizational leadership structure for the merged organization.

The new organizational structure is expected to be finalized by November 11, 2008. The selection of individuals to fill the positions, including a President and CEO, is expected to start on or around November 11 and be completed by February 1. As the new organizational leadership is selected, they will have the responsibility of working on transitional plans throughout the process.

Proposed Leadership Structure
Sisters of Charity Hospital
Sisters of Charity Hospital - St. Joseph Campus

President and CEO
Sisters of Charity Hospital

PROPOSED

Chief Operating Officer

Vice President
Patient Care Services

Vice President
Mission Integration *

Vice President
Medical Affairs *

Director
Human Resources *

Manager
Public Relations *

Director, Performance Improvement *

Executive Director
Foundation

* Also has a direct or indirect reporting relationship with a Catholic Health Vice President or Senior Vice President

Leadership & Management Decision Making Timeline

Now - October 22 Organizational Assessment & Redesign

Activities
Catholic Health Chief Operating Officer and other senior leaders review redesign recommendations.
Reviews focus on span and scope of organizational departments/functions, from the senior level to the departmental organizational structure including support positions and requirements.

October 22 - November 11 Organizational Leadership Design Review/Finalization Redesign

Activities
Finalization of organizational redesign and supporting organizational structure for the merged organization.
Reviewed and approved by CHS Senior Leadership & Blue Ribbon Committee.

November 11 - February 1 Senior Leader Selection Complete. Management Selection Begins

Activities
CEO and senior leadership selected for merged organization.
As senior leaders are appointed, management level evaluation begins.
Department organization evaluation and manager selection process under those senior leaders begins.

February 1 - March 31 Management Selection Process

Activities
Departmental evaluation and management selection continues and is completed. Management team in place by March 31.
Transitional work plans and continued organizational redesign and implementation will continue. Associates identified for consolidated leadership positions will assume transitional oversight responsibilities

* Should leadership require an additional search, the position may not be filled by this timeframe.
With less than six months before Sisters of Charity and St. Joseph hospitals complete the transition to the combined organization, a lot of work remains to be done, including organizational redesign as well as the selection of a senior leadership team and management team.

In an effort to quickly evaluate, redesign the organization’s structure, and complete a leadership and management selection process which meets New York State’s March 31 deadline, protocols and procedures have been implemented for the Sisters/St. Joseph leadership and management re-alignment. Every effort during this process will be focused on the development of organizational designs to allow focus on core operating responsibilities.

Presently, we are in the assessment phase, with current leaders looking at the design of their existing organizational charts and brainstorming with their peers, creating a vision of the new organization at the completion of the merger.

During the redesign and review phase, a final decision will be made on the new combined organizational structure. During the selection phase, leaders will be appointed from within the two existing organizations if they are qualified to manage a new combined organization.

If the organization requires a broader search, applicants will be considered from the broader Catholic Health organization and from the outside marketplace.

### Organizational Assessment & Draft Redesign Teams

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<tr>
<th>Nursing</th>
<th>Foundation</th>
<th>Revenue Management Center</th>
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<tbody>
<tr>
<td>Mary Dillon, Donna Fabry</td>
<td>Julie Snyder (Complete)</td>
<td>Lisa Cilano, Joann Ormond</td>
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<th>Medical Affairs &amp; Staff Office</th>
<th>Human Resources</th>
<th>Information Technology</th>
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<tr>
<td>Dr. Brian D’Arcy, Dr. Nady Shehata, Dr. Jagdeep Singh</td>
<td>Dave DeLorenzo, Kim Juzdowski</td>
<td>Dr. Michael Galang</td>
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<th>Performance Improvement</th>
<th>Purchasing</th>
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<td>Jim Millard, Peter Bergmann, C.J. Urlaub, Matt Hamp, Gary Constantino</td>
<td>Dr. Brian D’Arcy, John Kane, Denise Bartosz, Pat Dean</td>
<td>David Crone, Deb Wojciechowski</td>
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<th>Mission</th>
<th>Care Management</th>
<th>Education and Training</th>
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<tr>
<td>Paula Moscato, Deb Parkot</td>
<td>Dee Cooper, Dr. Brian D’Arcy, John Kane</td>
<td>Mary Kay Vause, Mary Dillon, Donna Fabry</td>
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<th>Public Relations</th>
<th>Infection Control</th>
<th>Finance</th>
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<tr>
<td>John Stavros, Ann Schlifke</td>
<td>Dr. Brian D’Arcy, Pat Jones</td>
<td>(Payroll, Accts payable/receivable, budget) Lisa Cilano, Dave Macholz</td>
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*Local Human Resource support will participate and provide insight as required, as well as assist in defining the new roles/responsibilities and job descriptions.

### The Senior Leadership and Manager Selection Process

This is a consolidation of two existing ministries. As such, the organization will limit candidates for the consolidated positions to those associates currently serving in the current comparable position within each hospital.

A selection committee for the senior positions will be established potentially comprising members of senior leadership, medical community and mission.

In the event that neither candidate is seen as qualified to handle the new breadth and scope of the combined facilities or an existing candidate chooses not to pursue it, then a search will be conducted throughout Catholic Health and concurrently the external marketplace.

In the event there is only one associate (SOCH/SJH) vying for an existing leadership position, the selection committee will determine the ability of the associate to perform in the new expanded role.

If the candidate possesses the skills and desires to serve, the associate will be offered the opportunity. If the associate does not possess the necessary skills, background, or experience, the position will be posted within CHS and concurrently in the external market.

Every effort will be made to identify talent necessary to lead the new organization successfully towards its new vision and business objectives.

### Transition

Associates selected for consolidated leadership positions will assume transitional oversight responsibilities to include the development of work and implementation plans.

As we have done in the past during organizational transitions, every effort will be made to find positions within Catholic Health for associates not selected.

Associates not selected through the reorganization process will be assisted according to current Human Resources policy and practices.
Merger Of Foundations Endorsed

The respective Boards of Directors of the Sisters Hospital Foundation and the St. Joseph Hospital Foundation have each approved resolutions to merge the two foundations under the Sisters Hospital Foundation, effective January 1, 2009.

Under the resolutions, members of the St. Joseph Hospital Foundation Board will join the Sisters Hospital Foundation Board when the two boards merge.

Julie Snyder, executive director of the Sisters Hospital Foundation, has taken on a dual role, becoming the interim executive director of the St. Joseph Hospital Foundation on October 1.

“This was a wonderful first step, but there are still a lot of regulatory issues to deal with, including approvals with the New York State Department of Health, the State Attorney General’s Office and ultimately court approval,” Snyder said.

“Both these foundations were established to raise funds to enhance patient care,” she added. “That mission will continue with the support of community donors, associates and physicians, as the merged foundation moves forward, sensitive to the needs on both campuses of Sisters Hospital.”

Did you fill out your survey?

The Catholic Health Cultural Transformation Committee has distributed a survey for associates at Sisters of Charity and St. Joseph hospitals to ask about their concerns.

If you would like a copy to fill out, stop by the Human Resources Department at either hospital.

Questions, comments, or concerns about the St. Joseph - Sisters Transition?

Call the Transition Hotline at 706-2100 or email: transitions@chsbuffalo.org