

The Beacon

FALL 2004

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Strategic planning chair, Frank Petrilli, reflects with the board of trustees on the outstanding collaborative effort that created The Chaplaincy's new plan. "I've worked on many long-range plans, and simply stated, this was one of the best designed and managed processes in which I have participated."

The HealthCare Chaplaincy's bold new strategic plan was approved by its board of trustees on July 14th, building on The Chaplaincy's traditional strengths in imagining new ways of providing spiritual care, teaching, and examining scientifically the relationship between spirituality and health. "Through this planning effort, The Chaplaincy has been envisioning ways to reinvent itself," said Larry Toal, Chaplaincy board chairman. "It is an aggressive plan which will clearly expand the frontiers of pastoral care, education and research."

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Laurance Spelman Rockefeller

1910 – 2004

*beloved benefactor and
faithful friend*



"If the care of others is one measure of a life well lived, then Laurance's stature and accomplishments far exceed his 94 years."

— from The Chaplaincy's tribute to Mr. Rockefeller in
The New York Times, July 13, 2004

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Lifting the Spirit

A Message from the Rev. Dr. Walter J. Smith, S.J., President & CEO

Laurance Spelman Rockefeller, 1910 – 2004



From his very early days as a philosophy major at Princeton, Laurance S. Rockefeller emerged as a quiet yet zealous student of the human condition and an optimistic advocate of its unrealized promise. In business ventures, his keen intuition coupled with disciplined knowledge created a reliable formula for success. He applied the same calculus to his philanthropy, generously investing time and treasure in people and projects that he believed could make a lasting contribution to bettering the lives of others.

The HealthCare Chaplaincy was among the fortunate beneficiaries of his confident and hopeful dreams. He believed that The Chaplaincy's efforts in pastoral care, education, and research could provide the integrating variable by which to achieve a much-needed holism in the provision of healthcare.



In 1986, Laurance and Mary French Rockefeller were the first recipients of what became The HealthCare Chaplaincy's Wholeness of Life Award.

"Mind, body, and spirit!" was always his emphatic summary description of The Chaplaincy's mission. And its multi-faith and multicultural collaboration further added excitement to Laurance's imagination about where The HealthCare Chaplaincy might expand in the future.

A deeply spiritual man, Laurance naturally resonated with The Chaplaincy's



Benefactor Jack Rudin, Chaplaincy CEO, Fr. Smith and Laurance S. Rockefeller listen with rapt attention to the inspiring impromptu words about the value of spiritual care that Mary French Rockefeller spoke on the occasion of the dedication of The Chaplaincy's Center for Pastoral Care, Education, and Research on March 27, 1996.

Beloved Benefactor and Faithful Friend

vision and values. Together with Mary, his wife of 63 years, they championed The HealthCare Chaplaincy's growth, helped shape its direction, and provided financial support for its programs, as well as for its strategic planning and physical expansion.

The Rockefellers' lead gift in 1995 contributed mightily to the purchase and renovation of The Chaplaincy's first permanent home—The Center for Pastoral Care, Education,



On their expansive ranch cradled in the Teton Range of northwest Wyoming, the Rockefellers found refreshment for body, mind, and spirit. Laurance and Mary were skilled riders and avid naturalists.

and Research on East 60th Street—and they were humbled when the trustees designated the *Mary and Laurance S. Rockefeller Chapel of Hope and Remembrance* in their honor.

Laurance's spirituality defied simple definition. Raised in the Christian tradition, he found nurture and solace in its scriptures and practices. But he also discovered God in the austere majesty of nature. A quiet but relentless steward of the environment, his support of national parks and land conservation efforts was unsurpassed, as were his provident donations of land for public use. He and Mary spent their honeymoon and many wedding anniversaries thereafter on their ranch in Wyoming where the face of God was ever-present as they contemplated the changeless wonder of Grand Teton.

With Laurance Rockefeller's death on July 11th, The Chaplaincy along with many others lost an indefatigable cheerleader, a boundless futurist, a shrewd strategist, and a very dear friend. I am consoled by every memory I treasure of this incredibly loving and faith-filled man. Some of the last words he shared with his exceptionally devoted staff as they gathered with him near the time of his death form a perfect epitaph for a man who always lived with an eye to the future: "I want you to be comforted in knowing that I very much look forward to the journey that still lies ahead."

The Rev. Dr. Walter J. Smith, S.J.
President & CEO

The Next Frontier...

Advancing Excellence and Leadership in Pastoral Care, Education, and Research

In a remarkable multifaith and multicultural collaboration, The Chaplaincy's 34 trustees and some 70 clinical and administrative staff members shared their diverse experiences and perspectives to shape a common vision for The Chaplaincy's future. "In my professional career, I have been involved in many exercises in strategic planning," said Frank Petrilli, Chaplaincy vice chairman who also served as the general chairman of the planning effort. "The Chaplaincy's process was unique. The breadth and diverse backgrounds of the participants, the intensity, focus, dedication, creative thinking, and teamwork exhibited among all key constituencies—trustees, clinical and administrative staff, health care partners, community, clergy, and corporate and foundation friends—was both edifying and exemplary."

Trustees and staff launched the planning process at a board and staff retreat in October 2003. By

sharpening The Chaplaincy's mission, vision, and values statements and acknowledging that its current business model was too restricting, they embarked on a plan that would position The Chaplaincy as a leader in the growing fields of professional pastoral care, education, and research. Building on the advice of seven trustee-staff task forces, the board has recommended and approved 16 strategic priorities in the areas of pastoral care, pastoral education and research, communications and technology, and governance. "The HealthCare Chaplaincy has achieved a strong consensus about who we are and what we aspire to do in the next stage of our growth and development," said the Rev. Dr. Walter J. Smith, S.J., The Chaplaincy's CEO. "This consensus represents our greatest achievement."

New Pastoral Care Initiatives

While affirming the importance of its long-standing clinical partnerships with healthcare institutions, The Chaplaincy will develop new products and services that will complement its original fee-for-service model. Its clinical staffs are already leaders in the field of professional chaplaincy; they and their future colleagues will offer that expertise to others by providing consulting services in areas such as pastoral care program assessment, chaplain recruitment, program design, and assisting spiritual care programs to meet the changing requirements mandated by healthcare regulatory agencies.

The mission of The HealthCare Chaplaincy is to provide care for persons in spirit, mind, and body. Yet some healthcare institutions operate in economically-stressed communities and cannot afford to pay

for professional chaplaincy services. The new strategic plan calls for the creation of CharityCare, a special fund within The Chaplaincy's organizational structure, that will provide these institutions with needed spiritual care staffing and programs that suit their needs—at little or no cost to them.

Compassionate and astute end-of-life care is an important part of the work of professional chaplains. The Chaplaincy is considering expanding its commitment in this area by establishing and running a free-standing, multifaith, inpatient hospice to provide excellent care to patients and their families when a life-limiting illness no longer responds to cure-oriented treatment. To determine the viability of this significant undertaking, the board has authorized a comprehensive

study be undertaken to assess the feasibility of building, staffing, and directly operating a

“WHAT WE CALL THE BEGINNING IS OFTEN THE END. AND TO MAKE AN END IS TO MAKE A BEGINNING. THE END IS WHERE WE START FROM.”



T.S. ELIOT

unique multifaith residential hospice in Manhattan.

Re-Envisioning Education and Research

Education and research programs have grown dramatically at The Chaplaincy since its inception in 1961, and particularly during the last 15 years. From Muslims to Buddhists, from Koreans to Kenyans, The Chaplaincy's clinical pastoral education (CPE) students come from increasingly diverse cultural, religious, and ethnic backgrounds. Educational offerings have expanded to include spirituality and health-related seminars for medical and nursing professionals, congregational clergy and other interested parties. And The Chaplaincy's research capabilities have expanded through cutting-edge technology and experienced post-doctoral researchers.



Trustee Louis Scenti, executive director of learning and development at Morgan Stanley applauds the success of the plan in integrating so many of the specific recommendations made by the seven task forces.

To accommodate this significant expansion, the board has called for the creation of an International Institute for Pastoral Education and Research. The new institute will be directed by a Ph.D.-level

educator/administrator and will restructure the current models of CPE, educational outreach, scholarship and research to accommodate current and future growth.

Communications and Technology

The plan calls on The Chaplaincy to develop a new branding and marketing strategy to effectively promote its new programs and services and improve efficiency in communications. The board has also identified as a priority a vigorous upgrade of The Chaplaincy's technological capabilities. The Chaplaincy already utilizes cutting-edge technology such as an advanced website and password-protected intranet, two teleconferencing centers, and a web-based clinical data collection project for which all chaplains will be provided personal digital assistants (PDAs or "palm-pilots"). The new plan recommends purchasing and upgrading its supporting technology, and providing the requisite training to ensure that all staff members possess the competencies and skills they need to work in an increasingly technology-driven healthcare environment.

Execution

"Make no mistake about it—the name of the game going forward is execution!" commented Chaplaincy chairman, Larry Toal, referring to the aggressive pace with which The Chaplaincy has already begun to implement its new vision for the future. "With our trustees' wholehearted endorsement, our management team and staff are energetically creating the business plans and structures that will push forward these new frontiers in pastoral care, education, and research," exclaimed Chaplaincy CEO, Fr. Smith. "Enthusiasm for the mission is running high and we are ready to embrace these new challenges to excel and lead!"

"If I had to pick one thing that I have taken away from the activity of the last nine months invested in this planning activity, it would be the incredibly deep and unwavering affection that all of the participants universally have displayed for The HealthCare Chaplaincy," said Frank Petrilli. "I have been deeply moved by all of this." ■

Beyond the Bedside – Chaplains and Other Staff Coordinate Patient Care at Memorial Sloan-Kettering Cancer Center

Recognizing the importance of spirituality in the coordination of patient care, a growing number of Chaplaincy partner institutions have begun integrating chaplains into existing multidisciplinary consultation groups.

At Memorial Sloan-Kettering Cancer Center, a new Disease Management Team (DMT) program has formed that takes this encouraging trend another step forward. DMTs at Memorial not only include chaplains but were actually designed to help doctors, nurses, and other hospital personnel focus on their patients' spiritual and psychosocial wellbeing.

Disease Management Teams help ensure that Memorial's patients think and feel about their illnesses in productive ways. According to the program's creator, Dr. David Kissane, "There is evidence that, where meaning is found in the illness—in the journey—even in the dying, the adaptation is healthy and the coping is improved."

As director of psychiatry and behavioral sciences, Dr. Kissane is well positioned to develop DMTs in a number of in-patient clinical areas at Memorial including Hepatic, Leukemia, Neurology, Pediatrics, Thoracic, and Pain/Palliative Care.



Dr. David Kissane and Rev. Dr. Joan Murray discuss an exciting new multidisciplinary patient care program at Memorial.

While each group varies depending on patient need, DMTs are comprised of specialists in medicine, nursing, psychiatry, social work, psychology, chaplaincy, behavioral sciences, and integrative medicine.

The Rev. Dr. Joan Murray, HCC's director of chaplaincy services and pastoral education at Memorial, is enthusiastic about the expanded opportunities for interdepartmental communication the DMT program offers, especially with respect to discharge planning. Chaplains can help ensure that patients have the necessary religious/spiritual resources, including in some cases the support of a local religious community, to help them respond to their illness after they've left the hospital.

"The Memorial program represents best practices in clinical pastoral care," said the Rev. George Handzo, HCC's director of clinical services and institutional relations. "We hope our partner institutions will adopt this highly collaborative and comprehensive model of patient care." ■

An Historic Annual Conference of the Association of Professional Chaplains



Imam Ya Ya Abdullah, Imam Yusuf Hasan, Imam W. Deen Mohammed, the Rev. George Handzo, Imam Izak-El Mu'eed Pasha, and the Rev. Dr. Walter J. Smith at the APC luncheon in Dallas, Texas, during which Imam Mohammed addressed a record-breaking multifaith audience of participants on the value of interfaith collaboration.

Chaplains Join with Muslim Community in "Bridging Diversity"

When a chaplain at the Association of Professional Chaplains (APC) annual conference asked Imam W. Deen Mohammed, a leading figure in the Islamic African-American community, what he would expect from her as a Muslim hospital patient, his answer was simple. "I'd expect you to take care of me," he said.

As plenary speaker at the conference, held in Dallas from April 24-28, Imam Mohammed preached that "transparency is the approach needed" for people of different faiths to work together as human beings.

In keeping with the theme of the conference, "Bridging Diversity: Communities of Health, Hope, and the Human Spirit," Imam Mohammed told a sold-out crowd of more than 800 chaplains and invited guests from the Muslim community that we need to reach out to one another with the innocence with which we entered this world. He warned against losing that "openness, where you are not afraid to face your own secret thoughts or reveal them to others." This theme was in keeping with the philosophy of the APC, a national professional and certifying body for chaplains of all faiths.

APC president the Rev. George Handzo who also serves as The Chaplaincy's director of clinical services and institutional relations was instrumental in bringing Imam Mohammed to the 2004 conference. Son of Nation of Islam leader Elijah Mohammed, Imam Mohammed founded The American Muslim Mission, which evolved into the two-million-strong

Muslim American Society. "Imam Mohammed's presence at the conference brought Muslims into the national

pastoral care movement as never before," said the Rev. Handzo. The conference was featured prominently in the *Muslim Journal*, a weekly Muslim newspaper, which ran the entire transcript of Imam Mohammed's speech in three installments in consecutive issues.

The Chaplaincy's Imam Yusuf Hasan, staff chaplain at Memorial Sloan-Kettering Cancer Center and St. Luke's-Roosevelt Hospital Center, was also central to the coordination of the Imam's visit. He spoke to guests about misconceptions that have contributed to the lack of certified Muslim chaplains.

"[Muslims] think that because the people who provide the [chaplaincy] training are Christian," he said, "we would be getting Christian training, but that's not the case. The training is about meeting patients and families where they are in their illness. Listening is the key."

Historic Commitment

Through the work of the Rev. Handzo, Imam Hasan and others at the APC, Imam Mohammed has made the extraordinary commitment to create an endorsing body for Islamic clergy who wish to become chaplains. He acknowledges that for American Muslims, a movement that started in the inner cities, there is a dearth of Muslim educators and chaplain supervisors. He is dedicated to encouraging more Muslims to enroll in clinical pastoral education (CPE) programs.

A Successful First Fundraiser

The APC held its first fundraising event at the 2004 conference. The festive evening was designed to raise awareness and garner financial support for the work of professional chaplains in communities that host APC conferences. Dallas County Commissioner Mike Cantrell shared a written proclamation at the event on behalf of the mayor's office. The Rev. Dr. Walter Smith, S.J., The HealthCare Chaplaincy's CEO, pledged \$10,000 to the APC in honor of the Rev. Handzo's outstanding leadership of the organization. The gala raised a total of \$50,000.00—an impressive sum for a first fundraising venture. ■



Wearing a Stetson hat to inaugurate the national meetings of the Association of Professional Chaplains in Dallas, Texas, the Rev. George Handzo, the APC president, focuses the conference theme of "Bridging Diversity."

Chaplaincy Briefs

We are pleased to announce that **Vassar Brothers Medical Center** in Poughkeepsie has become The Chaplaincy's newest partner medical institution.

The Rev. Dr. Sarah Fogg (director of pastoral care, Lawrence Hospital Center) spoke at the Central Westchester Geriatric Committee in White Plains on the subject of "Spirituality and Health: Is there a connection?"

The Rev. Martha R. Jacobs, BCC (associate director, pastoral education, community based programs) has been elected president of The United Church of Christ Chaplains in HealthCare. The UCC-CHC raises issues that are important to those in the United Church of Christ who are called to chaplaincy.

Rabbi Shira Stern (director, the Jewish Institute for Pastoral Care) gave two workshops at the American Conference of Cantors, on "Healing and Spiritual Sustenance through Jewish Chaplaincy" and "Hospital Chaplaincy: A Viable Alternative or Addition to Pulpit Work."

Rabbi Shira Stern and **Rabbi Lynnda Targan**, a past JIPC *Kallah* participant, participated in a TV show, "In Conversation... with Rabbi Joe Potasnick," on Telecare TV 29, which aired on May 5th. The subject was "Spiritual Healing Services: A How-to and Why."

The Rev. Dr. Andrew J. Weaver (director of research) was appointed to the editorial board of the *Journal of Religion and Health*.

RECENTLY PUBLISHED RESEARCH:

Dr. Weaver and **Dr. Kevin J. Flannely** (associate director of research) recently published the following articles:

- "A Systematic Review of Religion and Spirituality in Three Palliative Care Journals, 1990 -1999" *Journal of Palliative Care*
- "Nurses and Chaplains – Spiritual Partners in Healing Modern Medicine" *Spirituality & Health Magazine*
- "Factors Affecting Health Care Chaplaincy and the Provision of Pastoral Care in the United States" *Journal of Pastoral Care and Counseling**

*The Rev. George Handzo (director, clinical services and institutional relations) co-authored this article with Drs. Weaver and Flannely.

RECENT APPOINTMENTS:

Rabbi Nathan Goldberg (Jewish, Orthodox) – director of pastoral care and education, Beth Israel Medical Center

Chaplain Thomas Kilts (Tibetan Buddhist) – director of pastoral care and education, Griffin Hospital

Chaplain Megan Kelly (Unitarian-Universalist) – staff chaplain, Winthrop Hospital

The Rev. John R. Simon, M.T.S., M.Div., BCC (National Baptist) – director of pastoral care, Vassar Brothers Medical Center



Kathryn Christensen is vice president of television for *The Wall Street Journal*. She directs the *Journal* and Dow Jones & Company's relationship and provision of news content to CNBC in the U.S., and she assists on editorial matters for CNBC Asia Pacific and CNBC Europe, cable television operations co-owned by Dow Jones and NBC. She also serves as a director of CNBC Europe. Kathryn is a native of Nebraska and earned a bachelor's degree in journalism from the University of Nebraska in Lincoln.



Kathleen M. Foley, M.D., is one of the world's leading authorities in palliative medicine and end-of-life care. Her research centers on developing rationales for the use of analgesic drugs to help patients with cancer pain, including innovative dose schedules and drug delivery techniques. She was also the founding director of the Project on Death in America, which funded research on end-of-life issues and improving the care of the dying in the United States. Kathleen is currently an attending neurologist at Memorial Sloan-Kettering Cancer Center and New York-Presbyterian Hospital.



Rochelle Hirsch is a myofunctional therapist—a speech therapist specializing in tongue thrusting disorders. She has worked as a speech therapist for many years, serving in various parochial schools in the Archdiocese of New York. Rochelle is an active board member of the Fifth Avenue Synagogue and is the founder of its Creative Playschool Nursery. She is currently writing a children's book. Rochelle was a member of the Women's Auxiliary at Mt. Sinai Medical Center, and has been involved with the Ramaz School and the original start-up program for Jewish Healing and Hospice Partnership.



Jon Meacham is the managing editor of *Newsweek* and best-selling author of *Franklin and Winston: An Intimate Portrait of an Epic Friendship* (Random House, 2003), an account of the relationship between FDR and Churchill. Jon is a member of the Council on Foreign Relations, The Century Association, and is a "Global Leader for Tomorrow" of the World Economic Forum in Davos, Switzerland. He is the chairman of the Regents' Committee of the College of Arts and Sciences, a member of the Subcommittee on Honorary Degrees, and is serving on the Search Committee for the Dean of the School of Theology.



E. Joshua Rosenkrantz is a shareholder in the law firm of Heller Ehrman. He joined the firm in 2003, and his practice focuses on appeals and public policy advocacy. He has broad litigation experience in state and federal courts at all levels across the country. Prior to joining Heller Ehrman, Josh was the founding president and CEO of the Brennan Center for Justice at New York University School of Law, one of the country's foremost public interest firms. In addition to creating the Brennan Center, Josh founded the Office of the Appellate Defender, a public defender office specializing in criminal appeals in New York State courts.



Louis Scenti is executive director, senior learning & development coverage officer, the Investment Banking and Equity Research divisions of Morgan Stanley. He has been working in the field of leadership/management development, learning, and organization development for over 15 years. Prior to joining Morgan Stanley, Louis worked in the Global Leadership Development group at Merrill Lynch where he was responsible for the design, development, and implementation of the first global, enterprise-wide leadership development program for vice presidents.



Maria Theodore Spears was born and raised in Chios, Greece. She attended the University of Athens, the University of Chicago, and the New York School of Design. Maria was co-founder of L'Agneau d'Or and co-founder of an art gallery in New York City. Since 1992, she has been a real estate broker for Brown Harris Stevens. Active in local politics, Maria is a member of the NY Women's Republican Club, and was a fundraiser for former New York mayor Rudolph Giuliani. She is also active at the Chapin School on Manhattan's Upper East Side, in the Art Showcase community.



Roy E. Weathers is a CPA and partner at PricewaterhouseCoopers LLP. Roy joined the firm in 1991 and was admitted to partnership in 2002. He currently specializes in domestic and international bank taxation and is a member of the American Institute of Certified Public Accountants, the National Association of Black Accountants, and the New York and South Carolina State Societies of Certified Public Accountants. His commitment to community involvement is evident from his serving as a board member for Partnership for the Homeless and Career Opportunities in the Accounting Profession (COAP) and his service with Big Brothers/Big Sisters and INROAD.

The BEACON

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The HealthCare Chaplaincy is the nation's largest non-denominational multifaith center for pastoral care, education, and research. The Chaplaincy is one of the most efficient charities in the country, with more than 80% of its funds going directly to programs that support its mission. This newsletter is published three times a year for friends, supporters, and alumni/ae. Please send address corrections and other correspondence to The HealthCare Chaplaincy.

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Chaplaincy Honors Xerox Chairman Anne Mulcahy and 14 Patient Care Professionals at 2004 *Wholeness of Life* Awards

The HealthCare Chaplaincy will honor Xerox Chairman and CEO Anne M. Mulcahy at the 2004 *Wholeness of Life* Awards benefit on November 9th. As Xerox's first woman to be elected chairman and CEO, and one of only eight women serving as CEOs in the Fortune 500, Anne is credited with leading the global document management giant's remarkable corporate comeback.

Each year, The Chaplaincy presents the *Wholeness of Life* Award to a community leader who demonstrates a concern for the whole person—body, mind, and spirit. A former human resources executive, Anne is renowned for her attention to employee morale. She will be honored for her commitment to care of the human spirit.

Fourteen patient care professionals from The Chaplaincy's partner healthcare institutions will also be honored at the event, held at Cipriani 42nd Street. Nominated by their peers, these individuals have shown extraordinary dedication in caring for the spiritual and emotional needs of patients, families, and staff.

Vernon E. Jordan, Jr., senior managing director of Lazard Frères & Co. and former advisor to President Clinton, and Vincent P. Colman, partner in the New York office of PricewaterhouseCoopers, will co-chair the evening's festivities. ■

