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A Mission Training Model to Enhance Volunteer Involvement in Health Care

BY LYNETTE M. BALLARD

Health care volunteers perform their services within a hospital-sponsored relationship. Unfortunately, however, they ordinarily receive, beyond routine in-service training, minimal education devoted specifically to mission. Whenever we involve volunteers in mission education, we help them to understand the organization's mission and how it relates to their own personal mission and ministry as workers in health care.

This following proposal for a one-day workshop is designed for any hospital that has a volunteer program. Although the workshop proposal is yet untried, readers are welcome to use the format and adapt it for their organizations. In those cases where the volunteer program is strong and a vital part of the organization, this workshop will build on that strength. If, however, the volunteer program is not strongly integrated within the organization or has not involved ongoing mission education, this workshop can make managers, administrators, trustees, and volunteers alike more aware of the value of the personal missions that bring volunteers to health care service.

Planning the Workshop

As this one-day workshop is designed, the morning session is for volunteers and the afternoon session is for the hospital's leaders. Both groups are challenged to see their relationships in the light of Christ's mission. The two groups share a meal together between the two sessions.

Because the groups work separately, each can learn from the others' work, while being freed to express frustrations and concerns that might arise in discussion. By increasing mutual awareness between leaders and volunteers, the workshop strengthens their efforts to live out the mission together.

Workshop planners should also consider inviting trustees; because they are both leaders and volunteers, they would have interesting insights to contribute. If invited, trustees could choose to attend either the volunteers' session or the leaders' session--or both--depending on how they happen to see their roles.

The workshop is structured to generate stories about volunteers' service to the organization. Unadorned data, such as statistics concerning volunteer hours, cannot fully describe the ministry of a health care volunteer force. Stories, on the other hand, powerfully express certain truths about this service. Herbert Anderson and Edward Foley argue that story-telling weaves together the human and the divine and thus is an important part of healing, self-knowledge, and personal and spiritual development.¹ Story-telling, they write, demonstrates that we "continuously and actively author and re-author our lives through story, articulating for ourselves and others the choices we make and the things we have done."² Most of the stories elicited should be specific to the hospital at which the workshop is taking place, so that they may highlight the ongoing lives and ministries of the people who work there.

In planning the workshop, the hospital should provide the facilitator with the following information:

- Number of volunteers to the facilitator
- Sample descriptions of their assignments, both typical and unique
- Number of employees
- Number of managers
- The names of titles of those who will attend the session for leaders
- A description of the volunteer program (Is there a paid director? If not, who is the responsible staff person? Are volunteers deployed from a central office by a specially designated supervisor? Or does the volunteer department, working like a human resources department, assign volunteers to specific areas?)
- Information concerning the hospital auxiliary, if any: membership rules and/or bylaws, number of members, the nature

of its relationship to the hospital (separately incorporated?)

- The hospital's mission and values statements and other pertinent standards
- Assuming that the hospital has a strategic plan, a statement describing how the plan affects the volunteer program or auxiliary organization
- Descriptions of, on one hand, any problems unsettling the program at present and, on the other, recent successes that could be recognized and celebrated at the workshop

The morning and afternoon sessions are designed to mirror each other. The goals of the morning session are as follows:

- Volunteers (or auxiliary members) will clarify their own personal ministries and goals of service.
- Volunteers will learn about the mission and values of the health care organization.
- Volunteers will have a greater understanding and appreciation of the hospital's mission and will be able to recognize that mission in action.
- Volunteers will identify stories of individuals living out the mission in their service.
- Volunteers will come to a greater understanding of how, although people's goals and values may differ, a common mission can nevertheless bring them together.
- Through discussion that is based on actual experience, attendees will develop from three to five practical, service-related ideas that would support the hospital's mission.

The afternoon session, for hospital leaders, is designed to meet these goals:

- Leaders will understand the structure of the volunteer program and its services to the hospital and the community.
- Leaders will review the mission and values of the health care organization.
- Leaders will learn how volunteers' personal missions and values affect the patients and family members the hospital serves.
- The group will identify ways the health care environment has affected the selection, training and supervision of volunteers.
- The group will, first, generate five stories of service by volunteers that illustrate mission in action, and, second, explore the nature of leadership that supports and encourages such actions.
- The facilitator will present to the attendees from three to five specific, service-related ideas generated by the volunteers in the morning session.

The workshop's three overall goals are:

- To help volunteers understand their personal ministries and values and see their congruence with the hospital's mission
- To educate volunteers about the larger context of their service and offer insight to how they personally add to the mission of the hospital
- To educate hospital leaders about the actual contributions of volunteers, as well as the potential impact and influence of their presence on the healing environment of the hospital

Reflections: Luke 10:25-37

One day an expert on Moses' laws came to test Jesus' orthodoxy by asking him this question: "Teacher, what does a man need to do to live forever in heaven?" Jesus replied, "What does Moses' law say about it?"

"It says, " the expert replied, "that you must love the Lord your God with all your heart, and with all your soul, and with all your strength, and with all your mind. And you must love your neighbor just as much as you love yourself."

"Right!" Jesus told him. "Do this and you shall live!"

The man wanted to justify (his lack of love for some kinds of people), so he asked, "Which neighbors?"

Jesus replied with an illustration. "A Jew going on a trip from Jerusalem to Jericho was attacked by bandits. They stripped him of his clothes and money and beat him up and left him lying half-dead beside the road.

"By chance a Jewish priest came along; and when he saw the man lying there, he crossed to the other side of the road and passed him by.

"A Jewish temple assistant (Levite) did the same thing; he, too, left him lying there.

"But a despised Samaritan came along, and when he saw him, he felt deep pity.

"Kneeling beside him, the Samaritan soothed his wounds with medicine and bandaged them. Then he put the man on his donkey and walked along beside him till they came to an inn, where he nursed him through the night.

"The next day he handed the innkeeper two denarii and told him to take care of the man. 'If his bill runs higher than that,' he said, 'I'll pay the difference the next time I am here.' Now which of these three would you say was a neighbor to the bandits' victim?"

The man replied, "The one who showed him some pity."

Then Jesus said, "Yes, now go and do the same."

Discussion questions:

Who freely chooses to care for the victim of the robbers? Who passes by?
Why do you think some persons chose to pass by? Why did the Samaritan stop?
What does one's neighbor look like? What does love look like?
Who gets paid to take care of the injured man? Who pays for the care?
Is anyone a "certified" care giver? Who decides who will give the care?
Do you see any other similarities to today's health care issues?

Sharing and Respecting Others' Values: Acting on Our Values

Review the list of "values." Which five are the ones you most often act upon and use to make important decisions?

1. _____
2. _____
3. _____
4. _____
5. _____

Creativity: having imagination or intellectual inventiveness

Faith: belief in the divine

Health: physical and mental soundness

Love: deep personal attachment to a person

Charity: altruistic love for other persons

Humanitarianism: concern about the welfare of mankind

Loyalty: faithfulness to a cause, duty, person

Achievement: accomplishing something that is successful, has meaning

Excellence: high standards of performance and proficiency

Skill or competency: ability or proficiency

Wisdom: the power to judge rightly, make good decisions

Security: freedom from fear, danger, doubt

Power: great ability to do, to act, or produce

Control: being in charge of what happens

Dignity: acknowledging the value of others, respect

Wealth: abundance of worldly possessions

Peace: concord, harmony, absence of conflict

Service: responding to the needs of others

Integrity: moral soundness

Justice: equity, fairness, impartiality, rights and responsibilities in light of the common good

Learning: getting knowledge, information, skills

Stewardship: wise use of talents and resources, respect for God's creation

Independence: freedom of control by others

Pleasure: gratification of the senses

Recognition: to acknowledge (or be acknowledged as worthy)

Beauty: that which is pleasing to the eye

NOTES

1. Herbert Anderson and Edward Foley, *Mighty Stories, Dangerous Rituals*, Jossey-Bass, San Francisco, 1998, p. 7.
2. Anderson and Foley.

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Sponsorship, Mission and Volunteers

A Workshop Model for Health Care Organizations

<p>Morning Session: For Volunteers and Auxiliary Members, Trustees Session 9:00 a.m. to 12:00 noon Break at 10:30 a.m. Lunch 12:00 noon "Health Care Volunteers: A Personal Ministry and a Powerful Mission"</p>	<p>Afternoon Session: For Managers, Administrators, Trustees Lunch 12:00 noon Session 1:00 - 4:00 p.m. Break at 2:30 p.m. "Leadership and Health Care Volunteers: Being Good Stewards of an Indispensable Ministry"</p>
<p>Lunch 12:00-1:00 p.m., shared by volunteers and leadership who will be attending the afternoon session.</p>	
<p>9:00 a.m. Getting to Know You, Ice Breakers</p> <ul style="list-style-type: none"> ● Prayer: <i>O Lord, grant that each one who has to do with us today and every day may be the happier for it. Grant that we shall have the wisdom of loving hearts. Give us a quick eye for little kindnesses, that we may be ready in doing them and gracious in receiving them. Give us a quick perception of the feelings and needs of others and make us eager hearted in helping them.</i> ● Goals for the Morning: <ol style="list-style-type: none"> 1. Volunteers will clarify their own personal ministries and goals of service. 2. Attendees will learn about the mission and values of the [organization]. 3. Attendees will have a greater understanding and appreciation of the hospital's mission and recognize that mission in action. 4. Volunteers will identify stories of individuals living out the mission in their service. 5. Volunteers will come to a greater understanding of how, even though personal goals and values differ, a common mission can bring us together. 6. Through discussion, attendees will develop 3-5 service-related ideas that 	<p>1:00 p.m. Getting to Know You, Ice Breakers</p> <ul style="list-style-type: none"> ● Prayer: <i>O Lord, grant that each one who has to do with us today and every day may be the happier for it. Grant that we shall have the wisdom of loving hearts. Give us a quick eye for little kindnesses, that we may be ready in doing them and gracious in receiving them. Give us a quick perception of the feelings and needs of others and make us eager hearted in helping them.</i> ● Goals for the Afternoon: <ol style="list-style-type: none"> 1. Attendees will understand the structure of the volunteer services program and its services to the organization and the community. 2. Attendees will review the mission and values of the [organization] and the mission of the hospital. 3. Attendees will learn how volunteers' personal mission and values affect those whom the hospital serves. 4. The group will identify ways the health care environment has affected the selection, training and supervision of volunteers. 5. The group will generate 5 stories of service by volunteers that illustrate mission in action and explore the nature of leadership that supports and

<p>would support the mission of the hospital.</p> <ul style="list-style-type: none"> ● Introductions 	<p>encourages such actions.</p> <p>6. The facilitator will present to the attendees 3-5 specific, service-related ideas generated by the volunteers in the morning session.</p> <ul style="list-style-type: none"> ● Introductions
<p>Definitions of Terms</p> <p>Volunteer: a person who makes a choice to give time and talent to the service of others without the expectation of ordinary monetary compensation.</p> <p>Auxiliary: A formal organization (with bylaws, officers, dues) that achieves its goals through service, fund-raising and other initiatives.</p>	<p>Definitions of Terms</p> <p>Volunteer: a person who makes a choice to give time and talent to the service of others without the expectation of ordinary monetary compensation.</p> <p>Auxiliary: A formal organization (with bylaws, officers, dues) that achieves its goals through service, fund-raising and other initiatives.</p>
<p>Discussion of Structure, Motivation and Leadership of the Volunteer Resource</p> <ol style="list-style-type: none"> 1. Structure of in-service volunteer program within the organization 2. Relationship of volunteers to staff, managers, administrative leadership, other volunteers. 3. Purpose(s) of volunteers within the organization. 	<p>Discussion of Structure, Motivation and Leadership of the Volunteer Resource</p> <ol style="list-style-type: none"> 1. Structure of in-service volunteer program within the organization 2. Relationship of volunteers to staff, managers, administrative leadership, other volunteers. 3. Purpose(s) of volunteers within the organization.
<p>9:15 a.m. Your personal mission; your personal value system. Reflection: Luke 10:25-37 "The Good Samaritan"</p> <p>How do you find fulfillment in volunteer service?</p> <ul style="list-style-type: none"> ● Distribute a list of "values" words. Ask volunteers to personally select 5 that they identify with most strongly. (5 minutes) ● Ask volunteers to compare values with two other people in the room. How do they differ? Discuss variances in values. ● Can you state your own personal "mission"? Take 5 minutes to write down thoughts. 	<p>1:15 p.m. An Exercise: Understanding the Relationship of the Volunteer's Personal Mission to the Mission of the Organization Reflection: Luke 10:25-37 "The Good Samaritan"</p> <p style="text-align: center;"> Organization—Mission & Values <i>as a frame of reference for</i> Volunteer—Personal Mission & Values <i>as lived out through</i> Task—Action—Behavior—Competence <i>resulting in the</i> Impact on those we serve </p>
<p>Large Group Discussion: Changes How have changes around you in the health care environment affected your personal mission as a health care volunteer?</p>	<p>Large Group Discussion: Changes How have changes in the health care environment affected the way we select, train, and supervise volunteers? Have volunteer assignments changed?</p> <p>Share the volunteers' comments from the morning session on how changes have affected their ability to serve.</p>
<p>9:30 a.m. Mission Statement Review The focus should begin with "why" we exist, not with what we "do."</p>	<p>1:30 p.m. Mission Statement Review The focus should begin with "why" we exist, not with what we "do."</p>
<p>Organization Core Values Review</p>	<p>Organization Core Values Review</p>
<p>The Mission: the Hospital</p> <ul style="list-style-type: none"> ● Review the mission statement of the hospital, phrase by phrase. "Unpack" its meanings, personal and organizational, and discuss how mission is lived out through individuals. 	<p>The Mission: the Hospital</p> <ul style="list-style-type: none"> ● Review the mission statement of the hospital, phrase by phrase. "Unpack" its meanings, personal and organizational, and discuss how mission is lived out through individuals.
<p>10:00 a.m. Stories of Service How do volunteers express the mission?</p> <p>Generate 5 stories of service illustrating mission. (Exercise: Volunteers sit in groups of 5 or 6 and recall and tell stories of mission in action in their hospital. The facilitator "primes the pump" by giving some examples. One volunteer at each table makes notes of the stories.</p>	<p>2:00 p.m. Stories of Service How do volunteers express the mission?</p> <p>Generate 5 stories of service involving volunteers that illustrate mission in action. (Exercise: participants sit in groups of 5 or 6 and recall and tell stores of volunteer actions observed. The facilitator will "prime the pump" with</p>

<p>The table chooses the story that most vividly illustrates mission.)</p> <p>The groups report back to the group, one story per table or circle. As each story is related, the facilitator ties the action to the mission and core values.</p>	<p>a couple of examples noted in the morning session. One person at each table makes notes of the stories. The table chooses the story that most vividly illustrates mission.)</p> <p>The groups report back to the group, one story per table or circle. As each story is related, the facilitator ties the action to the mission and core values.</p>
<p>10:30 Break</p>	<p>2:30 Break</p>
<p>10:45 a.m. Personal & Organizational Values Exercise in understanding how decisions arise out of core values and how core values vary from person to person.</p> <p>How do values come in conflict?</p> <ol style="list-style-type: none"> 1. Personal vs. Personal 2. Personal vs. Organizational 3. Organizational vs. Organizational <p>When do values come into conflict?</p> <ul style="list-style-type: none"> • Under stress, distraction • Lack of time to assess situations • Lack of understanding and communication • Different personalities and values <p>Message: The mission brings strength to continue working together when values clash, are forgotten, or when we have gotten caught up in detail and distractions. Mission keeps us together and on track.</p>	<p>2:45 p.m. Leadership and Values Exercise in understanding how decisions arise out of core values and how core values vary from person to person.</p> <p>What kind of leadership is required to support and encourage such action? (Facilitator solicits group suggestions: training, feedback, recognition, reward, growth opportunities, etc.)</p> <p>Message: The mission brings strength to continue working together when values clash, are forgotten, or when we have gotten caught up in detail and distractions. Mission keeps us together and on track.</p>
<p>11:00 a.m. New Ideas: Suggestions for Service Generate 3-5 specific, service-related ideas so volunteers in this hospital may better help realize the mission (and their own personal missions).</p> <ul style="list-style-type: none"> • How does it relate to values? • How does it relate to service to others? • How does it fulfill the mission? 	<p>3:00 p.m. New Ideas: Suggestions for Service Share the service-related suggestions and ideas generated by volunteers in the morning session-suggest the power of putting volunteers' creativity and grass-roots approach to work as a regular part of performance improvement and mission.</p>
<p>Q. How do volunteers influence and affect the organization? What is the potential for influence? What next steps should be taken?</p>	<p>Q. How do volunteers influence and affect the organization? What is the potential for influence? What next steps should be taken?</p>
<p>Closing Meditation and Reflection Matthew 25: 34-36 For I was hungry and you fed Me; I was thirsty and you gave Me water; I was a stranger and you invited Me into your homes; naked and you clothed Me; sick and in prison, and you visited Me. . . . When you did it to these My brothers you were doing it to Me.</p> <p><i>Almighty God, whose blessed Son Jesus Christ went about doing good and healing all manner of sickness and disease among the people, continue this work among us, that we may be able to cheer, heal, and sanctify the sick to accomplish your purpose of love, through Jesus Christ, our Lord.</i></p>	<p>Closing Meditation and Reflection Matthew 25: 34-36 For I was hungry and you fed Me; I was thirsty and you gave Me water; I was a stranger and you invited Me into your homes; naked and you clothed Me; sick and in prison, and you visited Me. . . . When you did it to these My brothers you were doing it to Me.</p> <p><i>Almighty God, whose blessed Son Jesus Christ went about doing good and healing all manner of sickness and disease among the people, continue this work among us, that we may be able to cheer, heal, and sanctify the sick to accomplish your purpose of love, through Jesus Christ, our Lord.</i></p>
<p>Evaluation</p>	<p>Evaluation</p>
<p>Lunch 12:00-1:00 p.m., shared by volunteers and leadership who will be attending the afternoon session.</p>	

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