

Ministry Report

News/Views
From the Franciscan Sisters
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MISSION STATEMENT

The mission of the Franciscan Sisters of Christian Charity Sponsored Ministries is to carry out the commitment of the Sponsor to the healing and educational mission of the Catholic Church through the provision of quality health care and educational services.

In a spirit of partnership with dedicated religious and lay leaders, the Franciscan Sisters of Christian Charity Sponsored Ministries will strengthen the Sponsor's commitment by leading change, ensuring stewardship of resources and integrating mission and values.

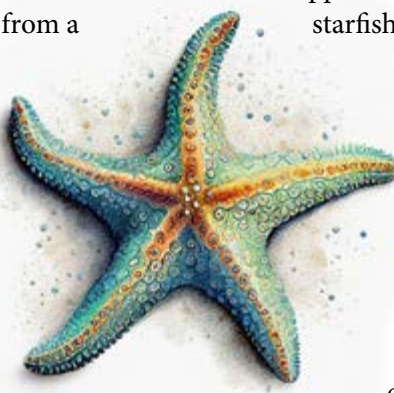
Growing New Arms: Lessons from the Starfish on Shared Leadership and Change

By Sister Kay Klackner, OSF, Vice President of Mission

Included in the group of species called marine invertebrates is the starfish (also known as sea stars). There are around 1,600 different species of starfish found in a wide variety of habitats. Identified by their spiny armor-like skin and iconic five arms surrounding a central disk-shape body, they have a unique ability. These creatures can regrow lost or damaged arms. One variety can replicate itself from a single part of an arm. So how does this happen? The starfish is a network of cells without a head and functions like a decentralized network.

An example of a "starfish" organization is Alcoholics Anonymous (AA). It was initiated by Bill Wilson in 1935 when he realized that he could not overcome his addiction alone. Unlike having a counselor to help him, he needed peers to join him to share and keep each other on track. At these meetings no one was in charge, but all were responsible for one another. The organization functioned like a starfish. All became the leadership and grew as a new "arm." The organization was constantly changing its form as folks came in and left.

When AA became successful and others around the country wanted to start new chapters, Wilson had to make a decision. Was this organization going to take the form of a spider (which has a head to orchestrate its web and can regenerate one of its eight legs) and control what happens in the chapters or let them continue the starfish approach. He chose the starfish!



Our health organizations certainly are centralized with an administration and departments. However, they possess a starfish quality that exhibits itself in how change is a

co-responsibility. Residents, patients, associates, and staff can volunteer ideas for changes in operations, large or small, that enhance the quality of their work or service. This issue investigates the ways our organizations generate new "arms" or recognize those who create new "arms."

(Concept taken from Richard Rohr's sharing of authors Ori Brafman and Rod Beckstrom reflection on the Alcoholics Anonymous.)



Message from the President

Stay Connected: Rediscovering the Power of Human Interaction

I travel often—about eight flights a month—to visit FSCCM organizations. These trips have given me a front-row seat to a troubling trend: how disconnected we've become as a society. On 95% of these flights, I sit next to someone for an hour without exchanging more than a quick "Hi, how are you?" After that, the headphones go in, the phone comes out, and eye contact disappears.



Ryan Neville

It wasn't always this way. There was a time when ignoring the person next to you felt odd—even rude. Today, silence is the norm. Progressive Insurance commercials joke about Dr. Rick teaching us not to "become our parents," who expected to make friends on flights. But maybe they were onto something. Those small conversations weren't just polite—they were meaningful.

In the rare 5% of flights where conversation happens, the experience is memorable. I've received a great book recommendation, met a physician who partners with an FSCCM organization, shared stories with a grandmother traveling to help her family during a cancer diagnosis, and even found a fellow Cleveland Browns fan. These moments remind me how powerful human connection can be—not just for personal enrichment, but for building trust and community.

Why This Matters for Leadership

Connection isn't just a nice-to-have; it's essential for effective leadership. Spiritual individuals—and leaders—thrive on qualities like compassion, empathy, gratitude, openness, and connection. These traits create environments where people feel valued and understood. They foster collaboration, resilience, and innovation—the very qualities that make FSCCM organizations successful.

When we allow disconnection to become the norm, we risk losing more than casual conversation. We lose opportunities to learn, to share, and to support one another. In leadership, that loss can ripple through teams and communities, weakening the bonds that hold us together.

A Call to Action

As we head into the colder months—a time when isolation can feel even heavier—let's challenge the trend. Be approachable when society tells you not to. Put down the phone for a moment. Make eye contact. Ask a question. Listen. A simple conversation can make a big difference, not only for you but for the person sitting next to you. Connection is contagious. When we model openness and empathy, others follow. And when we lead with these values, we strengthen the very foundation of our organizations and communities. Let's stay connected. It's not just good for us—it's essential for the work we do and the lives we touch.

Groundbreaking Ceremony Straker Hospice Care House

Genesis Healthcare System
Zanesville, Ohio
October 21, 2025



Pictured from left to right, Ryan Neville, Sisters Kay Klackner, Marlita Henseler, Bernadette Selinsky, and Maureen Anne Shepard.

During this season of giving thanks, O Lord, we are grateful for each leader, provider, caregiver, staff member, chaplain, mission and pastoral care leader, volunteer, and donor who gift us as your healing hand in our hospitals, clinics, and eldercare organizations.

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Creating Positive Change, the Disney Way!

At Clement Manor, we believe in fostering a culture of innovation and compassionate care that generates positive change and excellence. Our dedicated staff members are all capable of contributing unique ideas and actions that collectively enhance the quality of life for our residents. This approach empowers team members to take initiative, collaborate, and create meaningful improvements, ensuring that our community continually evolves and thrives.

One of our most inspiring initiatives is our new customer service program, modeled after the Disney Way of excellence. This program aims to elevate the resident experience by nurturing a service-oriented mindset among staff, encouraging them to go above and beyond in their roles. To reinforce this culture, we have implemented a rewards system where staff, family members, and residents can nominate colleagues for their outstanding customer service. Recipients receive a “Disney pin,” reminiscent of those treasured

at Disney World, symbolizing recognition and appreciation for their efforts. This system not only motivates staff but also fosters a sense of community and shared purpose.

If you think about a starfish, it has the unique ability to regenerate itself. Several staff members exemplify the spirit of our “starfish” organization through their exceptional acts of service. For example, one of our care aids worked diligently to make newcomers feel welcome by leading by example and following up with thoughtful questions and answers that demonstrate genuine care. Residents nominated our maintenance team, as they displayed extraordinary dedication when they worked around the clock to repair residential damage and restore personal belongings after a devastating flood, ensuring everyone’s safety and comfort was their top priority. Flexibility is also a hallmark of our staff; as team members often volunteer extra hours to cover for colleagues on sick or medical leave, exemplifying a supportive and team-first approach.

Furthermore, one of our caregivers went above and beyond by working her unit with only one other aide and staying late to alleviate her colleague’s workload, demonstrating compassion and teamwork. Another staff member sits patiently with residents when they need extra help with their personal electronic devices, providing reassurance and technical guidance, which significantly enhances their sense of independence and confidence.

These are just a few of many examples that underscore how Clement Manor staff can function like a starfish—self-repairing, adaptive, and continuously regenerating through the collective efforts of its team. Our new customer service program encourages this collaborative approach, fostering a caring environment where everyone plays a vital role in creating lasting, positive change. By nurturing this culture of recognition, support, and innovation, we ensure that our community remains a place where residents feel valued and staff are motivated to excel.



Team members are recognized at Clement Manor.



Adapting. Growing. Reevaluating. Repeat.

New ideas can emerge from a variety of sources, driven by necessity or our desire to achieve more. They inspire us to enhance our community and workplace, making them better for everyone involved.

Although a new idea might start small, it takes the hands and minds of many people to make it come to fruition. One thing we do at Franciscan Healthcare (FH) is called Rounding. Department managers meet one-on-one with each employee. This not only fosters an environment of open communication but also ignites a flow of innovative ideas that can lead to groundbreaking improvements in our services.

Both FH and St. Joseph's Elder Services (SJES) demonstrate a strong commitment to evolving their services to enhance the care they provide for patients, residents, and the community at large. Over the past couple of years, we have made

significant strides in enhancing our services and supporting our community.

In the realm of healthcare, our cardiac services have flourished, now offering in-house echocardiograms and CT calcium scoring, a non-invasive procedure vital for assessing coronary artery health. Our commitment to inclusivity has led us to recruit more bilingual providers, enabling us to effectively serve our Spanish-speaking patients. We're thrilled to introduce a plastic surgeon to our team, expanding our range of available services and enhancing the healthcare landscape in our area. In addition, our growing network of pharmacies, soon to include a telepharmacy, is making medication management more accessible with innovative adherence packaging solutions. We're excited about CPR Flexible, allowing individuals to learn lifesaving techniques at their own pace, conveniently combining online instruction with hands-on certification.

On the community-betterment side, we have JOYRIDE Public Transit, which continues to grow with additional vehicles in Burt and Cuming counties. Not just for medical appointments, JOYRIDE offers affordable transportation to grocery stores, hair appointments, the airport, and so much more!

SJES has recently opened St. Joseph's Treasures Thrift Shoppe and we are



The "Sloth" Room at the new childcare center.

delighted! This entirely volunteer-run shop raises funds to bring wonderful activities like musical guests and day trips for the patients and residents of both the Retirement Community and Hillside Villa.

We are pleased to announce the successful establishment of a daycare center for the employees of both FH and SJES. This initiative not only streamlines childcare logistics for our staff but also enhances our workplace environment, making it more appealing to potential recruits. By addressing this critical need, we are fostering a community that promotes work-life balance and increases employee retention and satisfaction.

This journey of continuous improvement is just the beginning—by analyzing our daily operations, we strive to refine our services and foster growth, all in the spirit of serving our community. Here's to even more achievements ahead! God Bless!



The outside play area at the recently-opened Bright Beginnings Childcare Center by Franciscan Healthcare.



Generating New Ideas at Froedtert Holy Family Memorial

At Froedtert Holy Family Memorial (FHFH), many of our best ideas come directly from the people who matter most—our patients, their families, and our staff. Whether it's through a passing comment, a suggestion, or survey feedback, these voices often spark meaningful changes that make the hospital experience better for everyone.

To capture and act on those ideas, FHFH launched the Patient Experience Task Force in March 2023. Guided by Press Ganey patient experience surveys and the FHFH Patient and Staff Experience Steering Council, the task force serves as a bridge: making sure patient experience initiatives are shared clearly and giving staff a space to bring forward their own suggestions. It has quickly become a place where good ideas don't just get noticed—they get put into action.

And those actions are already making a difference. Patients once



A communication board in a patient room.



The FHFH Patient Experience Task Force.

told us that meal ordering felt overwhelming with so many choices. Today, food service hosts help guide them through the menu to find meals that best suit their preferences. When some patients shared that the scent of cleaning products was unpleasant, our team found a fresher-smelling alternative. To strengthen communication, doctors and nurses now round together at the bedside, ensuring patients hear a consistent message while staff collaborate more effectively. Realizing that patients needed more quiet time to rest and heal, daily quiet hours were introduced on inpatient units to give patients uninterrupted rest. Even simple routines were refined—like making sure patients are consistently offered the chance to wash up and brush their teeth each day. Nurse managers now reinforce this by reviewing EPIC documentation and talking with staff to ensure care is consistent.

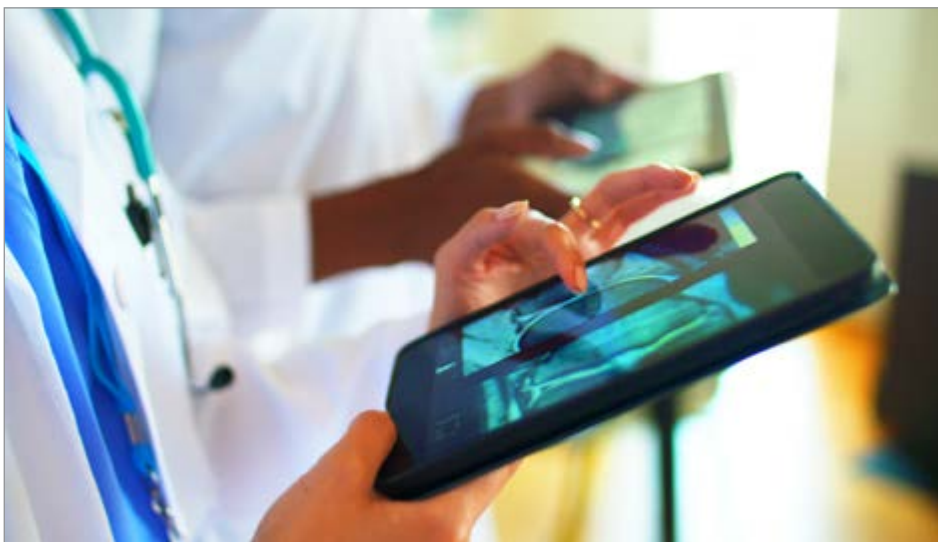
Staff ideas have been just as important. Staff members understood why coffee machines were removed from the lobbies and waiting areas during the pandemic, but after it subsided, team members spoke up—and the machines returned. Staff also helped evaluate new designs for patient room communication boards, ensuring these tools truly support conversations between patients, families, and caregivers.

Individually, these changes might seem small. But together, they create a hospital environment that is more caring, comfortable, and connected. At FHFH, listening to feedback isn't just a process—it's part of our culture. With every idea shared, we're building a better place for healing.



How Artificial Intelligence is Enhancing Healthcare

When it comes to our community's health, every second and every detail matters. That's why we're constantly working to improve the care our patients receive at Genesis.



From the team member who checks in patients, to the doctors and nurses who care for them, to those who work behind the scenes, everyone at Genesis is committed to providing exceptional care and innovative technology.

You've likely heard a lot about artificial intelligence (AI) over the past year. At Genesis, we've been keeping a close eye on developing technology for decades. Part of our strategy is to recruit the best physicians and talent and provide our community with the best technology.

Therefore, in October 2024, we became one of the early adopters in Ohio to begin using AI to help our clinical teams review radiology reports more efficiently and quickly share the results with providers.

When a patient receives an X-ray, CT scan or MRI, the goal is to find the issue that prompted the test.

Sometimes, other concerns show up, like a pulmonary nodule, a small spot on the lung that could be an early sign of cancer.

With AI, we can now process more than three times as many reports in the same amount of time. That means more patients can get follow-up testing sooner. In cases where something serious like cancer is found, we can start treatment faster,

giving patients a much better chance at survival.

Think of AI as a tool, like a power saw that helps a carpenter work more efficiently. Our medical team still provides expertise, care, and decisions. AI just helps them provide exceptionally high-quality healthcare for more people.

Recognizing positive change

In addition to advancements in technology, we also recognize the many ways our team members lead meaningful improvements in patient care.

One way we bring new ideas forward to benefit our patients is through the CEO Safety & Quality Award. Personally funded by our Genesis President & CEO, these awards recognize the outstanding ongoing efforts from a team, unit, or department that make healthcare safer for our patients.

When our patients choose Genesis for their healthcare, they're choosing more than a provider. They're helping us reinvest in our health system. That means better tools, better care, and better outcomes for patients and their loved ones. We're grateful to continue to bring innovative technology to our community.



Generating New Ideas

There is no one way new ideas are generated at St. Joseph's Elder Services. Various established committees are one source of new ideas – whether it be quality types of committees that look at reportable incidents and seek to lessen or even eliminate such things as falls or look at changes in the behaviors of residents to look at causes whether these changes are the result of medication changes or simple decline that often accompanies the aging process. The Mission Committee reviews the mission statement and the corporate commitment for the year. It also generates pep club ideas that enhance the life of the residents and provides a relaxed and fun working environment.

Sometimes though, it seems that there is no real or definite plan to generate new ideas. Instead,

new ideas appear without preplanning, almost unannounced.

It's football season and a resident decides to set up a pool with the other guys at his table and word gets out. Before long there are more than fifty people interested, and the idea takes shape. Instead of one pool (Husker focused, of course), there are five, and staff and residents take part. There is no money involved, but winners are announced on the whiteboard outside the dining room.



A whiteboard used during the football season.

Another idea that seems to be born because of compliments and complaints centers on food. Residents liked a new recipe and hoped it would be served again, or they didn't and made it known that the recipe was not a keeper. To ensure that such comments receive the attention of the kitchen, a Food Council was established and became part of the monthly schedule. Participation is neither mandatory nor limited to a few.

A final example is an idea that developed as the result of a desire to communicate. An effort was made to have Family Council meetings to share what was happening at

St. Joseph's Elder Services and to educate about such things as palliative care and hospice. The administrative team backed the idea wholeheartedly. A date and time were selected as there weren't lots of other things going on. The perfect evening was chosen; only one family showed up.

There had to be another way to accomplish the desired goals. It was decided that a newsletter might be a way to inform and educate. As the plans developed, the idea expanded. It is a way to introduce members of the staff to families, to the board, and to the residents themselves; a way for the administrator to reach out to all involved in St. Joseph's Elder Services and to the larger community; a way of sharing the faith, explaining aspects of the Catholic faith and encouraging all in the development of their relationship with God. Publication has been monthly since March.



The latest edition of St. Joseph's newsletter.



Together We R.I.S.E.: Generating Ideas that Shape Our Future

At St. Paul Elder Services (SPES), innovation doesn't happen in a vacuum—it happens in community. Our new director of resource development and engagement, Aaron Hunnel, has launched an initiative called Together We R.I.S.E. to harness the collective wisdom of our associates and ensure every voice contributes to our shared future.

"R.I.S.E." stands for *Rooted in Service & Engagement*. The program is built on a simple but powerful belief: that the best ideas for improvement, growth, and culture change come from the people closest to the work—our associates, leaders, residents, and families. Hunnel's vision is to change the culture by changing the conversation, activating our mission and values in daily practice, and creating a space where the stories of our people lead the way.

The program unfolds in phases, each designed to deepen engagement and draw out ideas from across SPES.

- Phase 1 began with management interviews. Over 40 leaders at all levels—from executives to first-line managers—shared their experiences, challenges, and hopes for SPES.
- This was followed by targeted dialogues: focus group interviews by department, guided by consistent questions and open conversation.



- Next came listening sessions, where associates gathered without an agenda to share their unfiltered perspectives on strengths, weaknesses, opportunities, and threats. Over 28 hours of content were recorded, capturing candid insights that will shape actionable reports.

What makes *Together We R.I.S.E.* unique is its emphasis on trust, transparency, and two-way communication. Associates are encouraged to speak freely, without fear of reprisal. Their input isn't tucked away in a binder—it's synthesized into comprehensive reports available to everyone, ensuring transparency and accountability.

At its heart, the initiative is about idea generation through dialogue. Words create worlds, and by listening deeply to the words of our associates, we create a culture where service shines and systems align. New ideas don't just emerge from

brainstorming—they emerge when people feel safe, valued, and truly heard.

The program also helps identify and close gaps that drive turnover and underperformance, while cultivating excellence through a person-centered leadership and operational ecosystem. In other words, it connects the day-to-day experiences of our team directly to the mission and long-term vitality of SPES.

As *Together We R.I.S.E.* moves into its next phases, Hunnel's vision is clear: a stronger, more connected SPES where every associate's story matters and where ideas from all corners of our organization drive positive change. It is not just a program, but a movement—one that ensures we continue to grow by rising together.



Holy Family Conservatory - New ideas?

The Franciscan Center for Music Education and Performance is unique within the Franciscan Sisters of Christian Charity Sponsored Ministries, Inc., as it is not a part of health care in any stretch of the imagination as are the other FSCC sponsored institutions. The Franciscan Center encompasses both Holy Family Conservatory of Music and a venue portion of our programs. Therefore, we provide many services in education, performance, and venues of many types in a variety of ways.

Currently there are massive numbers of ideas being shared as the administration of The Franciscan Center has recently changed. Sister Carol Ann Gambsky, administrator for the past twelve years, was elected at the June 2025 Chapter, by the Franciscan Sisters to become a member of their General Administration. We in turn warmly welcomed Sister Jane Kinate who served on the General Administration and comes with many years of experience in varied fields to serve as the new Franciscan Center administrator.

At the same time, our Sponsored Ministry office initiated a process for us to work on planning for our

100th Anniversary celebration of Holy Family Conservatory along with preparing a strategic philanthropy plan. All of this activity requires many hours of working together and thinking out-of-the-box. We are well on our way and continue to not only meet and discuss but to begin to put our plans into action. There are many exciting days ahead.

The Conservatory currently has over 115 students enrolled and taking music lessons in various modes. Dr. Stanislava Varshavski continues her role as teacher as well as the director of music education. She is also busy preparing for the Concert Series for the 2025-2026 season.

We look forward to an exciting year ahead. Watch our website for upcoming events at www.fcmeop.org.

The Franciscan Center – Venues

Charyce Welch continues to be a successful event coordinator for The Franciscan Center. There are numerous groups with either weekly or reoccurring use of the venue. One of the weekly events that occurs is The Crossroads Community Church who has settled in comfortably and

are excited to be a regular patron. Other groups include the Manitowoc Symphony Orchestra rehearsals, the Clipper City Chordsmen performances, St. John Players, the Women's Spirituality Group, family reunions, wedding rehearsal dinners, wedding showers, luncheons, galas, memorial services, Foster Family organization, and many others. Our venue is appreciated and used by many groups of people looking for a place to meet or celebrate.

The Franciscan Center recently celebrated Fall with a Polkafest on Saturday, October 11, 2025. The day was filled with music from two polka bands, vendors, a bounce house, games, food, and plenty of fun for all. Next up is our own exciting version of "Dancing with the Stars," happening on December 6, 2025.

New events are welcome and we encourage sharing about the experience. Word of mouth continues to bring new, unexpected, and fun events. Along with these, and unknown future events, our Endries Performance Hall is ready for the four-part Concert Series and upcoming student recitals.



Pictured are students of the Conservatory, The Franciscan Center, and the Endries Performance Hall.