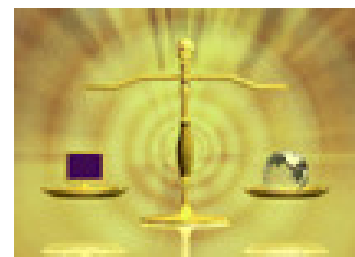
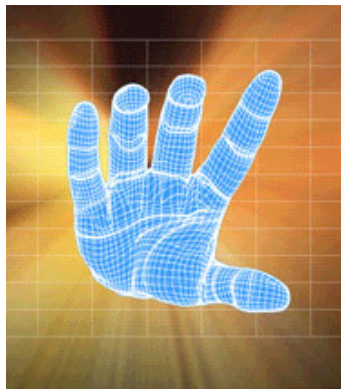


PASCAS HEALTH

CORPORATE SHARED VALUES



“Peace And Science Creating Alternative Solutions”

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VISION STATEMENT:**OUR VISION**

To support complete healing for our clients through the synergy of all healing streams – where:

1. All aspects of the environment are conducive to healing.
 2. People are empowered to be their best and are encouraged to contribute.
 3. Inspired leaderships with the power to focus on what is important, the wisdom to know what is right and the passion to do it with enthusiasm.
- ✓ **Pascas Health is melding the science of Western Medicine with the truth and wisdom of traditional medical practices.**
 - ✓ **Complimentary medicine with modern allopathic sciences, combined, is the pinnacle in health and well being systems.**
 - ✓ **It is the employment of proven complimentary therapies whose efficacy is assured in supporting western allopathic medical practices that is required to achieve desired outcomes.**
 - ✓ **Pascas Health brings together credible practices from all walks of life within the medical and personal well-being services and systems.**
 - ✓ **The synchronicity of ALL health streams enables complete healing.**

' TO MAKE IT HAPPEN '

VISION - Is the light, energy, warmth and unity.

It is a comprehensive sense of where you are, where you are going, how to get there, and what you will do when you arrive.

Vision enables FOCUS - When gold is mined several tons of dirt is moved to find the gold, however, one does not go into a mine looking for dirt.

Focus requires determination, derived from LEADERSHIP and ENTHUSIASM.

Leadership with vision, clear, concise and with faith in its efficacy is formidable. Wisdom in leadership is to organise knowledge correctly, think properly and know what to do next. Persistence in leadership is the backbone of determination.

Enthusiasm is produced from vision and creates the dynamic power and energy to drive the vision and sense of purpose.

VISION with FOCUS guided by LEADERSHIP and aided by ENTHUSIASM surely then is our MISSION.

CORPORATE SHARED VALUES:

The organisation will be flexible so as to be able to shift and adjust and adapt to the fact that there's a new person in the spot.

All good structures are based on people considerations, and vice versa. Any intelligent approach to organising has to encompass, and treat as interdependent, at least seven variables: structure, strategy, people, leadership style, systems and procedures, guiding concepts and shared values (i.e., culture), and the present and hoped-for corporate strengths or skills as per the attached diagram representing CORPORATE SHARED VALUES.

As an innovative company, we will continually respond to change of any sort of environment. As the needs of customers and clients shift, the skills of their competitor improves, the mood of the public moves, the forces of international trade realign, and government regulations shift, we will tack, revamp, adjust, transform, and adapt. In short, as a whole culture, they innovate.

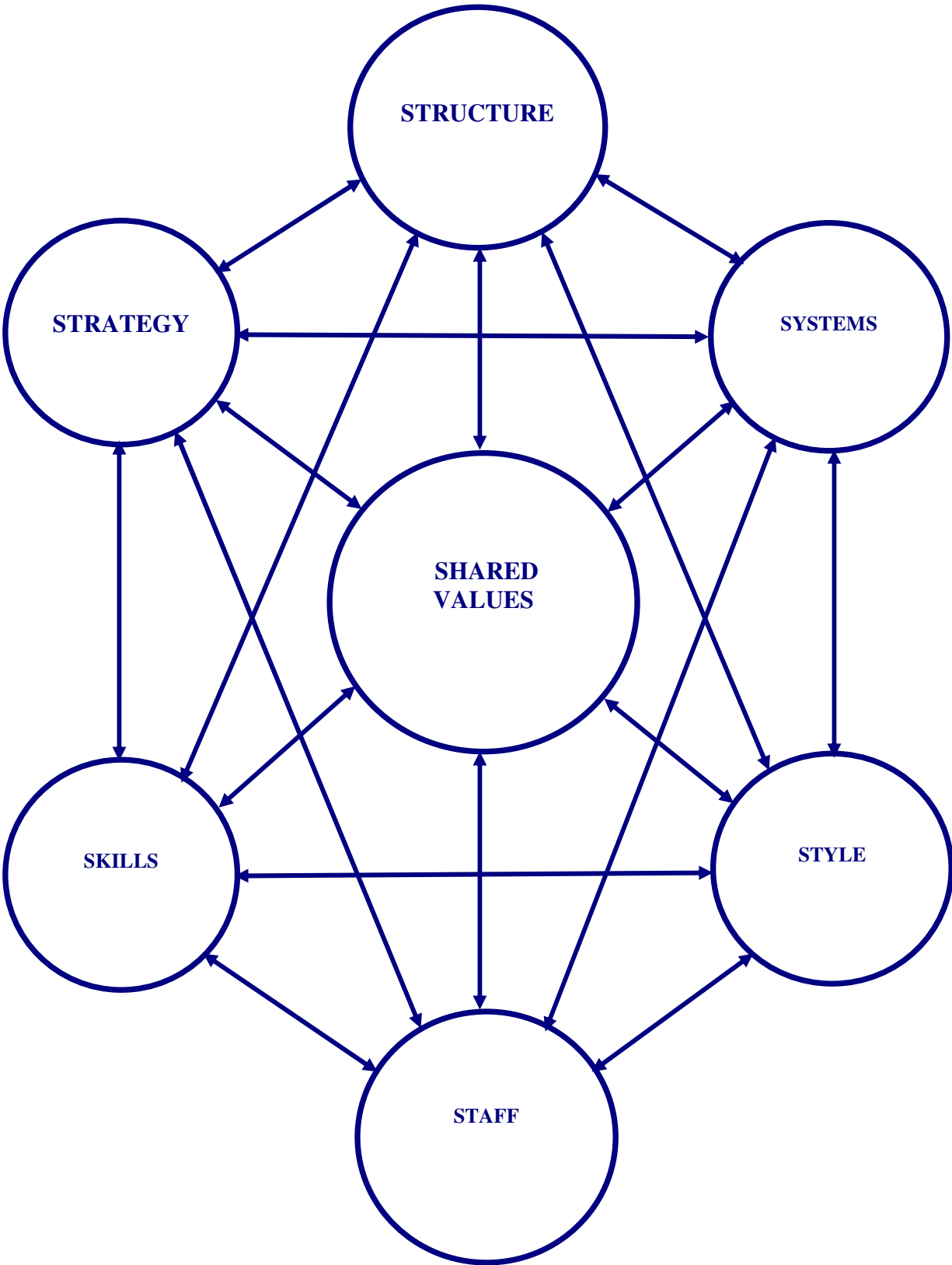
As an excellent company, we will work hard to keep things simple in a complex world. Persist at maintaining simplicity. Insist on top quality. Show affection to their customers. Allow innovative product and service "champions" long tethers. Allow some chaos in return for quick action and regular experimentation.

The eight attributes that emerge to characterise an excellent, innovative company goes as follows:

1. A bias for action.
2. Close to the customer.
3. Autonomy and entrepreneurship.
4. Productivity through people.
5. Hands-on, value driven.
6. Stick to the knitting.
7. Simple form, lean staff.
8. Simultaneous loose-tight properties.

Our leaders will focus on the basics: quick action, service to customers, practical innovation, knowing that this requires virtually everyone's commitment.

CORPORATE SHARED VALUES



A BIAS FOR ACTION:

Those who implement the plans must make the plans. It means that people talk, solve problems, and fix things as a team.

Management By Wandering Around the premises or the office talking "one to one" is a pillar of a solid operation. The informal control through regular, casual communication is actually very tight. This desired management functions with an Open Door with a hands on approach and 'fix it now' attitude.

Rich informal communication leads to more action, more experiments, more learning, and simultaneously to the ability to stay better in touch and on top of things.

Small groups and small task forces are, quite simply, the basic organisational building blocks of excellent companies. The essential building block of the organisation is the section or team. The team takes the initiatives. The effective productivity team in the excellent companies will range from five to ten in size.

Ready acceptance of fluidity and adhocracy for seeking to find a better way is essential. The task force has become a remarkably effective problem solving tool. It acknowledges the need for multifunctional problem solving and implementation efforts, but not through the establishment of permanent devices. The task force reporting level, and the seniority of its members are proportional to the importance of the problem. It is essential that the people have the charter to make stick whatever they recommend. The task force is pulled together rapidly, when needed, and usually not accompanied by a formal chartering process, the duration of the task force is very limited and the membership is voluntary. Documentation is informal at most, often scant, minutes need to be published within twelve hours and everyone has the authority to make binding commitments.

Do it, fix it, try it - chaotic action is preferable to orderly inaction - the stuff of learning and progress, is any completed action. The critical factor is an environment and set of attitudes that encourage experimentation and TEST - analysis by trial and error. Enthusiasm and sheer numbers of experiments are critical ingredients to success through experimentation. People allowed to stick out a little bit start to feel like winners.

The **ONE PAGE MEMORANDUM** - break down an involved question into a series of simple matters and then we can all act intelligently - a brief written presentation that separates fact from opinion is the basis for decision making.

Focus on one or two objectives as any more targets will result in no objectives being consummated.

Three items to focus on - services, profits and sales.

One-page memos, honest numbers, focused objectives and action orientation. Ready, Fire, Aim. Learn from your tries - that's us.

CLOSE TO THE CUSTOMER / CLIENT / PATIENT:

The presence of an obsession to a seemingly unjustifiable over commitment to quality, reliability and service with interaction between the Corporation and the Clients is number one priority. We must undertake to provide the clients with service, overpowering service, especially after-care service.

Getting the client is the easiest step (or is it?); after sales service is what counts - close-to-the-client-through-service concept. Service-incentive programs are to be renewed at least every year to keep them fresh, and most are to be home grown and evolved by staff members. Leaders and all Team members must believe that they must maintain a long-term view of service to the client as a revenue builder.

For quality tries, everyone shares the blame. For achievements, individuals are singled out as winners. The quality program is to be rich in formal and informal rewards, starting with the simplest of all: management wanders about, giving individuals compliments, quality recognition awards at the refreshment drink (meetings) breaks, team dinners and end of week socials.

Being close to clients can be achieved through niche strategies: (1) deploying astute technology, (2) pricing skill, (3) better segmenting, (4) a problem-solving orientation, and (5) a willingness to spend time and money in order to make better choices.

The niche people are masters at learning about sophisticated technology in one niche, testing it with users, ironing the bugs out, and passing that technology along to others. Niche people are also superb at pricing mainly on a value basis. Nichemanship is frequently accompanied by a problem-solving mentality and problems solved is what our clients want.

We are market driven and more driven by close-to-the-client than by either technology or cost. They are in high tech businesses, but their main attribute is reliable, high value added products and services for their clients. Clients come first, employees second and the shareholders third however all are closely dependent on each other.

We, as an excellent company, is not only better on service, quality, reliability, and finding a niche. We are also better **listeners**. That is the other half of the close to the client equation. The fact that quality companies are strong on quality, service, the rest comes in large measure from paying attention to what client want. From listening. From inviting the client into the company. The client is truly in a partnership with the effective companies, and vice versa.

Successful firms pay more attention to the market than others. Successful innovators innovate in response to market needs, involve potential users in the development of the innovation, and understand user needs better. The user is supreme as a generator and tester of ideas.

Whether the excellent company's basic business is metal bending, high technology, or hamburgers, they have all defined themselves as a service business - just as we are.

And each one of us *is* the company.

AUTONOMY AND ENTREPRENEURSHIP:

Small firms produce about four times as many innovations per research and development dollar as medium-sized firms and about twenty-four times as many as large firms. Of the large excellent companies, the most important element of their enviable track record is an ability to be big and yet to act small at the same time - possibly because of their "skunk works", bands of eight or ten enthusiasts off in the corner.

All the activity and apparent confusion revolves around fired-up "champions" and around making sure that the potential innovator, or champion, comes forward, grows, and flourishes - even to the extent of indulging a little madness. The champion is the pragmatic one who grabs onto someone else's theoretical idea, re-constructs it if necessary and bullheadedly pushes it to fruition.

"One factor marked every non success - without exception we hadn't had a volunteer champion." It is just amazing what a handful of dedicated people can do when they are really turned on.

Idea men constantly pepper everybody with proposals, but cannot go on to implementation. The scarce people are the ones who have the know-how, energy, daring, and staying power to implement ideas. Since business is a "get-things-done" institution, creativity must lead to action.

You just have to keep at it.

An environment which encourages talking to one another is essential:

1. Communication systems are informal. A championing system at the heart of the organisation means a de facto informal culture.
2. Communication intensity is extraordinary. Encourage people to talk all the time. A meeting is anytime ideas are exchanged and action planned.
3. Communication is given physical supports. If people are within 5 metres of each other, the probability of communicating at least once a week increases to 25% (from 8% to 9% if people are more than 10 metres apart).
4. Forcing devices. An allocated role which is to shake up the system from time to time.
5. The intense, informal communication system acts as a remarkably tight control system.

"If I wasn't making mistakes, I wasn't making decisions." You need the ability to try. One vital observation about tries: it's a lot less punishing with regular dialogue and dialogue enables full credit to go to the team or person **who** made the decisions and implemented the action.

Team members are recruited as volunteers, not assigned. There is a very big difference.

It all works - champions, venture teams, informal communications, voluntary assignment of team members, support for tries, and the like - because of incessant focus on keeping communication casual.

PRODUCTIVITY THROUGH PEOPLE:

"People are people through other people." We all learn and advance from the contributions from other people.

Treat people as equals. Treat them as partners; treat them with dignity; treat them with respect. Treat *them* -not the capital spending and automation - as the primary source of productivity gains. Every person has something special to add to the team.

Genuine people orientation gives certainty that they will be treated equally with respect, encouraged for contributing and rewarded for results they have helped create.

If it is your peers that have those high expectations of **you**, then there's all the more incentive to perform well. People like to compare themselves to others and they also like to perform against standards - if the standard is achievable, and especially if it is one they played a role in setting.

"The achievements of an organisation are the result of the combined efforts of each individual."

FIRST, there are highly capable, innovative people throughout the organisation. SECOND, the organisation has objectives and leadership which generate enthusiasm at all levels. People in important leadership positions should be enthusiastic themselves, and have the ability to engender enthusiasm among their associates.

- Nothing more effectively involves people, sustains credibility or generates enthusiasm than good open face to face communication. All organisation performance figures are discussed with all of the team members (our people).
- We to provide training and the opportunity for development to our productive people who want to improve their skills, expand their career opportunities or simply further their general education and life skills.
- We provide job security for our people.
- Create incentive programs that rely on ideas and suggestions, as well as on hard work, to establish a reward pool.

Everyone is responsible for ensuring that productivity increases take place. Personal productivity of the top leaders is a vital symbol. If there is a how, it is a simple belief in the inherent will toward efficiency of the man down at the bottom of the organisation chart - remember he is the expert of his own domain or 20m² or his project.

When we believe that the expert in any particular job is most often the person performing it, we believe in the unlimited potential of that person, in terms of both his own contributions to the organisation and his own personal development.

Everybody shines in the limelight.

Team members develop a sense of cooperativeness or sense of team work. You join the company to be part of its objectives that are to each others benefit.

If you really want to tell someone something - to the management, to the chairman, to the chief executive officer, the Doctor, the Nurse, the foreman - walk in and tell him or her. You do not have to go through somebody. It is then up to the leadership to make sure something happens when the OPEN DOOR is used. A response is assured under an open door policy.

We view our team as an extended family.

As an excellent company, our physical configuration of facilities is different. Informality is delineated by Spartan settings, open doors, fewer walls, and fewer offices. Everything in the environment is designed specifically to encourage a free flowing of information.

Bringing financial information down to the shop floor is a major step in bridging the gap between team leaders and team members; more than any other single act, it makes the goals explicit and the nature of the partnership between the team and the Company concrete. The information is evaluative in that it brings to bear a most potent force - namely, peer pressure.

The simple act of putting a measure on something is the equivalent to getting it done. It focuses everyone's attention on that area. Information is simply made available and people will respond to it. "When a foreman started writing production results, after a shift, in chalk on the floor in the machine area, competition between shifts surfaced and quickly turned intense - productivity leaped."

Treat people as equals and individuals and they will be winners.

It will only stay vital if it is SMALL. The point of smallness is that it induces manageability and, above all, commitment. A manager really can understand something that is small and in which one central discipline prevails. If the divisions are small enough, or if there are other ways of simulating autonomy, the individual still counts and can stand out. Smallness works. Small *is* beautiful.

People can be themselves only in small, comprehensible groups:

respect the individual
make people winners
treat people as adults
let them stand out.

We all want to be winners.

Substituting rules for judgement starts a self-defeating cycle, since judgement can only be developed by using it.

“It is better to be kind than to be right.”

Dr Wayne Dyer

“To live with care and kindness is all that is necessary.”

David R Hawkins – Power vs Force – p 301.

HANDS-ON, VALUE-DRIVEN:

We are struck by the explicit attention the excellent companies pay to values, and by the way in which their leaders have created exciting environments through personal attention, persistence, and direct intervention - far down the line.

Any organisation, in order to survive and achieve success, must have a sound set of beliefs on which it bases all its policies and actions. The most important single factor in corporate success is faithful adherence to those beliefs. And, if an organisation is to meet the challenge of a changing world, it must be prepared to change everything about itself except those beliefs as it moves through corporate life.

Values are not usually transmitted through formal written procedures. Myths are efforts to state, in the language of uplift and idealism, what is distinctive about the aims and methods of the enterprise. The myth will contribute to the unified sense of mission and thereby to the harmony of the whole. Myths are institution builders. The art of creative leadership is the art of institution building, the reworking of human and technological materials to fashion an organism that embodies new and enduring values.

There is a need to generating a team spirit that is evident in the individual's cooperative attitude toward others, cheerful outlook toward life, and pride in a job well done.

A very high degree of interaction in any of the activities needs to be in the area of customer service and support - **everyone** in the corporation is a salesperson.

Our dominant beliefs are:

1. A belief in being the "best".
2. A belief in the importance of the details of execution, the nuts and bolts of doing the job well.
3. A belief in the importance of people as individuals.
4. A belief in superior quality and service.
5. A belief that most members of the organisation are innovators with the willingness to support tries.
6. A belief in the importance of informality to enhance communication.
7. Explicit belief in and recognition of the importance of economic growth and profits.

An environment which calls for equality and autonomy is not likely to be easy. But aiming for it is always a step towards possible excellence.

An effective leader must be the master of two ends of the spectrum: ideas at the highest level and actions at the most mundane level of detail. The leader is a hound for detail and directly instils values through deeds rather than words: no opportunity is too small. So it is at once attention to ideas and attention to detail.

Success in instilling values is derived from obvious, sincere, sustained personal commitment to the values the leaders sought to implant, coupled with extraordinary persistence in reinforcing those values.

The main thing is to realise you're there to listen. It is vital to keep people informed about what's going

on in the company, especially those things that are important to them.

Encourage exuberance. If someone doesn't show passion for their role then reposition them in a more appropriate environment.

Creating and instilling a value system requires persistence and consistency in a hands on approach – leading the way by example and encouraging others to participate. Acknowledgement and gratitude on a regular basis will reinforce the behaviour that is preferred.

STICK TO THE KNITTING:

The organisation will branch out in alignment with core skills, strengths and strategies. This ensures continued focus in the main goals and will ensure continued success.

Best-performing firms "build their diversification strategies on some central skill or strength". That is us.

Virtually all the growth in the excellent companies has been internally generated and home-grown. The few acquisitions followed a simple rule. They have been small businesses that could be readily assimilated without changing the character of the acquiring organisation. And small enough so that if there is failure, the company can divest or write it off without substantial financial damage. Small acquisitions can work, or even major new strategic thrusts based on numerous small acquisitions. The excellent companies do acquire; but they acquire and diversify in an experimental fashion. They buy a small company or start a new business. They do it in manageable steps ... and clearly contain the risks. And are willing to get out if it doesn't work.

Remember, "back to basics" and stick to what we know.

SIMPLE FORM, LEAN STAFF:

As the enterprise grows, making an organisation work has everything to do with keeping things understandable for the team members who must make things happen. And that means keeping things simple.

If the leaders of a business unit can control all aspects of his unit it will be run a lot better. This is maintained by pushing authority far down the line, and on preserving and maximising practical autonomy for teams of people.

Simplicity in basic structural arrangement actually facilitates organisational flexibility.

We may appear to be reorganising all the time, but most of the reorganisation takes place around the edges. Lean staff, especially at the corporate level, with the simple organisational form, fewer staff are required to make things tick, and that staff there tends to be out in the field solving problems.

"Less is more in the case of corporate management."

SIMULTANEOUS LOOSE-TIGHT PROPERTIES:

As an organisations that lives by the loose-tight principles – on the one hand rigidly controlled, yet at the same time allows, encourages and rewards autonomy, entrepreneurship, and innovation from the rank and file.

Loose-tight is about rope. There is plenty of rope so that there is always enough to pay with. It is fundamental to the culture – always having plenty of rope to focus on the positive, and the excitement of trying things out in a slightly disorderly (loose) fashion.

A remarkably tight - culturally driven / controlled - set of properties coexists – rigidly shared values. The action focus, including experimentation itself, emphasises extremely regular communication and very quick feedback; always maintaining focus and direction.

The shared values creates a discipline of autonomy. The discipline (a few shared values) provides the framework. It gives people confidence (to experiment, for instance) stemming from stable expectations about what really counts.

Quality control, for example, is placed in the hands of the individual line worker, not primarily in the lap of the quality control department. Service standards likewise are substantially self-monitored. The organisation thrives on internal competition. And it thrives on intense communication, on the family feeling, on open door policies, on informality, on fluidity and flexibility, in non-political shifts of resources. This constitutes the crucial internal focus: the focus on people.

The revenue line does come first. But once the ball gets rolling, cost control and innovation effectiveness become fully achievable, parallel goals.

Each individual is expected to stand out and contribute, to be distinctive.

THE CORPORATE SMALL BUSINESS GROUPS:

The enterprise is structured around a series of small businesses which in fact can be viewed as a network of totally independent units acting together for mutual success.

If separately funded and owned then you can envisage:

1. The "Help Station" or office being equipped with Information Management Systems and being a professional business administration and facilitating centre.
2. Diagnostic Imaging Team being a contractor for the supply of x-rays.
3. General Practice Team being a contractor for the supply of 24 hours medical services.
4. Alternative Therapy units complimenting Western medicine and leading the preventive health management agendas.
5. Emergency Team being a contractor for the supply of emergency services.
6. Specialist Team for independent and separate medical specialist services.
7. Oncology Specialist Team consisting of 20 sub-specialities.
8. Cardiology Team for heart related medical services.
9. Operating Theatre Team for administration of the operating theatres.
10. Day Theatre Team for out-patient operations.
11. Nursing Team for in-patient care.
12. Domestic Team for environmental cleaning and personal services.
13. Research & Development Team for training and institutional development.
14. Sales Divisions - National and International.
15. Marketing Team.
16. New Product, Strategy and Planning being the Coordinating Management Body.

Each small unit develops its own targets and method of operation within the framework of the master plan of the Enterprise. In this way each team is specialised to achieve a level of proficiency, maximising its potential.

The Team Member that carries out the function knows his or her duties better than anyone else - that person is an expert. This structure enables ready transfer by an expert between "units" to enable him or her to expand his or her skills as and when vacancies occur in other units.

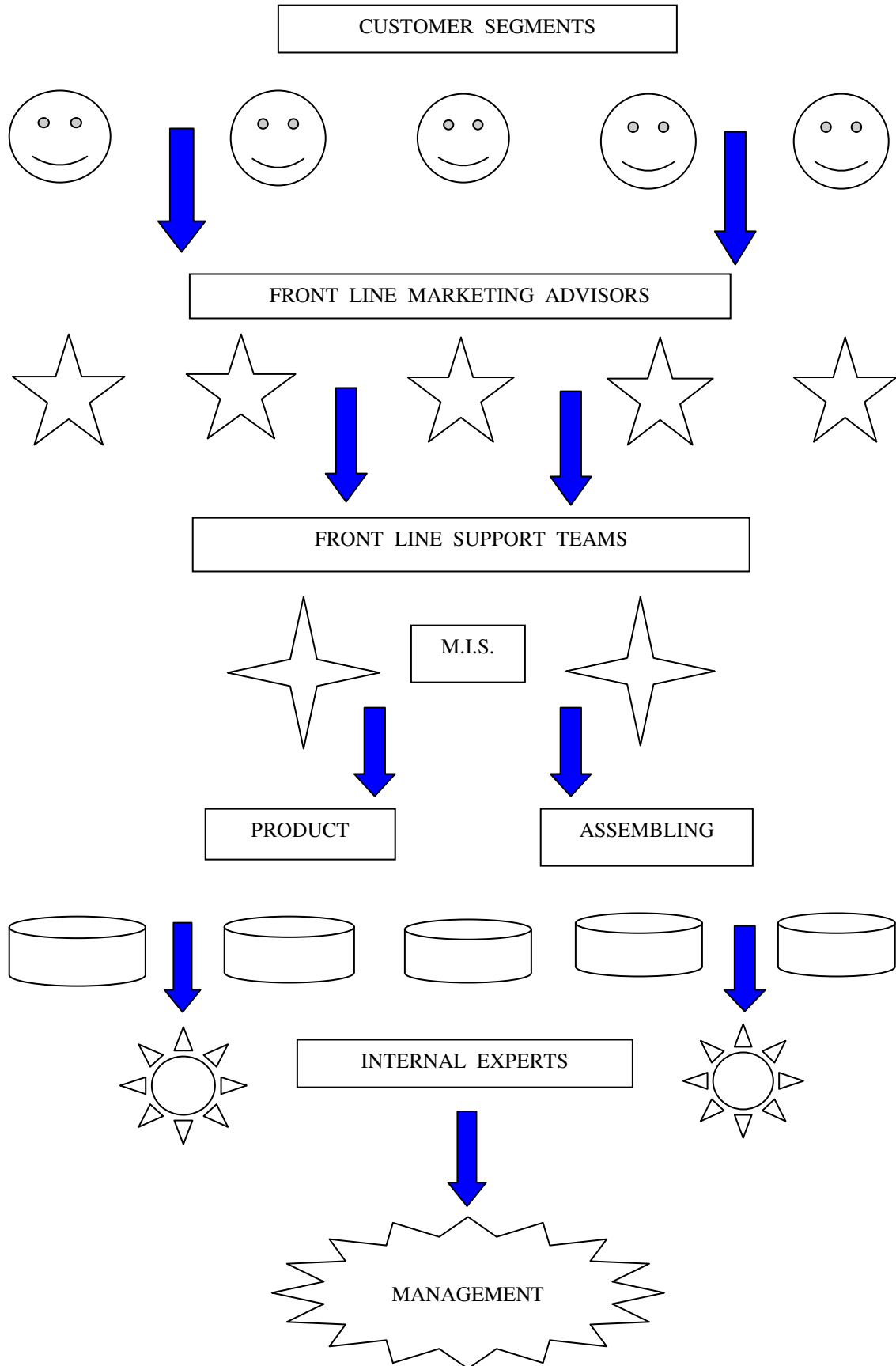
Each team is able to measure its own performance and success against readily available data developed for the Enterprise as a whole. Management Information Systems pinpoint the bottom-line profitability of every order, every patient, every self-managing team, and every employee!

The network of integrated units may see some over lapping and direct competition which can only be constructive in developing skills, improving output and ensuring the success of the Enterprise as a whole.

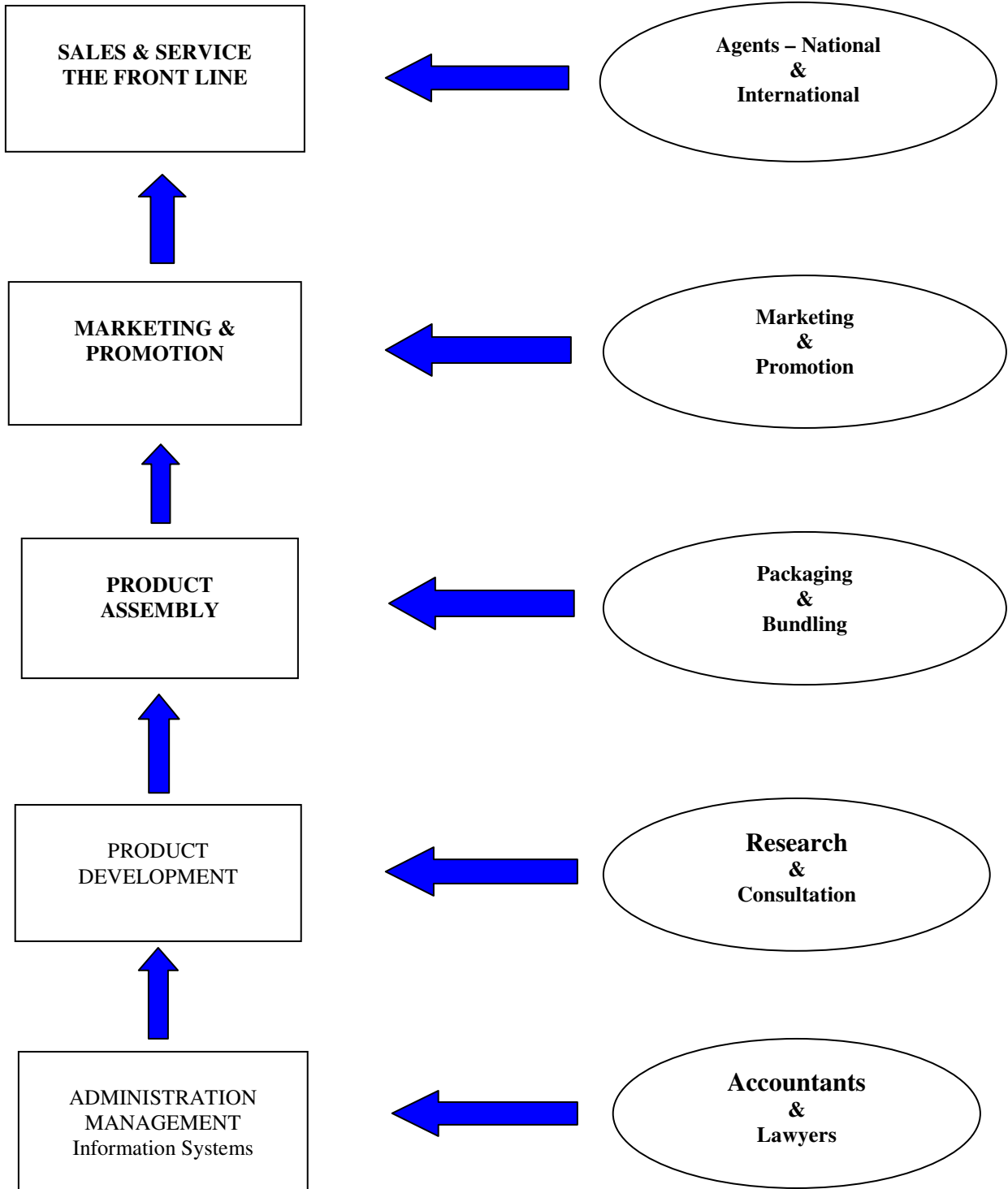
The following Organisation Charts now take on a whole new meaning - it is only one of the many tools employed to enable a Corporation to succeed and prosper.

Surely then, our Corporate Shared Values defines **US** as an **EXCELLENT COMPANY**.

CUSTOMER ORIENTATED ORGANISATION CHART



VALUE-ADDED CHAIN



LEADERSHIP for IMPLEMENTING CORPORATE VALUES:

1. THE STRATEGIC APPROACH, in which the Chief Executive says he manages for success by acting as the company's top strategist, systematically envisioning the future and specifically mapping out how to get there.

When does a CEO choose the strategic approach? What is important is complexity, in terms of technology, geography or functions. Volume and pace of change seem to matter, too. The less stable the situation the more senior management says it needs to play the role of both navigator and pioneer. And to play that role well, it needs all the information and insight this particular management approach generates. Strategic organisations, it seems, take the biggest risks - because senior management has made it a priority to know what those risks entail. They have done the work. There are some tries along the way. But more often, it pays off by an order of magnitude.

As a strategic company worldwide, we seek to add extraordinary value by grasping what the future means and grabbing its rewards. It is a job that takes more than vision. It takes the strategic approach and the leadership to drive it through an entire organisation.

2. THE HUMAN ASSETS APPROACH, in which the chief executive manages for success through people policies, programs and principles.

When does a CEO choose the human assets approach? This approach is most frequently used in situations in which the business units are *better* positioned than the centre to make strategy. Or when the key elements of long-term strategy are particularly self-evident.

It should be noted that while many human asset CEOs remark that their management approach is, in a word, fun, of all the approaches it requires the most consistent and persistent approach to implement in terms of time and energy. Human assets management approach involves creating trust, values and consistency and is based on personal knowledge and experience, and once it is in place, human asset management goes far beyond a CEO who happens to be a 'people person' to create an organisation comprised of focused employees, each one a 'company person'. Start with the end in mind – one person at a time. The structure and content of the induction program is paramount.

3. THE EXPERTISE APPROACH, in which the chief executive manages for success by becoming the champion of a specific proprietary expertise and using it to focus the organisation.

When does a CEO choose the expertise approach? The first answer is when a certain expertise can be a source of significant competitive advantage. It matters to the customer. It is a means to leading the market. The second answer is that the expertise approach is powerful only when it can be kept leading the market for a significant period of time. And third, the expertise approach is best applied in companies in which the units are in similar businesses, so there is benefit across all units in the Enterprise.

Finally, this approach matches business situation in which the pace of change is manageable enough to accommodate the development of a critical expertise, a process that can require continual focus.

4. THE BOX APPROACH, in which the Chief Executive manages by building a set of rules, systems, procedures and values that essentially direct behaviour and outcomes within well-defined boundaries.

When does a CEO choose the box approach? Boxes are employed where risk-management is a competitive advantage, such as banks and airlines. They can also work well when fast, honest and continuous communication is a key success factor and cultural 'rules' can make that happen.

Boxes can add value when swift and radical improvement of standards or performance are needed. These units must work hard to keep creativity alive within their 'walls'. Box companies need to address performance goal and reward systems with personnel development which involves training and career planning. Both are required for employee effectiveness. It is critical that the box CEO gets the dimensions of his construct right – to create just sufficient control for the fundamental efficacy.

The box approach serves a critical purpose for the shareholder because effective controls, in the form of accurate accounting and reporting systems, can free leaders to focus on important, overarching competitive matters - such as a company's strategy and future.

It is essential to use the box approach to make this happen and free up the resources throughout the Enterprise for real growth, profit and success.

5. THE CHANGE APPROACH, in which the chief executive says he manages for success by acting as an agent of radical change, transforming bureaucracies into organisations that embrace the new and different.

The four patterns of change. First reaction is denial - this can't possibly be happening. Some people are constitutionally opposed to change. They cling to the status quo. The second pattern is to accept change as a concept but cope with it by trying harder. People do more of the same, but do it faster. They increase productivity, but deliver more of the same. In other words, the organisation avoids real change by not addressing *fundamental* change. Pattern three is escape, in which very senior managers, the ones who should be leading change, decide to let someone else fix the problem. The fourth and final pattern of change is when organisations adapt. They learn the new rules and they develop the strategies they need to win. We have to embrace change, not just to succeed, but to survive. We must become a place where change is a continuous process, a culture, *the* way of doing business.

Real change requires ongoing commitment, and communication. Affecting the real thing means fundamentally transforming values, behaviours and actions. It means helping people accept the new through listening to them, walking through the new just as you would a new. Such a challenge takes time, but more than that, it takes leadership.

THE REASON WHY WE ARE HERE IS TO CARE FOR AND HELP OTHERS
Dalai Lama of Tibet

Pope John Paul II

PASCAS HEALTH

"PASCAS"

OUR CREDO

We believe our first responsibility is to the doctors, clinicians, nurses and patients, to mothers and fathers and all others who use our products and services. In meeting their needs everything we do must be of high quality. We must constantly strive to improve our efficiencies to restrain our costs in order to maintain reasonable prices. Patients' requirements must be serviced promptly and with pleasantness. Our suppliers and providers must have an opportunity to make a fair profit.

We are responsible to our employees, the men and women who work with us throughout the region. Everyone must be considered as an individual. We must respect their dignity and recognise their merit. They must have a sense of security in their jobs. Compensation must be fair and adequate, and working conditions, clean, orderly and safe. We must be mindful of ways to help our employees fulfil their family responsibilities. Employees must feel free to make suggestions and complaints. There must be equal opportunity for employment, development and advancement for those qualified. We must provide competent leadership, and their actions must be just and ethical.

We are responsible to the communities in which we live and work and to the world community as well. We must be good citizens - support good works and charities and bear our fair share of taxes. We must encourage civic improvements and better health and education. We must maintain in good order the property we are privileged to use, protecting the environment and natural resources.

Our final responsibility is to our shareholders. Business must make a sound profit. We must experiment with new ideas. Research must be carried on, innovative programs developed and mistakes paid for. New equipment must be purchased, new facilities provided and new services launched. Reserves must be created to provide for adverse times. When we operate according to these principles, the shareholders will realise a fair return.

"PASCAS"

“Peace And Science Creating Alternative Solutions”

PASCAS HEALTH

“PASCAS”

OUR CLIENT

A client is the most important person for this company, whether in person, by telephone, by fax, or by mail.

A client is not dependent on us – we are dependent on him.

A client never interrupts our work – he is the purpose of it. When we work for him, it is not to do him a favour – he does us a favour by allowing us to work for him.

A client is not an outsider to this company – he is a part of it.

A client is not just a statistic – he is a flesh and blood person with feelings and emotions and prejudices just like ours.

A client is not someone to argue with just to make our job easier. An argument will result in the loss of the client.

A client is a person who brings us his problems and expects solutions. It is our job to find solutions that profit both him and us.

A client is someone to serve with kindness and caring.

PASCAS HEALTH "PASCAS"

OUR FUTURE

The PASCAS and the Medical Industry is being challenged with wave upon wave of dramatic changes. We must rise to the challenge of these changes and accept that different eras demand different leadership values, skills, behaviours and competencies. Regardless of how success is measured, we will be only as successful as our patients and customers see us to be, should they be internal or external. Successfully meeting patient and customer needs demands a leadership behaviour that values speed, flexibility, agility and simplicity, and most of all, caring. To assimilate these management values into our culture we must:

Communicate

Create and communicate a sense of vision and shared values. Keep employees personally informed about the progress toward, and their role in, achieving operating and strategic objectives.

Develop

Seek the very best talent, without compromise, and ensure the appropriate skills to achieve operating and strategic objectives through life-long learning.

Empower

Create conditions that enable achieving operating and strategic objectives. Encourage initiative and prudent risk taking and reward and celebrate success. Accept responsibility for tries as well as for successes. Engage in team building and provide an environment conducive to ongoing productive communication.

Lead

Strike a balance between the openness and flexibility that encourages creativity and the follow-up and decisiveness needed to achieve operating and strategic objectives. Eliminate all unnecessary work and encourage quantum-leap improvements. Predict change necessary to continue as market leaders. Optimise the benefits of a diverse work force.

Reward

Provide candid, fair and honest performance evaluations. Provide financial and other compensation mechanisms that encourage and recognise team excellence as well as individual accomplishment.

This is *everyone's overriding responsibility*
and in this we are **forever committed**.

PASCAS HEALTH

"PASCAS"

OUR MISSION

To be pre-eminent in the provision of medical services and to become recognised throughout the World as a Holistic Medical centre of pre-eminence.

THE MISSION WILL BE ACHIEVED BY:

- Setting and measuring business objectives in the context of this mission;
- Investing in continued product and body-of-knowledge, innovation, and research in the areas of medical services and health care;
- Providing products and services, to patients and consumers which adhere to high quality and standard, and at a reasonable cost;
- Providing consumers and professionals with information which promotes the highest level of product use and satisfaction;
- Adhering to a code of marketing practices;
- Serving as a good citizen in all communities where the company conducts business;
- And investing in the continued development and well-being of PASCAS and its employees.

THE ACCOMPLISHMENT OF THE MISSION IS INTENDED TO PROVIDE:

- Best holistic medical services;
- Above average returns on funds invested in PASCAS in which all employees participate;
- And rewarding employment for PASCAS employees.

**PASCAS HEALTH
"PASCAS"**

OUR GOLDEN RULE

We believe:

INTEGRITY and fairness guides every business decision.

SERVICE should be thoughtful, prompt, caring, and pro-active to provide convenience with a personal touch.

QUALITY in our products and services is of the utmost importance in delivering value and satisfaction as seen by our customers.

ENTHUSIASM encourages a can-do, positive attitude, and provides laughter and inspiration as we work to achieve our goals.

PRAISE encourages everyone to grow and reach their full potential.

TEAMWORK enhances performance because each individual contributes to the success of the organisation when he or she is needed and appreciated by others.

LEADERSHIP among our nursing teams, our medical providers, our administration and our employees is encouraged and recognised because effective leaders will help us achieve long-term success.

PRIORITIES lead to balanced lives, with faith, family, and career in harmony.

**The lives of everyone who comes in contact with our Company
-nursing teams, medical providers, employees, patients, visitors-
should be enhanced by their association with us.**

**PASCAS HEALTH
"PASCAS"**

OUR COMMON BOND

WE COMMIT TO THESE VALUES TO GUIDE OUR DECISIONS AND BEHAVIOUR

Respect for Individuals:

We treat each other with respect and dignity, valuing individual and cultural differences. We communicate frequently and with candour, listening to each other regardless of level or position. Recognising that exceptional quality begins with people, we give individuals the authority to use their capabilities to the fullest to satisfy patients and customers alike. Our environment supports personal growth and continuous learning for all PASCAS people.

Dedication to Helping Customers:

We truly care for each patient and customer, be they within the organisation or in the general public. We build enduring relationships by understanding and anticipating our patients' and customers' needs and by serving them better each time than the time before. PASCAS patients and customers can count on us to consistently deliver superior products and services that help them achieve their personal or business goals.

Highest Standards of Integrity:

We are honest and ethical in all our business dealing, starting with how we treat each other. We keep our promises and admit our mistakes. Our personal conduct ensures that PASCAS's name is always worthy of trust within the organisation and outside the organisation.

Innovation:

We believe innovation is the engine that will keep us vital and growing. Our culture embraces creativity, seeks different perspectives and risks pursuing new opportunities. We create and rapidly convert technology into products and services, constantly searching for new ways to make technology more useful in producing higher quality services at a lower price.

Teamwork:

We encourage and reward both individual and team achievements. We freely join with colleagues across organisational boundaries to advance the interests of customers and profits to be shared. Our team spirit extends to being responsible and caring partners in the communities where we live and work.

By living these values:

**The lives of everyone who comes in contact with our Company
-nursing teams, medical providers, employees, patients, visitors-
should be enhanced by their association with us.**

**PASCAS HEALTH
“PASCAS”**

OUR UNIVERSAL DECLARATION of HUMAN RESPONSIBILITIES

Preamble

Whereas recognition of the inherent dignity and of the equal and inalienable rights of all members of the human family is the foundation of freedom, justice and peace in the world and implies obligations or responsibilities.

whereas the exclusive insistence on rights can result in conflict, division, and endless dispute and the neglect of human responsibilities can lead to lawlessness and chaos,

whereas the rule of law and the promotion of human rights depend on the readiness of men and women to act justly,

whereas global problems demand global solutions which can only be achieved through ideas, values, and norms respected by all cultures and societies,

whereas all people, to the best of their knowledge and ability, have a responsibility to foster a better social order, both at home and globally, a goal which cannot be achieved by laws, prescriptions, and conventions alone,

whereas human aspirations for progress and improvement can only be realised by agreed values and standards applying to all people and institutions at all times,

Now, therefore,

The General Assembly

proclaims this Universal Declaration of Human Responsibilities as a common standard for all peoples and all nations, to the end that every individual and every organ of society, keeping this Declaration constantly in mind, shall contribute to the advancement of communities and reinforce commitments already proclaimed in the Universal Declaration of Human Rights: namely, the full acceptance of the dignity of all people; their inalienable freedom and equality, and their solidarity with one another. Awareness and acceptance of these responsibilities should be taught and promoted throughout the world.

Fundamental Principles for Humanity

Article 1 Every person, regardless of gender, ethnic origin, social status, political opinion, language, age, nationality, or religion, has a responsibility to treat all people in a humane way.

Article 2 No person should lend support to any form of inhumane behaviour, but all people have a responsibility to strive for the dignity and self-esteem of all others.

Article 3 No person, no group or organisation, no state, no army or police stands above good and evil; all are subject to ethical standards. Everyone has a responsibility to promote good and to avoid evil in all things.

Article 4 All people, endowed with reason and conscience, must accept a responsibility to each and all, to families and communities, to races, nations, and religions in a spirit of solidarity: what you do not wish to be done to yourself, do not do to others.

Non-Violence and Respect for Life

Article 5 Every person has a responsibility to respect life. No one has the right to injure, to torture or to kill another human person. This does not exclude the right of justified self-defence of individual or communities.

Article 6 Disputes between states, groups or individuals should be resolved without violence. No government should tolerate or participate in acts of genocide or terrorism, nor should it abuse women, children, or any other civilians as instruments of war. Every citizen and public official has a responsibility to act in a peaceful, non-violent way.

Article 7 Every person is infinitely precious and must be protected unconditionally. The animals and the natural environment also demand protection. All people have a responsibility to protect the air, water and soil of the earth for the sake of present inhabitants and future generations.

Justice and Solidarity

Article 8 Every person has a responsibility to behave with integrity, honesty and fairness. No person or group should rob or arbitrarily deprive any other person or group of their property.

Article 9 **All people, given the necessary tools, have a responsibility to make serious efforts to overcome poverty, malnutrition, ignorance, and inequality. They should promote sustainable development all over the world in order to assure dignity, freedom, security and justice for all people.**

Article 10 All people have a responsibility to develop their talents through diligent endeavour; they should have equal access to education and to meaningful work. Everyone should lend support to the needy, the disadvantaged, the disabled and to the victims of discrimination.

Article 11 All property and wealth must be used responsibly in accordance with justice and for the advancement of the human race. Economic and political power must not be handled as an instrument of domination, but in the service of economic justice and of the social order.

Truthfulness and Tolerance

- Article 12 **Every person has a responsibility to speak and act truthfully.** No one, however high or mighty, should speak lies. The right to privacy and to personal and professional confidentiality is to be respected. No one is obliged to tell all the truth to everyone all the time.
- Article 13 No politicians, public servants, business leaders, scientists, writers or artists are exempt from general ethical standards, nor are physicians, lawyers and other professionals who have special duties to clients. Professional and other codes of ethics should reflect the priority of general standards such as those of truthfulness and fairness.
- Article 14 The freedom of the media to inform the public and to criticize institutions of society and governmental actions, which is essential for a just society, must be used with responsibility and discretion. Freedom of the media carries a special responsibility for accurate and truthful reporting. Sensational reporting that degrades the human person or dignity must at all times be avoided.
- Article 15 While religious freedom must be guaranteed, the representatives of religions have a special responsibility to avoid expressions of prejudice and acts of discrimination toward those of different beliefs. They should not incite or legitimise hatred, fanaticism and religious wars, but should foster tolerance and mutual respect between all people.

Mutual Respect and Partnership

- Article 16 All men and all women have a responsibility to show respect to one another and understanding in their partnership. No one should subject another person to sexual exploitation or dependence. Rather, sexual partners should accept the responsibility of caring for each other's well-being.
- Article 17 In all its cultural and religious varieties, marriage requires love, loyalty and forgiveness and should aim at guaranteeing security and mutual support.
- Article 18 Sensible family planning is the responsibility of every couple. The relationship between parents and children should reflect mutual love, respect, appreciation and concern. No parents or other adults should exploit, abuse or maltreat children.

Conclusion

- Article 19 Nothing in the Declaration may be interpreted as implying for any state, group or person any right to engage in any activity or to perform any act aimed at the destruction of any of the responsibilities, rights and freedoms set forth in this Declaration and the Universal Declaration of Human Rights of 1948.

PASCAS HEALTH

LAYERS of MANAGEMENT

- Layer 1** Chief Executive Officer – Board of Directors
- Medical Advisory Committee
- Layer 2** Commercial Manager: - Director of Nursing – Public Relations
Risk Manager & Quality Assurance – Human Resources
- Layer 3** Managers – Business Development – Group Marketing – Sales Domestic – Sales International – Communications
Financial Controller – Information Technology IMS – Technical Engineer – Purchasing / Stock Control
General Administration – Maintenance Engineer – Dispatch & Stores – Environment Supervisors – X-Ray – Radiology – Pain Clinic – Office Administrator – Work Place Health & Safety – Alternative Therapy – Medical Centre – Specialist Centre – Retail Areas – Medi-Hotel
- Layer 4** Medical Providers & Nursing Staff – Team Leaders

TEAM STRUCTURES WILL ENCOMPASS ALL LEVELS

