

Questions for Reflection and Discussion

Promote and Defend Human Dignity

- How will the decision affect the quality of care and choices for patients/residents?
- How will the decision respect the needs of the various stakeholders?
- How will the action promote participation, growth and development of staff?
- How will the action address social structures and systems that impact the poor and disadvantaged?

Attend to the Whole Person

- What impact will this decision have on the patient's/resident's physical, emotional and spiritual well being?
- How are the spiritual and emotional needs of family and staff addressed by the decision?

Care for Poor and Vulnerable Persons

- Does the decision directly affect people who are poor or disadvantaged? If so, how?
- Who will be helped by the decision? Who will be left out? If some are left out, what alternatives have been considered?

Promote the Common Good

- How has the action involved the local community?
- How will the action contribute to the welfare of the community?
- How will the community perceive the decision?

Act on Behalf of Justice

- Have we unfairly excluded any person/group in this decision?
- How does this decision, from an economic perspective, serve human dignity and the common good?
- Will this decision be perceived as fair?
- Does this decision suggest that there are limits to our obligations? What is our comfort with these limits?

Steward Resources

- What are the financial implications of this action? For whom?
- Who benefits from the decision? Who bears the burden?
- If resources will be diverted from some other use, what are the consequences?

Act in Communion with the Church

- How does the decision align with the Ethical and Religious Directives? What challenges may we encounter?
- How does the decision reflect arch/diocesan norms and guidelines?
- Do we have the necessary expertise at this table?

Advance our Mission and Values

- How does this decision advance our own and Covenant Health Systems' mission and values?
- How does the decision relate to our Organizational Integrity Standards?

As leaders of the Catholic healthcare ministry we recognize that our decisions are an expression of our values, our mission, and our identity.

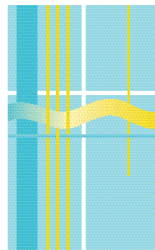
The process outlined here is intended as a tool to assist leaders within Covenant Health Systems to incorporate values and mission considerations into decision-making. While the primary focus is on strategic and other key decisions, the process can also be applied in a variety of organizational decisions.

The Process**

- 1) Clarify the decision to be made and who will make the final decision.
- 2) Present relevant information, including stakeholders and other options considered.
- 3) Work through the relevant Questions for Reflection and Discussion in an open or structured discussion.
- 4) Provide for a period of reflection during which team members can consider all relevant data.
- 5) Engage in a structured discussion with a preference for consensus, while allowing for "minority" views to be heard.
- 6) After reaching a decision, identify the relevant principles and values that support the decision. Then, describe the potential consequences of the decision and ways address them.
- 7) Plan to evaluate what was learned from this decision and process.

**We are grateful to the Sisters of Mercy Health System, St. Louis, MO for developing and sharing this process.

NOTE: This process is intended as a tool for leaders in Catholic healthcare. The process presumes prior education on the Ethical and Religious Directives for Catholic Health Care Services, Elements of Catholic Identity, common ways people approach ethics, decision-making tools, and a working knowledge of your organization's and Covenant Health Systems' mission and values.



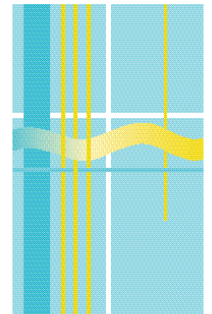
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**COVENANT
HEALTH
SYSTEMS**

Our Name is Our Promise.

**Values in
Decision
Making:**

*A Process
for Leaders*



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