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RECRUITING, TRAINING AND RETAINING STAFF

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I'm Marilyn Bradshaw, a life-long Christian Scientist. After thirty years in business, I transitioned to the healing practice and to supporting High Ridge House. I've been a trustee for eight years, active in AOCSN and currently serving on the AOCSN Executive Committee.

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PRESENTATION OUTLINE

- I. PREPARATION OF THE HEART**
- II. ATTRACTING GENUINE CHRISTIAN SCIENTISTS TO A CHRISTIAN SCIENCE NURSING ORGANIZATION**
- III. LESSONS FROM CHRIST JESUS AND MARY BAKER EDDY**
- IV. LESSONS FROM AN EXPERIENCED DIRECTOR OF CHRISTIAN SCIENCE NURSING**
- V. CONCLUDING THOUGHTS**

Here's how our presentation is organized. I'll be presenting the first three sections, then Helvi will share her considerable wisdom and insights, and then back to me for a brief conclusion.

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I. PREPARATION OF THE HEART

- Purifying motives and desires**
- Discerning God's purpose and His ability to fulfill it**
- Accepting God's direction**

A CS nursing facility is not a business. It's a God-ordained ministry. Our ability to fulfill this ministry depends on the quality of our thought.

Purifying motives and desires is our starting point. Our Leader counsels: "Have no ambition, affection, nor aim apart from holiness." (Mis 154:29-30)

Then ask, What is God's purpose, His vision for your organization? Don't take for granted that it has already been decided. Let Him reveal it daily.

And work to establish a confident understanding of God as the reliable provider of all good, of all that is needed to fulfill His purpose and vision.

When confronted with huge demands and responsibilities, seek to know, What is God asking me to do? Cultivate a willingness to let God guide each action. This requires self-abnegation, humility, accepting that “I can of mine own self do nothing.” Trust what God reveals whether or not it aligns with human reasoning. (See S&H p 117 re “opacity to the true light.”)

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**II. ATTRACTING GENUINE CHRISTIAN SCIENTISTS
TO A CHRISTIAN SCIENCE NURSING ORGANIZATION**

**Be clear about your mission and the thought of the
individuals that you wish to attract to your organization**

It has been pointed out that nursing shortages are a medical health theory -- about an apparent condition that is widespread among hospitals and care facilities. Science and Health (p 381) says, “You must understand your way out of human theories relating to health...” Reject the premise of shortage.

Be clear about your mission and the thought of the individuals that you wish to attract to your organization. You could make a list of mission-critical qualities that are needed for each staff position, and then cherish the here-and-now presence of these spiritual qualities.

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**II. ATTRACTING GENUINE CHRISTIAN SCIENTISTS
TO A CHRISTIAN SCIENCE NURSING ORGANIZATION**

ESTABLISH A THOUGHT ATMOSPHERE THAT ATTRACTS

Standards

Principle-based values

Respect

Remuneration

Policies

Giving vs. getting

It's so important to establish a thought atmosphere that attracts genuine Christian Scientists, and here are some key elements:

-- Commitment to the high standards of thought and conduct required for healing. Lovingly and consistently communicate these standards and lovingly and consistently enforce them.

-- Ensure all actions and decisions are guided by Principle-based values such as Ethics, Fairness, Impartiality, Integrity, Kindness, etc.

-- Be sincere and pro-active in respecting, valuing and showing appreciation to all workers. It does wonders for fostering attitudes that lift the atmosphere of thought.

-- Have a joyful willingness to remunerate generously as God, divine wisdom, directs. This is mentally making "channels for the streams of Love," as Hymn 182 says, "Where they may broadly run; / And Love has overflowing streams, / To fill them every one." Never doubt that.

-- We all have many policies. It's good to test each policy to ensure it communicates impartial Christly love for patients and staff.

Lastly, shift your thought from getting to giving. You aren't merely looking to get new staff to fill positions and meet your organization's needs. You're giving precious opportunities for service and spiritual progress and ministry fulfillment to those who are called by God to come under your wing.

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II. ATTRACTING GENUINE CHRISTIAN SCIENTISTS TO A CHRISTIAN SCIENCE NURSING ORGANIZATION

HANDLE ANIMAL MAGNETISM

Collective commitment

Identify and reverse specific claims

Resolve conflicts – maintain harmony

Demonstrating dominion

It's important that you and your Board have a collective recognition of the need to address animal magnetism and a firm commitment to proactively stand against it daily.

Don't be tempted to neglect the prayerful work that overcomes the specific arguments of fear, lack, limitation, burden, discord, -- whatever the challenge.

Address and resolve conflicts promptly; they have no cause, no basis except animal magnetism. Handle it, and maintain harmony.

Demonstrate your God-given dominion. When you take a stand for what is right for Christian Science nursing, you are defending the Cause of Christ, and the Manual says that when a member is called to do so, "he shall do it with love and without fear." (Manual 48:2)

Now I'm going to share some examples from the Bible and from Mary Baker Eddy's experience, first about recruiting staff.

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III. LESSONS FROM CHRIST JESUS AND MARY BAKER EDDY RECRUITING STAFF

Luke 5:1-11

**One story of how Peter, James and John signed up.
Jesus instructed them to launch out into the deep,
and their boats were filled with fish.**

This first one is the story of Jesus asking to use Peter's boat to preach to the multitudes on the shore, and then afterwards telling him to launch out into the deep and let down his nets. Peter was skeptical, but did what he was told. Jesus, by filling both Peter's boat and that of his partners with the huge draught of fish, demonstrated spiritual power in practical terms. They had heard his teaching as he spoke to the multitudes, but it was his practice that convinced them. They were thrilled by the tangible proof of the truth that he taught and what it could mean for them and for their people, and they couldn't wait to join his ministry.

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II. LESSONS FROM CHRIST JESUS AND MARY BAKER EDDY

RECRUITING STAFF

Luke 5:1-11 One story of how Peter, James and John signed up
Jesus instructed them to launch out into the deep,
and their boats were filled with fish

THE LESSON

**Our visible practice and demonstration of Truth and Love
is an essential factor in attracting potential new Christian
Science nurses who want more than just a job.**

The lesson is that our *visible* practice and demonstration of Truth and Love is an essential factor in attracting potential new CS nurses who want more than just a job.

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III. LESSONS FROM CHRIST JESUS AND MARY BAKER EDDY

RECRUITING STAFF

Luke 5:27, 28

**How Levi (Matthew) joined Jesus' team.
Jesus simply walked by, saw him and said "Follow me." And he did.**

To human sense, Levi was an unlikely candidate to be a disciple of the Messiah. But this shows Jesus' spiritual discernment. As the Lord said to Samuel many years earlier, when he was sent to anoint a successor to Saul, "the Lord seeth not as man seeth; for man looketh on the outward appearance, but the LORD looketh on the heart." (I Samuel 16:7)

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III. LESSONS FROM CHRIST JESUS AND MARY BAKER EDDY

RECRUITING STAFF

Luke 5:27, 28

How Levi (Matthew) joined Jesus' team
Jesus simply walked by, saw him and said "Follow me." And he did.

THE LESSON

**Spiritual discernment is crucial, enabling us to know who
God has called to work with us. And it is reciprocated by
the ones who know they are called and are ready to leave
all and join our team.**

The lesson here is that spiritual discernment is crucial. It enables us to know who God has called to work with us. And it is reciprocated by the ones who know they are called and are

ready to leave all and join our team. As Hymn 218 says, “From heart to heart the bright hope glows, / The seekers of the Light are one.”

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**III. LESSONS FROM CHRIST JESUS AND MARY BAKER EDDY
RECRUITING STAFF**

Mrs. Eddy’s staff needs met by the Board of Directors’ efforts as described by Adam Dickey.

What is required to find the right candidates?

Adam Dickey relates in his Memoirs:

“Mrs. Eddy had quite a large household and...those serving in any capacity in her home came under a line of malpractice that existed nowhere else on earth. The difficulty of discovering people who would meet the requirements and who possessed all the necessary qualifications for performing this work for our Leader made it necessary for the Directors, acting under Mrs. Eddy’s instruction, to appoint a committee whose sole purpose was to scour the country, if need be, in order to find suitable persons.” These committee members were expected to find the right people for this front-line work.

First and foremost, it required metaphysical clarity and commitment: radical reliance on God’s direction, keen spiritual discernment and the effective handling of animal magnetism’s constant efforts to deprive Mrs. Eddy of the help she needed. It also required utmost discretion, diligent searching, the development and cultivation of reliable contacts who were qualified to recommend candidates, thorough investigation of the candidates recommended, and unwillingness to compromise.

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RECRUITING STAFF**

Mrs. Eddy’s staff needs met by the Board of Directors’ efforts as described by Adam Dickey

What is required to find the right candidates?

THE LESSON

The same qualities and efforts used in Mrs. Eddy’s day are needed today to find suitable candidates for the front-line work of Christian Science nursing organizations: metaphysical clarity, radical reliance, handling animal magnetism, discretion, diligence and unwillingness to compromise.

The Lesson: The same qualities and efforts used in Mrs. Eddy’s day are needed today to find suitable candidates for the front-line work of Christian Science nursing organizations: metaphysical clarity, radical reliance, handling animal magnetism; discretion, diligence and unwillingness to compromise.

Now we'll look at some examples of training.

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**III. LESSONS FROM CHRIST JESUS AND MARY BAKER EDDY
TRAINING STAFF**

**John 13:1-15 Jesus washing his disciples' feet
Training by example and precept**

**Jesus modeled humility, service, impartial and unconditional love –
qualities he knew were necessary for their individual spiritual growth
and for their mission**

I'm sure this example of Jesus washing his disciples' feet is very familiar to you all. It shows how he trained by both example and precept. It's noteworthy that he washed all the disciples' feet, including Judas before Judas left to betray him. This is what our Leader calls "an all-absorbing spiritual love" that brings "unspeakable peace" (S&H p 264). So, when confronted with a difficult staff member, remember that love is the universal solvent and it always brings peace.

Jesus knew that his disciples' future success would require them to rise above their personal sense of each other and of their own status, and trust God's divine appointing and anointing. He was teaching them how to work together harmoniously to accomplish their mission.

He modeled the qualities that were necessary for their individual spiritual practice and growth and for their collective work together.

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**III. LESSONS FROM CHRIST JESUS AND MARY BAKER EDDY
TRAINING STAFF**

**John 13:1-15 Jesus washing his disciples' feet
Training by example and precept**

THE LESSON

**Embody the Christ qualities and be an example daily in your
attitude, responses, decisions, procedures, actions.**

The lesson is to embody the Christ qualities and be an example daily in your attitude, responses, decisions, procedures, actions.

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**III. LESSONS FROM CHRIST JESUS AND MARY BAKER EDDY
TRAINING STAFF**

**John 15:1-17 Collective training
Jesus teaches his disciples the specific requirements
for being successful in doing their job.**

**John 21:15-22 Individual training
Jesus teaches Peter what to focus on – "Feed my sheep."
And what not to focus on – "What is that to thee?"**

We're going to look at two scriptures here, one illustrating Jesus' collective training and one showing individual training.

The gospel of John is full of accounts of Jesus' teaching his disciples.

In John 15:1-17, he teaches them to abide in him in order to bear fruit, to love one another, to abide in his love, and to keep his commandments. This is teaching them how to be successful in doing their job. He knew exactly what they needed to know and do and explained it to them specifically.

In John 21, this is after Jesus is risen, and he tells his disciples to cast the net on the right side, and they have the morning meal together. Then he individually teaches Peter. Perhaps as some think, his asking Peter three times if he loved him was to allow Peter to redeem himself after having denied him three times. But there's also a lesson here about training Peter for the great work that Jesus had commissioned. He knew Peter's potential and he discerned what Peter needed -- to focus on his mission: three times he told him "Feed my sheep;" -- and to not be distracted by personal sense: when Peter asked what John should do, he said "What is that to thee? Follow thou me."

His careful attention to what Peter needed to learn was evidence of his spiritual discernment, his love for Peter and his love for the movement that Peter would serve.

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**III. LESSONS FROM CHRIST JESUS AND MARY BAKER EDDY
TRAINING STAFF**

John 15:1-17 Collective training
John 21:15-22 Individual training

LESSONS

Let spiritual sense reveal what each staff member needs to learn.

Convey that training is an act of love that will bless the trainee as well as the entire organization.

The Lessons from these examples are:

-- Let spiritual sense reveal what each staff member needs to learn.

-- Convey to them that training is an act of love that will bless the trainee as well as the entire organization.

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**III. LESSONS FROM CHRIST JESUS AND MARY BAKER EDDY
TRAINING STAFF**

Mrs. Eddy held almost daily group sessions with her household metaphysical workers

And she provided individual instruction through specific assignments and accountability.

Mrs. Eddy often called her metaphysical workers together to give them a lesson from the Bible or Science & Health. And she also gave specific assignments to individual workers and held them accountable. And they all learned and grew and progressed.

In S&H (p 460), she says, "When the Science of Mind was a fresh revelation to the author, she had to impart, while teaching its grand facts, the hue of spiritual ideas from her own spiritual condition." From many accounts of those who worked for her, this never stopped being the case.

Her own "spiritual condition" was the key to discerning where her staff's thought was, -- what they needed to learn, -- and how best to help them achieve it.

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**III. LESSONS FROM CHRIST JESUS AND MARY BAKER EDDY
TRAINING STAFF**

**Mrs. Eddy's students benefited immeasurably from the
"spiritual condition" of her thought.**

THE LESSON

**Like Mrs. Eddy, our "spiritual condition" is key to
discerning the right training for staff members and
how best to communicate it and to accomplish it.**

The Lesson: Like Mrs. Eddy, the "spiritual condition" of our thought is the key to discerning the right training for staff members, -- how best to communicate it -- and how best to accomplish it.

The spiritual condition of your thought is really the key to success for all aspects of your work.

This concludes my part and now I'll turn things over to Helvi.

**IV. LESSONS FROM AN EXPERIENCED
DIRECTOR OF CHRISTIAN SCIENCE NURSING**

HELVI PAASINEN

**DIRECTOR OF CHRISTIAN SCIENCE NURSING
Glenmont**

I'm Helvi Paasinen, Glenmont's Director of Christian Science Nursing and also a member of the Leadership and Management Working Group. Thank you for having us. I'm going to offer some lessons learned on recruiting, training and retaining staff. This is probably a topic of relevance to all of us, and we may share similar challenges. So...I will very humbly say that we are still learning at Glenmont. I am still learning - and trusting – just as we all are.

Slide (1):

Recruiting, Training and Retaining Staff

“Also I heard a voice of the Lord, saying, Whom shall I send, and who will go for us? Then said I, Here am I; send me.” Isaiah 6:8

- *Marilyn shared the metaphysical basis for recruiting and supporting staff, which will always be our first and constant recourse for witnessing God's unfoldment of supply and the right individuals to serve with us.*
- *We lean on the “sustaining infinite” because we know that God cares for His/Her idea.*
- *I'll just touch on a few areas that we have found helpful at Glenmont over the years in recruiting, training and retaining staff. Of course, these are not always a guarantee - individual by individual - but they have helped.*
- *Like everything in the ministry, these areas I'll cover do represent additional labors of love that require much deep prayer, nurturing and tending. For us, they are also a continuous, evolving work in progress with new lessons learned.*

Slide (2):

The first area to touch on is.....

**The Support and Development of an Unfolding Christian Science
Nursing Practice:**

Prioritizing Christian Science Nurses Training and Mentoring

Slide (3):

Christian Science Nurses Training can be of great value: a “Pearl of Great Price” to the individual Christian Science Nurse and a Christian Science Nursing Organization

- *We talk about providing benefits to our Christian Science nurses. This is a benefit, an investment, a daily gift of Love to a Christian Science nurse, to patients and to the Christian Science Movement*
- *Whether your organization has a Christian Science nursing education program, works in collaboration with one, or looks within for innovative ways to support training and mentoring, active support of a Christian Science nurse’s learning needs can be very helpful in terms of recruiting new Christian Science nurses and retaining those that you already have. The By-Law: Christian Science Nurse provides the foundation for this important activity.*
- *Another potential benefit: With Christian Science nursing education, you’re also working with and building a support team, so that all of the needs of the patients and Christian Science nurses don’t just rest on the Director of Christian Science Nursing office. We’ve built a team over a period of years and are still working on expanding the team.*

Slide (4):

Here’s what we (at Glenmont) strive for:

Clear and inspired Christian Science nurses training/mentoring relates to:

- A healing atmosphere as each Christian Science nurse is encouraged to focus on the spiritual nature of inspired care at the same time their skills are growing, developing, improving.
- Proper care of patients
- Uplifted morale, as the Christian Science nurse receives and accepts the nurturing that supports progress in his/her Christian Science nursing practice. (This includes supportive feedback.)
You may not always see the results of this support right away, but it is well worth the time and effort. Also, for most people, there is security in knowing how to do something - and do it well.
- The growth and sustainability of the organization’s mission
You have the opportunity to “grow your own” from the beginning so that individuals are in place to care for patients while you are strengthening the healing foundation of the organization through proper Christian Science nursing education.

Slide (5):

Obtain Board Support for Training and Mentoring

It's important to:

- Educate/ support the organization's governing board to understand the value and priority of Christian Science nurses training to the sustainability of the mission and to the daily rendering of proper care.
If you do this, it can help to make the next steps easier.
- Help the Board to understand the commitment that is required in terms of the resources necessary: inspired, experienced and skilled instructors and mentors as well the ongoing commitment for funding of these resources.
- Be clear that the organization must take a prayerful stand that the resources devoted to Christian Science nurses training remain intact and do specific and ongoing metaphysical work about this.
- Explain the necessity of prayerfully discerning how all of the needs of the Christian Science nursing practice work together such as when and how to admit patients while keeping the Christian Science nurses training a priority. *(Balancing these different aspects of the ministry is an on-going demonstration.)*
- Handle the common and persistent claim that it cannot be done.
("God cares for each Christian Science nurse as He does for each patient.")

Slide (6)

New Christian Science Nursing Students: Developing the whole practice of Christian Science Nursing from the start under the oversight of experienced Christian Science nurses.

Another way we support new students in Christian Science nursing at Glenmont is by developing the whole practice of Christian Science Nursing from the start under the oversight of experienced Christian Science nurses. (Note: Our students do progress through levels.)

Developing the whole practice does include:

- Providing a thorough introduction to the ministry so that the student becomes equipped for a full practice (includes communication with the Christian Science practitioner, for example) *We have students participate in Care Planning sessions to give input and develop discernment by praying and listening to how conclusions are reached about proper care with other team members.*
- **This approach** Fosters an environment where each Christian Science nurse learns to take responsibility for his/her own Christian Science nursing practice. *(The student is not just leaning on an institutional hierarchy.)*

Slide (7)

On-boarding New Christian Science Nurses to Your Organization (not necessarily students)

Taking the time needed up front: Doing *your* part to set up for a successful hire
Because Glenmont is a larger-sized facility, and we have very specific ways of organizing patient care, we found that we really need to take the time up front to bring in someone new.

Slide (8)

Some thoughts to share when on-boarding:

- Do the proper vetting ahead (obtaining references, interviews, etc.)
- Have an understanding of the what the individual's breadth of experience has been (mostly facilities? private duty?, etc.)
- Having a "practical Christianity": Realize that each new hire may need more -or less time to adjust to the organization's physical layout, expectations, culture, working structure, terminology used, technology used, etc.
- Provide thorough orientation, mentoring, and training as well as assessment of his/her skills if you are not familiar with the individual.
- **Doing the above is intended to:** Send the right message: "This is a ministry. We value your desire to serve with us and that is why we are taking the time to get to know you and for you to know us" (i.e.: You are not just a cog in the wheel.)
- Encourage and remind existing staff to be understanding and patient with new hires.

Slide (9)

Retaining Staff

Working out from the By-law: Christian Science Nurse

When it comes right down to it, I always ask myself (and often): Are we doing all that we can to be faithful to the Father in what we understand to be the highest, purest sense of Christian Science nursing practice at this time? To that end:

- Stay close to the ministry-sense of Christian Science nursing as the basis and pure motivation for the work.
- Mixed motives for being a Christian Science nurse can lead to a “house-divided”: confusion, division and unrest within the organization.
This can happen even with subtle influences at work (such as monetary motivation, ambition, uncertainty of the calling or resorting to human means and ways). It doesn't help to have two different models operating at the same time (i.e.: a spiritually inspired model based on Christian Science nursing and a materially-oriented model.)
- Those who appreciate a single-minded, metaphysical approach will value the foundation that this approach creates for the organization's ministry.
They may also be more inclined to stay [when they see it modeled in the leadership. Includes the Board and Administration.]

Slide (10)

Stay faithful to the Father, humble and open to good:

- Resist the temptation to feel discouraged when individuals leave your organization: You are doing your best.
I know that we probably all go through a fair amount of self-examination when someone leaves: “Is there something that I could have done better?” And then learn from the experience if needed.
- When taking a stand for a pure practice and high standards, some individuals may decide to go elsewhere.
- OR they may simply fit into another care setting more naturally: Something that is better suited to them.
- OR they may be moving on and forward for another reason.
- Be grateful that each individual Christian Science nurse is in his/her right place.

Slide (11)

Supporting the Morale:

- Love and value the staff that remain committed to the organization's mission.

I heard an experienced Christian Science nurse once say that it's one demonstration to go into Christian Science nursing and another one to stay in it. So, we value that commitment to the By-law: Christian Science Nurse.

- Help to keep each Christian Science nurse on track with a sense of progress in his/her ministry: Value and respect his/her individual contribution.
- Handle the belief of personal sense, minds many: Work with and magnify the good that you see unfolding in each Christian Science nurse. Build on it.
- Maybe have metaphysical study projects that are on-going, reinforce a single-minded approach and bring thought back to the truth when challenges arise.
(These are truths and tools for the staff to use.)
- Other ways?

Slide (12)

Compensation:

- Fair wages are a reasonable expectation as an expression of gratitude and recognition for the level of dedication required to perform the duties of the By-law: Christian Science Nurse and for those who remain actively faithful in the ministry of Christian Science nursing.
- Additional forms of gratitude, given in the right spirit for work well done, can be inspired and supportive.

(Examples; Step increases, hand-written "thank- you's" with a gift card, mile-markers like ten years of service, acknowledgement of completing levels of training.)

Slide (13)

God First

- Be alert that simply appeasing the personal senses for higher wages, better this or that, etc. does not necessarily guarantee that someone will be content and stay on (especially when personal gain is a motivating factor in individual thought.)

Going this route may inadvertently also create a culture where more is never enough, and the focus is turned away from the ministry to self. Patient care suffers because the healing atmosphere is compromised.

Slide (14)

Keep it pure!

Be a law unto yourself.

There are a lot of pressures on the DCSN office, including even the pressure to compromise standards, but it's important to maintain that alertness to duty and remain faithful to God.

Thank you for your examples!

(Back to Marilyn)

V. CONCLUDING THOUGHTS

God's gracious means

Spiritual readiness, consistent humble receptivity

First and last, a commitment to love

I'm going to close with three quotes from Mary Baker Eddy.

First, she tells us right on page 1 of Science and Health how to accomplish the mission of Christian Science nursing:

“Prayer, watching, and working, combined with self-immolation, are God's gracious means for accomplishing whatever has been successfully done for the Christianization and health of mankind.” (S&H 1:6)

We also have her example to follow, of spiritual readiness and consistent humble receptivity to God's direction. She wrote:

“As of old, I stand with sandals on and staff in hand, waiting for the watchword and the revelation of what, how, whither.” (Mis 158:19–22 As)

Then first and last, we must fully commit to love. Just think of all the stupendous, amazing things that our Leader accomplished, yet she said:

“The little that I have accomplished has all been done through love, — self-forgetful, patient, unfaltering tenderness.” -- MBE (My 247:28)

That concludes our presentation.

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