Because they’re our top priority, too.

“Good enough” doesn’t reflect the way our accredited providers think. Because you’re entrusted with the care of someone’s mother, father, child or friend, you hold the services you provide to a higher standard. And we’re here to support you.

With our unparalleled combination of services to help you achieve and sustain the highest level of performance excellence, it’s no surprise our accredited home care providers have become the partners of choice within the continuum, their communities and among emerging partnerships.

Advancing performance excellence, together.

630.792.5070
www.jointcommission.org/homecare
The Caring Imperative
By Val J. Halamandaris

This issue of CARING magazine celebrates the human spirit by profiling those who embody it best. It strives to promote positive values and underscore the importance of service to others in the belief that the solution to most problems lies in the love, understanding, and caring of one human being for another. We believe Albert Schweitzer was correct when he observed, “We are all so much together, and yet we are dying of loneliness.” In CARING, we seek to break down barriers between people and build bridges to join them.

We strive to redefine wealth and success in America. We believe that both should find their meaning in service to humankind, instead of only in the accumulation of money and material things. We also believe Albert Einstein was correct when he said, “Only a life lived for others is worthwhile.” We emphasize the importance of hard work and seek to promote a positive work ethic in America. We believe there is no such thing as a menial job; each occupation in its own way is essential to society.

Through our interviews with men and women of achievement, we underscore the fact that one person can make a difference. In doing so, we provide positive role models for our nation’s youth. We search for genuine heroes, particularly among those who have overcome disability, pain, and suffering to serve others.

We strive to remember and celebrate those whose selfless contributions to society have been forgotten or gone unrecognized.

In CARING, we focus on the positive rather than the negative side of the news in the belief that there is a hunger among the citizens of this nation for such stories.

We seek to promote the solidarity of the American family, which we perceive to be the bedrock of our society. It is an institution we believe to be presently threatened by dangerous influences.

We do our part to shatter myths about aging and combat prejudices that keep the disabled from attaining their full share of the American dream.

We believe that we must change from a materialistic society to a caring society, and that the words “caring people” are two of the most important ones in the English language.

We believe that “caring” is the very essence of the Golden Rule, the thread that connects all great religions of the world. It implies empathy, sensitivity, and placing the welfare of others before self. It involves community service and community cooperation.

We believe that the 21st century will be known as the “Era of Caring,” and that society’s adoption of this positive value will produce economic as well as sociological gains.

We believe that Luciano de Crescenzo put it well when he said, “We are each of us angels with only one wing. And we can only fly by embracing each other.” We invite our readers to join us on our flight into the future, and in our endeavor to build a better and more caring America.

Val J. Halamandaris is the founder and executive director of the Caring Institute and President of the National Association for Home Care & Hospice, and editor and publisher of CARING Magazine.
MISSION AND GOALS
The Caring Institute has promoted the values of caring, integrity and public service since 1985. It was formed that year at the behest of Mother Teresa. Stirred by her example, the Institute has always held fast to an ideal: most problems can be solved if human beings truly care for one another. The Institute celebrates heroic people for their selfless service, especially to the dying, disabled, and disadvantaged. The dedication of these unselfish people to public service uplifts us all and ennobles the human race. The Institute is committed to spreading the caring credo: you can do well by doing good. To reinforce this standard, we continue to broadcast a message of social responsibility. It comes from our belief that one person, with the heart and will, can make a positive difference in the world.

Benefactors

PLATINUM SPONSORS
Gaylord National Resorts and Convention Center
Kathleen Brennan
National Association for Home Care & Hospice
Val J. Halamandaris

GOLD SPONSORS
Donnelly Mechanical Corp.

SILVER SPONSORS
Alliance Exposition Services
Cardiocom

BRONZE SPONSORS
Robert L. Byers
Creative Thinking Association
Mary Suther
Simione Healthcare Consultants, LLC
The Kelly Companies

FRIENDS
Bayada Home Health Services
Elaine Stephens
Glenn Kielty
Honorable Tom Daschle
Hospice of the Valley
Judy Seiden
Michael Weintrab
Paul Lagana
VNA of Greater Philadelphia
William A. Dombi

CARING AMBASSADORS
Alya Hussain
Blake Neilson
Emily Boyd
Lauren Beeder
Michael R. Wittke
Congratulations to the 2013 National Caring Awards Winners and to International Caring Award Winner, Fr. Patrick Devine. The National Association for Home Care & Hospice is dedicated to caring for aged, infirm, disabled and dying Americans.

Presenting our 2013 Home Care & Hospice Nurse of the Year, Dea Kuiper of VNA Homecare in Syracuse, New York who like all the honorees in this issue personifies the caring spirit.
How full is your bucket? About 10 years back, Donald Clifton and Tom Rath posed the question in a blockbuster book, where they offered positive strategies for work and life. According to this grandfather and grandson team, each of us has an invisible bucket that is constantly emptied or filled depending on what others say or do to us. Each of us also has an invisible dipper that we can use to fill people's buckets by making them feel good or dip from others' buckets by making them feel bad. When we fill other people's buckets, we also fill our own and feel great. Likewise, when we dip from others' buckets we empty our own and feel awful. We choose every day whether to empty or dip into one another's buckets, and these choices have a deep effect on our happiness and health.

Caring people throughout time have understood this. They include Abraham Lincoln who once said, “When I do good, I feel good. When I do bad, I feel bad. That’s my religion,” and it’s also the religion of this year’s Caring Award winners. They know the road to happiness lies in listening to your inner voice.

Two of this year’s winners followed that voice to strange, foreign lands. Patty Webster gave up the prospect of a normal life to bring health care to people in one of the poorest parts of Peru. Father Patrick Devine left Ireland for Kenya, where he strives to end conflict and promote justice.

But there can be no justice unless there is justice for all, so our winners include fervent proponents of civil rights. We join Indian Country in mourning the loss of Senator Daniel Inouye and honoring him as a fierce warrior for the culture and rights of native peoples. Inouye believed in remaining engaged and active in his senior years, and so does Congressman John Lewis. He is still fighting for justice, freedom, and equal rights as he did in his fiery youth.

It’s important to remain true to the values that got you ahead and not leave others behind, as two of our winners like to point out. The child of a poor Latina mother, Maria Gomez credits her community with helping her climb to success. She now runs a center where she sends the ladder back. And Bill Marriott has no reservations when he attributes his success to the lessons he learned growing up. He’s acted on them in his worldwide hotel chain by putting people first and giving them chances to advance.

Our young adult winners are also giving people the building blocks for better lives. They include Will Lourcey, founder of FROGS; Nicholas Cobb, head of Comfort and Joy; Zachary Certner, who leads SNAP; and Allyson Ahlstrom of Threads for Teens. They provide food for the hungry, sports clinics for disabled kids, and clothing to give young girls self-esteem. They all know that caring means connecting with others and putting yourself in their place.

That’s among the secrets of great customer service according to Chip Bell, bestselling author of 19 books, including his latest, the 9½ Principles of Innovative Service. He describes some of them in a special interview with Val J. Halamandaris. Bell believes you can gain customer loyalty by treating your customers with respect, making them feel special, and improving their lives. For ways to improve your own life, read Tom Rath’s latest book, Eat Move Sleep. He talks about the value of healthy living and helping others in a wide-ranging discussion with Halamandaris. We hope you’ll enjoy it and learn some new tips for making your bucket feel full.

About the Author: Lisa Yarkony, PhD, is the managing editor of CARING Magazine who volunteered her talents to bring these stories to life.
Maria Gomez
Gomez provides compassionate health care for the disenfranchised immigrant community. Her own experiences as an immigrant and home care nurse led her to find her life’s work in 1988. She and the staff she built have served 17,000 people out of two centers and a mobile health unit where they get first-hand knowledge of the challenges their clients face. page 8

Honorable John Lewis
Lewis has been a civil rights icon since he marched with Dr. Martin King Jr. As a member of the U.S. House, he has authored bills that fund probes of slain civil rights leaders and coins to commemorate the Civil Rights Act of 1964. His continued fight for justice and equal rights for all has earned him fame as the conscience of Congress. page 12

Bill Marriott
Marriott has built a lodging empire by taking care of his employees and teaching them the importance of treating every person they meet as an extension of family. His contributions in business are excelled only by his philanthropy. Both personally, and through his foundation, he has helped young and disabled people find jobs, promoted health research, and advanced medical care, giving generously of his time and money. page 16

Patty Webster
Webster has brought free health care to one of the poorest parts of the world since 1993. Braving floods and flies, snakes and poor sanitation, she leads medical volunteers to the Amazon jungle. Her teams hold clinics in remote villages and urban slums where they provide love, medical and psychological care, along with health education. page 20

Posthumous Award Winner
Honorable Daniel Inouye
Inouye was a lifelong public servant who broke racial barriers on Capitol Hill. He fought heroically in World War II and lost an arm in a firefight with Germans in Italy. He went on to become the first Japanese American to serve in Congress, representing the people of Hawaii from the time they joined the Union. He was the personification of the values of caring, integrity, and public service. page 24

International Winner
Father Patrick Devine
Cover Photo by Christopher Bellew, Fennell Photography
Devine is a great humanitarian who has spent many years trying to broker peace among the warring tribes of Eastern Africa. He has literally risked his life several times stepping between armed partisans. He knows there can be no lasting peace if people’s needs are unmet, so he has provided food, shelter, health care, and education to thousands in Kenya and nearby countries. page 28
**Young Adult Award Winners**

**Allyson Ahlstrom**  
Age 18  
Allyson helps underprivileged girls have more self-esteem by giving them new, brand-name clothes. She has outfitted 200 girls in her charming storefront boutique and brought a mobile boutique to 48 states. By seeing up to 30 girls a day, she was able to provide over 1,000 girls with new back-to-school ensembles. *page 32*

**Nicholas Cobb**  
Age 17  
Nicholas’s strong sense of conscience has inspired him to help the homeless. He has raised more than $30,000 to provide them with food and donate 400 winter coats to homeless shelters. He also helps people to help themselves by giving the homeless suits to wear on job interviews and by funding college scholarships. *page 33*

**Will Lourcey**  
Age 11  
Will is determined to tackle hunger and knock it down. He has taken steps toward that goal by raising more than $20,000 for his local food bank, providing over 100,000 meals for the hungry, and feeding over 10,000 families. Will’s success lies in his talent for making fund-raising fun and combining giving with sports. *page 34*

**Zachary Certner**  
Age 16  
Zach conducts free sports clinics for students with special needs, along with sensitivity training to help other kids see the challenges they face. With funding of $60,000, he has held workshops that have taught 2,700 students to be more empathic and convinced 450 of them to join him as mentors and coaches. *page 35*

**A Tribute to Extraordinary Caring People**

**Chip R. Bell**  
Bell is a renowned speaker, teacher, philanthropist, and founder of the Center for Customer Forensics. Bell is the author of 19 best-selling books, including his newest *The 9 1/2 Principles of Innovative Service*. He also is a regular monthly columnist in *CARING*. Through his body of work he seeks to help organizations build cultures that incorporate caring, thus inspiring long term customer loyalty. *page 36*

**Tom Rath**  
Rath is one of the most influential authors of the last decade. He studies the role of human behavior in health, business, and economics. He has written several international bestsellers including *How Full Is Your Bucket?* His latest, which he has gifted to the home care and hospice community, is called *Eat Move Sleep*. *page 42*

**Caring Thoughts**  
*Lessons from Mother Teresa*  
Val J. Halamandaris, Editor and Publisher *page 48*
Maria Gomez was working as a nurse with the Washington, DC, Health Department when she found her life’s work. At the time she was making home visits to patients discharged from the city’s hospitals and what she saw disturbed her: people living without refrigerators, families on the verge of homelessness, and seniors who couldn’t eat solid food because they didn’t have dentures. She also met young Latina women who had fled to the District to escape civil war and other unrest and who didn’t have access to the prenatal care they needed. Many of the women had been raped or suffered other traumas, but they had nowhere to go when they came here. The city’s health department didn’t have the resources to serve this growing population. And the sight of all this unrelieved suffering made Gomez determined to act. “I recognized that one way I could help assist people with their basic needs was by making sure they got great, loving health care,” she says.

So in 1988, she founded Mary’s Center with the mission to build better futures through the delivery of health care, education, and services that embrace a culturally diverse community. It was initially established as a basement clinic to provide prenatal and postpartum care to Latina women living in the Adams Morgan and Mt. Pleasant neighborhoods of DC. It has since expanded to provide comprehensive services to underserved, underinsured, and uninsured families, as well as to newcomers from over 40 countries. Under Gomez’s leadership, the center’s funding has grown from an initial $250,000 to over $14 million. It now serves 17,000 people through three locations and a mobile health unit — the Mama and Baby Bus — equipped for health screenings, medical testing, vaccinations, and even dental care. The bus also helps Gomez’s staff interact with clients in their communities and get a first-hand understanding of the challenges they face.

Gomez already knows where these families are coming from because she arrived here with her mother from Colombia when she was 13. After attending DC public schools, she earned her nursing degree at Georgetown and her masters in public health at the University of California at Berkeley. By the time she returned home to work as a nurse, Gomez had become educated enough to fit into the larger society and forget her roots. “It was easy to do that,” Gomez says, “until my mom and many other folks who came into my life said ‘you have so many gifts, but you have so much more to give. Your responsibility really is to give back not just with your intellect but with the passion that got you to finish your nursing degree and your masters in public health.’ So I came to realize that public health is not just about people’s health. It’s also about how you get people to take care of themselves, their community, and their environment.”

It wasn’t enough to provide people with health care. You need to give them holistic care, as Gomez learned from talking to people at the center. “One teen said, ‘What good is it for us to get good health care?’” Gomez recalls. “‘What good is it for us to get immunizations if our parents are not getting along and they get divorced and our whole family falls apart?’ So I understood the need for people to feel like someone in their life cares, and this is the piece that many of us forget. We are privileged to have nice, large families who care and who are with us all the time. But there are many people who don’t have this and their souls are hurting.”

So everything in the center is designed to make people know they’re not forgotten and forsaken. The key, Gomez says, is providing an environment that makes people feel like they belong and makes they feel like they are loved. “Our centers provide health, education, and social services all under one roof, but that’s not what people talk about when we see them. What they say is, ‘Oh it’s so nice to walk in here.’ That’s because
we try to relieve their sorrows and pressures from the moment they come in. We always say that it doesn’t take much more to paint the walls beautiful colors than it takes to have white walls. It doesn’t take any more money to have someone sitting there to receive people with a smile than someone without it. So we do a lot of work to make sure there is a connection between the people who work at Mary’s Center and the people who receive the services.”

If you go into the center at Adams Morgan you can see this approach at work. Mothers and their small children filter in throughout the day to speak with nutritionists as part of the Women, Infants & Children program. Other families sit in a waiting area for medical services while student volunteers read to the younger kids. In a conference room down the hall, there’s the sound of 90 teenagers exchanging views as part of a get together between Mary’s Center kids and children whose parents work at the International Monetary Fund, the World Bank, and the Inter-American Development Bank. They’re among the 6,000 people who help the center through volunteering, donations, and acting on the belief that everyone who walks through the door deserves caring and love.

And Gomez sets an example for them because she knows how important it is to both “talk the talk and walk the walk,” as she explains. “I’ve learned from the people I work with side by side 10, 12, 15 hours a day that people look at what I do and at what I say. They don’t look at the accomplishments that lie in the future. They look at how I walk in the center every day, how I smile and say ‘Hi.’” They act the same way when clients come to the center and people tell Gomez the greatest thing about the center is how warm its employees are.

This important lesson wasn’t lost on Gomez’s 17-year-old daughter who’s now a freshman in college. “I didn’t have a lot of time to spend with her,” Gomez recalls, “but I was able to share with her that it is our responsibility to never give up, never forget where we have been, and never turn our backs on the least fortunate among us.” She got the message, Gomez is glad to see. “Recently she said to me, ‘Mom, it wasn’t the time you spent with me that mattered. It was you taking me to meetings and different functions at the center, and sitting in the waiting room waiting for you to finish. I was able to see what you were doing, and it made me proud. That is what made me want to excel in high school and now in college.”

She’s not the only young person who’s getting ahead because of Gomez’s hard work. The teenage children of her clientele are an important focus for the center. Gomez’s staff knows these kids are at risk of unplanned pregnancy, drug use, and gang involvement. So Mary’s Center works closely with the kids to show them another path, and the results are impressive. Typically, 90 percent finish high school and the remaining 10 percent get their GED. One hundred percent are promoted to the next grade level, and 72 percent go to college. Of the senior teens they served this year, a record 96 percent are going to college, and the rest have found work.
Many of these young people are the children of the mothers who came to the center 25 years ago when it began. “Those children are now in their twenties,” Gomez says, “and they’re now working at Mary’s Center. Many of them are going part-time to college to become social workers or nurses at the center and they say Mary’s Center is our community center. They say Mary’s Center is where our parents went when they were desperate, when they didn’t know where to put us in school, and when they weren’t getting along. Thanks to Mary’s Center, there’s a whole generation of children whose lives are better than the generation who came before.”

And like Gomez, they are committed to giving back. “In one generation, we’ve been able to change the paradigm,” Gomez says. “These children are far more educated than their parents, but they are the foundation of their parents. So we did not create monsters who forgot their parents and the community that helped them get where they are.” Looking at this caring cohort of successful young folk makes Gomez feel like a success. So does knowing that she has remained true to her roots. “I have better financial standing than my mom had, but I am exactly the same person I was when I came here at age 13,” Gomez says. Despite how far she’s come ahead, she’s determined not to leave her community behind.

Mary’s Center makes families feel at home.
John Lewis was 23 when he stood before thousands at the March on Washington in 1963. In a fiery speech, he demanded jobs and freedom for his people. “In good conscience,” he said, “we cannot support wholeheartedly the administration’s civil rights bill, for it is too little and too late. There’s not one thing in the bill that will protect our people from police brutality.” Nor would the voting section of the bill help thousands of black citizens who wanted to vote, he pointed out. “It will not help the citizens of Mississippi, of Alabama and Georgia who are qualified to vote but lack a sixth-grade education. One man, one vote is the African cry. It is ours. It must be ours,” he said with the passion that would one day earn him fame as the conscience of Congress.

Lewis is now a civil rights icon and congressman for the 5th district of Georgia, though he began life as a sharecropper’s son. He met Dr. Martin Luther King, Jr. when he was 18, and at 19 he helped organize the first lunch counter sit-in. He was on the first of the Freedom Rides, challenging segregation at interstate bus terminals in the South. His affront to Jim Crow led angry mobs to beat him in Alabama and South Carolina. When he led the Selma-to-Montgomery march to petition for voting rights, he was also beaten by policemen who fractured his skill. Despite more than 40 arrests, physical attacks, and serious injuries, he has remained a devoted advocate of nonviolence.

He is also an advocate for ethics in government and neighborhood preservation, as he showed after being elected to the Atlanta City Council in 1981. Five years later he was elected to the U.S. House of Representatives, where he is senior chief deputy whip for the Democratic Party, a member of the House Ways & Means Committee, a member of its Subcommittee on Income Security and Family Support, and ranking member of its Subcommittee on Oversight.

In Congress, he remains a leading force in the movement to commemorate and push racial equality. Two bills he authored, both enacted in 2008, provided funding for the cold-case probes of slain civil-rights leaders and called for the minting of coins commemorating the Civil Rights Act of 1964. He also sponsored the bills that led to the National Museum of African American History and Culture, now going up on the National Mall.

These achievements have earned him respect from both political parties and especially from President Barack Obama. In 2009, the day of Obama’s inauguration, Lewis received an autographed photo from the new commander-in-chief and first African-American president of the United States. It was signed, “Because of you, John. Barack Obama.” And the president showed his gratitude in 2011 when he awarded Lewis the Presidential Medal of Freedom, the country’s highest civilian honor. When the president talked about the congressman’s lifelong struggle for civil rights, it brought tears to Lewis’s eyes. He remembers marveling at how far we have come as a nation and as a people. “When you look back, the year that Barack Obama was born 50 years ago, black people and white people in the American South couldn’t sit together on a bus or a train or in a waiting room. We changed that,” Lewis says.

He knows his search for justice draws on a tradition dating back to Frederick Douglass, the great abolitionist whose statue was recently unveiled in the U.S. Capitol Visitor Center’s Emancipation Hall. “Nearly 150 years after the signing of the Emancipation Proclamation, to be in Emancipation Hall and see a statue of Frederick Douglass nearly brought me to tears,”
Lewis recalls. “In the early days of the Civil Rights Movement, when I was very young, I would quote Douglass’s words, ‘Without struggle, there is no progress.’ I would say we must ‘agitate, agitate, agitate,’ and I got this, too, from Douglass, that fighter for freedom.”

In his own fight for freedom, Lewis also draws on the example of several “unbelievable people” who have inspired him along the way. “I admired President Kennedy and his brother Robert,” Lewis says. “More than 50 years ago, I had an opportunity to meet President Kennedy and I campaigned for Robert Kennedy. I admired Vice President Hubert Humphrey, ‘the happy warrior’ for those in need and Congressman Claude Pepper, the great advocate of the aged. I had an opportunity to serve in Congress with Pepper, and we all listened when he stood up to speak. Sometimes he would say, ‘Look out for the feeble, look out for the elderly, look out for the people who need our help.’” That’s what Dr. Martin Luther King, Jr. did, and he is another of Lewis’s heroes. “I heard about Dr. King when I was 15 and he changed my life,” Lewis says.

He follows King’s example by also striving to change young people’s lives. “I spend many hours,” Lewis says, “with elementary and high school students. I go and take seats among the children on the floor and talk with them. They ask me questions, and I try to tell them stories about my own life. I tell them to be kind, to stay in school, to get the best education they can, to love, and not to hate. I tell them you can grow up to be whatever you want. So never give up. Never give in. Never become bitter or hostile. Keep the faith, and whatever you do, do it with passion.”

And one of the things we should all do with passion is care for our aged and infirm, Lewis points out. He agrees with President Kennedy who once remarked that history will judge us by our actions toward those who most need our care. “We have a moral obligation, a mission, and a mandate to care for our seniors,” the congressman says. “If we’re not kind to our elders, if we fail to look out for them, history will not be kind to us and God almighty will not be kind to us. He will not smile on us if we fail to take care of those who need our help and deserve our support.”

Besides, selfless service has its own rewards, as Lewis learned from one of his heroes. “I deeply agree with Dr. King,” he explains, “who stated that we can all be great because we all can serve. Serving is a noble calling. It’s good to reach out and lend a helping hand. It’s good to do necessary work that others may shy away from. It isn’t always easy, but you must find a way. You may just find someone who will thank you,” Lewis says — though he didn’t always get the thanks he deserved for his own good work to make everyone act like brothers and sisters.

He often suffered for his beliefs, but he remained strong and never lashed out. “So when I was arrested,” he recalls, “in jail, beaten during the Civil Rights Movement, I never became bitter or hostile, and even today, I don’t feel any bitterness or hostility toward anyone. Every so often I may have a sense of righteous indignation about something, but I’m not going to
get angry.”

That does mean this longtime freedom fighter isn’t still willing to take risks for his beliefs. In 2009, he was among four members of Congress arrested outside the Embassy of Sudan for crossing a police line during a demonstration against genocide in Darfur. “You have to find a way to dramatize this issue,” he firmly maintained as he was led away in handcuffs. “This is another step toward helping to free the children of Darfur and put an end to the genocide, violence, and crimes against humanity,” he said as police loaded him into a prisoner transport vehicle — an odd situation for a revered member of Congress. Yet Lewis believed his arrest would make a difference.

And the indignity he endured that day was one of the ways he showed how much he cared about the people in Darfur. “Caring,” he says, “is the ability to act and show some sign that you feel the hurt, suffering, and pain of others. You show you care for people when you do something to lessen their pain, make them feel more whole, and give them a greater sense of hope. It means standing by someone and telling them, ‘Don’t give up. Don’t give in. Keep the faith.’”

They’re words Lewis has lived by despite the hurts he has endured. “I got in good trouble, necessary trouble, to make things better for all humankind,” he says. And these experiences have made him the voice of conscience in the Congress. They have also taught him the most important lesson of his life. “I’ve learned to be patient,” he says, “to take the long hard look, and to realize that our fight to bring about change is not one that lasts for one day, a few days, or one lifetime. You must continue to fight for what is right, for what is fair, and for what is just.”

“NEVER GIVE IN. NEVER BECOME BITTER OR HOSTILE. KEEP THE FAITH, AND WHATSOEVER YOU DO, DO IT WITH PASSION.”

Lewis brings home a point at NAHC’s Policy Conference.
Bill Marriott believes in putting people first. So do the general managers who work in his multi-billion dollar hotel chain. “I think they’ve learned,” Marriott says, “that if they take good care of the associates who work for them, they’ll take good care of the customer, and the customer will come back. That was the principle my father followed in 1927 when he started this company with a root beer stand. After he had been in business a few days, one of his employees failed to show up. Since he only had three or four employees, he knew he was in trouble and would have to do all the work. He also realized he’d better take care of his people and that’s been the founding principle of our company ever since.”

This approach has made Marriott International one of the world’s largest lodging companies with a portfolio ranging from limited service to luxury chains. It now has 3,700 properties spread throughout 74 companies with renowned brands such as Marriott, Renaissance, Bulgari, Ritz-Carlton, Marriott Courtyard, Gaylord and JW Marriott, named for Marriott’s dad. “We continue to open up over 200 hotels a year,” he says, offering many chances for advancement since most of Marriott’s managers started out as hourly workers. “Our people can move up in the business and become assistant managers, managers, and general managers of a hotel. When they see you are providing them with opportunities to move ahead, this is a real motivating factor.”

Marriott got his own work ethic and sense of motivation at an early age. “My father told me that if I wanted to be successful, I had to work. He told me that every day from the time I was six years old. He had a favorite point he liked to make about trees: the smaller the tree the harder it had to fight for sun and light, but if it worked hard it got tall and strong.”

This philosophy allowed his dad to turn that root beer stand into a chain of Hot Shoppes, then a hotel, and soon Marriott entered the family business. While going to the University of Utah, he worked in his father’s Hot Shoppes restaurant in Salt Lake City, where he learned the business from the bottom up. “I worked in the kitchen for four years,” he recalls. “I learned all about how kitchens work. I learned about customer service. I learned about how important the associates who worked in that kitchen, and that has been the foundation for me throughout my life,” Marriott says. He also attributes a lot of his company’s success to listening closely to all his employees. “I think that probably the most important thing a successful executive can do is listen and learn.”

It’s something Marriott learned as a young man from a U.S. president and former five-star general. “The year was 1954,” Marriott recalls, “and I was an ensign in the Navy. I had come home on Christmas leave, and my mother and father had invited Ike and Mamie Eisenhower down to our farm in Virginia. It was a very cold day outside. The wind was blowing, and it was probably 20 degrees. We put some birds out in the field because we knew he loved to hunt, so we were ready to go out and shoot some birds. We were standing around the nice, warm fireplace, and the question came up: ‘Do we really want to go outside and hunt or do we want to stay inside?’ I was standing behind my father because I was shy about being in the presence of the president. But Ike turned and looked around my father at me. Then he asked ‘what do you want to
do Bill?’ And that was a great lesson for me. I think some of the best words in business are ‘What do you think we should do?’ and those words have followed me throughout my career."

He remembered them when his father built the family’s first hotel just outside Washington, DC, at the 14th Street Bridge between what’s now Reagan National Airport and the Pentagon. But it wasn’t an easy start. The elder Marriott knew little about running a hotel. His son was eager for the opportunity and there were some heated discussions between them, with Marriott’s mother in the middle, he remembers. “She’d say to my father, ‘Now Bill calm down. Listen to what Billy has to say.’ Then she told me, ‘Now don’t be so combative with your father.’ So she was a terrific referee.” Fortunately the younger Marriott prevailed after the hotel went up. “I said, ‘Nobody’s running this hotel, why don’t you let me have a crack at it?’ He said, ‘You don’t know anything about the hotel business.’ I said, ‘Well neither does anyone else.’”

Since then, Marriott International has expanded from places like Dubuque, Iowa, to Dubai and the United Arab Emirates. But it’s still a family business, and that matters, as Marriott explains. “Family is so important, and we’re known as a family business which is unusual in today’s business environment. We are proud that we are a family business, and I think it resonates well with our customers and our shareholders and our investors. So does his firm commitment to hiring and promoting both minorities and women. “At least a good third of our general managers are women and about 20 percent are minorities. It’s a good start,” Marriott says. And it’s one way he helps build the future.

Another is his philanthropic record, especially in education and job training. The company’s Spirit to Serve our Communities program inspires Marriott associates around the globe to volunteer in four key areas: career opportunities, family service, community partnerships, and employee involvement where they live and work. Marriott International has set up Pathways to Independence, a competency based program that trains welfare recipients to become productive members of society by joining Marriott’s workforce. Similarly the Marriott Foundation for People with Disabilities provides disabled youth with job training and has helped place more than 10,000 of them in jobs.

Beside all of these wonderful programs, Marriott has given generously of his money and his time to various organizations, mostly in the fields of health, medical research and education. For example, he was a founding trustee of the Caring Institute when it was created in 1985. He also served on the board of the world-renowned Mayo Clinic, where he gave his time, money, and advice. “It’s a first class organization,” Marriott says, “and we work closely with the researchers to make sure that they’re getting things done in the areas we are really interested in. And they are doing a wonderful job of caring for people,” including some humble folk, as Marriott points out. “When you go to the Mayo Clinic in Rochester, Minnesota, an awful lot of people in that clinic are wearing bib overalls. They live in small towns in Iowa and Minnesota, and they come for the best care in the world. If they lived in Wyoming or someplace like that and they were at a local hospital, it would be a different story.”

Marriott was recently at a hospital himself when he went for a checkup. “It was a big hospital,” he says, “very confusing, and I wanted to buy a Wall Street Journal to read since I knew I’d have to wait for doctors. I met a young lady in the lobby, who was probably around 80, and she was a volunteer. She said, ‘What can I do to help you?’ I said, ‘I need to buy a Wall Street Journal’; and she said, ‘Follow me.’ As we walked, I asked her how often she volunteered in the hospital. And she said, ‘Oh
two to three days a week and I just love it.’ She was spry and she walked faster than I did,” Marriott says. And he knows she’s not unique. “We have an awful lot of people in their seventies and eighties working for us and we don’t have a mandatory retirement age. I think a mandatory retirement age of 65 is ridiculous,” he scoffs.

But now that he’s about the age of that hospital volunteer, he’s decided to hand over the reins to someone else. “If you’re a CEO like me who is 80 and who’s been on the job for 40 years,” he says, “you’d better go and do something else, because you need the strength of youth to go along with the vitality and the smarts. That’s what we’ve got with Arne Sorensen, who took my job as CEO last March. But I’m still chairman of Marriott’s board of directors and I’m still involved. I still visit hotels, give speeches, and meet with people. My wife said, ‘I married you for better or worse, not for lunch,’ and I don’t want to be home for lunch.”

Marriott learned from his father that success is never final, so he intends to keep striving for more satisfied customers, more return to his shareholders, and especially more chances for his associates to advance. “I’d like to be remembered,” he says, “for developing a culture that continues to foster the ideals that my parents put forward — and that is still so very important. I want to be remembered for that enduring culture of giving, caring, and providing opportunities for people.”

---

**RCTCLEARN.NET**

*e-learning for those who care*

“A customer satisfaction rating of 98% means we plan to keep RCTCLEARN.NET as a member benefit indefinitely!”

- Indiana Association for Home & Hospice Care

**Online Education for:**

- Agency Staff & Volunteers
- Association Members

in the Home Care & Hospice fields.

**Convenient, Affordable, & Effective Training.**

Call: **1.877.396.6261**
Visit: [RCTCLEARN.NET](http://RCTCLEARN.NET)
Patty Webster has made a promise to the people of Peru. Since 1993, her nonprofit Amazon Promise has been bringing free health care to some of Peru’s poorest and most remote regions. A job as a tour guide brought her to the Peruvian Amazon where she shared the region’s lush beauty with tourists. She also saw the specters of disease and death that haunted the rainforest paradise when she began meeting the locals. “I saw how poor they were and realized people were dying because they didn’t have medical care.” Webster says. She started by sharing her own equipment and supplies and soon was waking up to find people outside her mosquito net asking for medicine.

At one point, she and her tour group met a boy who’d been in a farming accident and had a wound that made everyone gasp. Webster knew he would die if he wasn’t cared for, so she gave him stitches while reading how to from a book. “It was kind of scary,” she recalls. “If they’re depending on me for health care we’re all going to die.”

The boy didn’t die as it turned out. “We had some antibiotics and we checked on him every day and he did very well,” Webster says. But her stint as an amateur surgeon opened her eyes to the grim scene around her. “The moment that I was looking down into that little boy’s leg was a turning point for me,” she says. “I knew that I would no longer have a typical lifestyle and get a paycheck every week. There was a lot of real suffering going on.” And seeing it changed her world. “I realized that it’s not all about fun and games anymore, touring the Amazon, and not seeing the realities around me. So I had to make a decision. Do I continue enjoying my job, enjoying my life, and not paying attention to the situation? Or do I dig deeper and try to help the people who I care about here?”

Webster had already learned the right way to respond while growing up. “In my family, you stop and find a solution when you see someone in need. It was very matter of fact. When I was in the car with my grandmother, we would sometimes see a hurt animal on the side of the road, and we would always stop, pick it up, and help it. That was just what you had to do.”

Helping the Amazon’s people wasn’t so simple, and Webster knew her work as a guide was not sufficient. “I’m not a doctor,” she recalls thinking, “yet I can’t stay here and do nothing.” And that’s how Amazon Promise began. “We started out as Rainforest Project and there were four of us: two of the women who were on my last trip, another tour guide, and me,” Webster says. “As people came to us with their sick and dying children, I began to see how the rest of the world lives.”

The people Webster helps live in the Loreto Province of Peru, where they are prey to the forces of nature. The climate and terrain make this jungle region both dangerous and dazzling. There are two seasons: high water and low water. The rivers rise and fall 25 to 50 feet each year, creating a spectacular change in the lush vegetation. But five months of high water bring congestion, sanitation problems, vicious snakes, and disease. Even in urban Belén, the slums of the capital city Iquitos, people must get around by boat or on makeshift boardwalks. And life doesn’t get much better when the water recedes. Low water season is muddy instead of dry, and the lack of clean drinking water and sanitation pose constant threats to public health.

At any time of year the region is hard to reach from the
outside world. Even Iquitos is accessible only by boat or plane, and it’s not the sort of place where most volunteers want to serve. “People said, ‘You’ll never get one doctor to go down there and walk in the mud and swat mosquitos,’” Webster recalls. “Well, they were wrong. When you have an idea and really believe in something, you attract volunteers. I think it’s because people want to be involved in good projects and help other people.”

At first Webster got volunteers by contacting people who had been to the Amazon or by telling people about her program. “Then we had a couple of articles about us come out,” she says, “and they attracted more people. Their experience with us was so positive that they would come back several times a year. That sense of dedication has grown, and we’re very organized now. We have a good reputation and a solid program. Volunteers can come down and know they’re going to be able to help a lot of people in a fairly short amount of time.”

Webster’s teams travel around the region for up to a month at a time, holding free clinics in each village and teaching people about hygiene, sanitation, and HIV prevention. Each team includes adventurous medical volunteers from the West — many of them from U.S. medical schools — and Peruvian doctors, often accompanied by a traditional healer. So far they have helped over 35,000 people despite the challenge of bringing 30 to 40 containers of medical supplies to places without any roads. “Sometimes we’re in dugout canoes and we’ll encounter major rapids,” Webster says. “When that happens you just need to close your eyes.”

But it was best for Webster to keep her eyes open and stay alert in some of the harrowing situations she has faced. One time, over a thousand villagers viewed one of the Amazon Promise volunteers as the devil. Another time, Webster and her team arrived at a village whose members thought they were “face peelers — foreigners who kill the natives, peel their faces off, and take the fat for airplane glue,” Webster explains. What gets her through is her favorite quote, “Expect the unexpected.”

And a sense of humor helps her volunteers face these life-and-death situations “Everybody on our team is kind of a comedian in their own way,” Webster says, “and we are constantly laughing.” The laughter rings loudest when the team includes Dr. Patch Adams, the healing clown, and Dr. Carl Hammerschlag, the renowned storyteller and psychiatrist, both previous Caring Award winners. When Hammerschlag goes to Iquitos, he likes to make the children laugh, too, by decking himself out in a red rubber nose, pouring his lanky frame into a tutu, and strutting about like a flamingo. When he does, he’s a fetching sight, and he’s among the many volunteers who Webster considers her heroes.

Besides donating their time, they often pay the cost of their own trip. Recently some of them also helped Webster fulfill a longtime dream: putting up a medical clinic in Belén. “A group of Australian women donated the money to build the actual clinic building, and then a group of French medical students contacted me about how they could help us. I told them we needed a registration building, so they came down and built that building.” Seeing it go up taught Webster the importance of having a vision, showing you care, and following through no matter what obstacles you face. And she knows all her efforts are worthwhile when she sees the results her group has achieved.

In one instance, she and her team arrived in a village and set up clinic during a cholera outbreak. “People were laying everywhere and dying of dehydration,” Webster recalls. “Parents were bringing in children whose lips were dry and whose eyes
were rolled back. They seemed lifeless and their parents didn’t know how to save them. So we used IVs to rehydrate them. Five or six hours later, they were eating out of a bowl and walking around the clinic just fine.”

Equally life saving was the care Amazon Promise gave to one little boy who Webster especially remembers. “I think he was eight years old. We were in Iquitos and his father brought him in. His body was covered in a kind of eczema, a scratchy, flaky, red and white rash. He hadn’t been to school or had a full night’s sleep in two years because of the itching. We gave him the proper medicine, Benadryl and steroids. Then we saw him a week later, and you would not recognize this boy. Everything was cleared up. He looked happy. He looked like a normal boy. And it was one of the moments when you ask yourself, ‘Gosh, how many others are out there like that?’ But you still feel good.”

So Webster has no regrets about the road she chose after sewing up that little boy’s leg. What started out with a few stitches has made a huge difference in the fabric of people’s lives. “There was never any question as to whether I should do it,” she says. “I knew that I could do it even though I don’t have a medical background. In many cases you need so very little to help someone else a lot. I’ve found my purpose. It certainly wasn’t what I had planned for my life, but you can’t go against these forces of nature.”
The Honorable
Daniel Inouye

Former Senate Majority Leader Bob Dole (R-KS) visited Capitol Hill last December to pay his respects to his former colleague, the late Senator Daniel Inouye (D-HI), who was lying in state in the U.S. Capitol building. Dole and his wife, former Senator Elizabeth Dole (R-NC) were escorted to the Rotunda by Senate Majority Leader Harry Reid (D-NV) and Senate Minority Leader Mitch McConnell (R-KY). Though Dole usually uses a wheelchair, he chose to walk with his wife’s aid from the Rotunda entrance to Inouye’s casket. He went up to the casket, touched it, and then saluted Inouye with his left hand.

Dole’s right hand was injured in World War II, the same brutal conflict that took Inouye’s right arm. The two men met while recovering from their wounds and became friends. While seeking treatment, Dole told Inouye about his plans to run for Congress, a course that Inouye also decided to pursue. He liked to joke that he “followed the Dole Plan” by running for office. Yet he managed to beat the former Kansas senator to Capitol Hill, becoming the first Japanese American to serve in Congress.

His achievements there earned him recognition as the quiet voice of conscience in the Senate. He supported the social and civil rights programs of Presidents John F. Kennedy and Lyndon B. Johnson. He defended the territorial rights of Native Americans. He was instrumental in securing full benefits for Filipino veterans who had served with the U.S. Army in World War II but had long been denied the pensions...
Inouye was also an enduring advocate for health centers and affordable health care in his home state of Hawaii. He believed that no Hawaiian should be denied quality health care because they cannot pay for it or live in a rural part of the state. “The mission of Community Health Centers is to make sure that anyone needing medical attention receives it in a timely fashion and we in government must do all we can to support such a benevolent endeavor,” he urged.

And generally the soft-spoken senator was content to champion Hawaii’s interests and defer to his more outspoken colleagues. But as crises rose, he was called upon to take center stage. He drew national attention for his quiet but courageous leadership on high-profile Senate committees investigating the Watergate Scandal and the Iran-Contra Affair. During the hearings on the affair, he castigated high-ranking U.S. officials who defied President Reagan and Congress by secretly selling weapons to Iran and using the profits to support rebels fighting the left-wing Sandinista government in Nicaragua.

“This is an excuse for autocracy, not policy,” he fumed with indignation. “Vigilance abroad does not require us to abandon our ideals or the rule of law at home. On the contrary, without our principles and without our ideals, we have little that is special or worthy to defend.”

This ethical stance earned him widespread public recognition and a long political career. After the Watergate hearings, a Gallup poll found that Senator Inouye had an 84 percent favorable rating, even higher than Senator Sam Ervin, chairman of the Senate Watergate committee. At the time of his death, 88-year-old Inouye was the longest-serving U.S. senator, having been elected to nine consecutive terms over 49 years.

Since then President Barack Obama has awarded him a posthumous Presidential Medal of Freedom, the nation’s highest civilian honor. Senator Inouye was chosen for a national Caring Award in July of 2012. Several Caring Institute trustees, including co-chairmen Senators Bob Dole and Tom Daschle, were instrumental in this action. “He was the personification of what the Caring Institute stands for: caring, integrity, and the best in public service,” said Senator Dole. “Senator Inouye is one of the finest people I have ever known,” added Senator Tom Daschle. When the senator passed away in December of 2012, he became one of the few Americans to have been accorded by Congress the right to lie in state in the Capitol Rotunda. What follows are some of the tributes received at that time. They do much to put his life in perspective:

“For him freedom and dignity were not abstractions. They were values that he had bled for, ideas he sacrificed for.”
— President Barack Obama

“They blew his arm off in World War II, but they never, never laid a finger on his heart or his mind.”
— Former President Bill Clinton

“Future generations will write about Dan Inouye. They’ll learn of his physical feats, but maybe the most important lesson of all they’ll learn is that dedication to country, engagement in public life, engagement in politics — being a member of Congress — can and should be the most honorable profession of all.”
— Vice President Joe Biden

“Daniel was the best senator among us all. Whenever we needed a noble man to lean on, we turned to Senator Dan Inouye. He was fearless.”
— Senate Majority Leader Harry Reid (D-NV)
“Senator Inouye led a life of principle, passion, service, and sacrifice. By his actions, he stood firm for the independence of the Congress, the strength of our democracy, and the values of the American people.”

— House Minority Leader Nancy Pelosi (D-CA)

“We have lost an irreplaceable American.”

— Admiral Samuel J. Locklear, Commander of U.S. Pacific Command

“Danny Inouye was an American hero of the highest order. As a soldier he broke barriers with his heroism, as a proud Hawaiian he committed his life’s work to serving the people of his state, and as a legislator he earned the admiration of everyone he ever worked with on both sides of the aisle, including me.”

— Senator Patty Murray (D-WA)

“When I arrived in Washington, he was one of the first senators I sought to introduce myself to in the first days after being sworn in. I always admired his story and how he was the last of the Greatest Generation of Americans that served this country in World War II and then in peace in the U.S. Senate.”

— Senator Marco Rubio (R-FL)

“A member of this nation’s Greatest Generation, Senator Inouye was a decorated veteran who received the Medal of Honor for his courageous service and bravery fighting tyranny and evil on battlefields across the globe. His decades of public service on behalf of the people of Hawaii were marked with passion, honor, and selflessness. He will truly be missed.”

— Senator Minority Whip John Cornyn (R-TX)

“He was a shining star of the greatest generation. He opened doors and made it possible for minorities like me, and later like President Obama and so many others, to serve at the highest levels.”

— Retiring Senator Daniel K. Akaka (D-HI)

“I salute the memory of a brave man, a great patriot, a devoted public servant, an unwavering benefactor to service members and veterans of every generation, and my friend and mentor.”

— Eric Shinseki, United States Secretary of Veterans Affairs

“Senator Inouye was a trailblazer in public service and a staunch champion for the mission of the Department of Health and Human Services. He was a strong advocate for advancing the health and wellbeing of the American people — from promoting biomedical research to addressing issues affecting veterans, Native Hawaiians, and American Indians and Alaska Natives”

— Secretary of Health and Human Services Kathleen Sebelius

“Senator Inouye was one of the finest people I have ever known.”

— Former Senate Majority Leader, Tom Daschle
2013 International Caring Winner
“Shalom is a Hebrew word that means peace with justice and harmony,” says Father Patrick Devine, a priest who seeks to resolve conflict in northern Kenya. He’s taken on a daunting task given Kenya's ethnic diversity and history of unrest. In 2007, Kenya was shaken by inter-ethnic violence following disputed elections, and six of the country’s leaders faced charges of inciting the riots that led to over a thousand deaths. Kenya’s military entered Somalia in 2011 to curb the threat of the Islamist militant al-Shabab movement which it accused of kidnapping and killing aid workers and tourists. This fall, a Kenyan with links to Al-Qaeda plotted to attack his country’s parliament building and the UN headquarters in Nairobi. The nation’s capital city was also scene to a horrific massacre when Somali terrorists laid siege to a shopping mall, killing 61 people and injuring over 100.

Father Devine was there to comfort the victims and survivors of the mayhem. They’re just a few of the people who have felt his gentle touch in his 28 years as a missionary in Africa. Looking back, he says, “I have witnessed a substantial amount of killing and maiming and displacement of people. I have witnessed the tremendous life sacrifices of missionaries and humanitarian workers promoting peace and development. I have seen large amounts of development assistance utilized to address symptoms of conflict, rather than trying to address the root causes.” But if there’s no focus on the root causes, conflict will persist, Devine warns. “Negative peace — the mere absence of violence — will never be transformed into positive peace, the experience of people reinforcing the wellbeing, harmony, and development of each other.”

Creating a peace that is more than the lack of violence is the goal of Shalom Centre for Conflict Resolution and Reconciliation (SCRR), the organization Devine founded after witnessing the 2007 Kenyan post-election violence. The center is recognized by the Kenyan government and endorsed by the church as a means to bring peace through conflict transformation. “One aspect of our work,” Devine explains “is conducting rigorous research to determine the cause of conflict and offer a basis for new policies and projects going forward. The other is working at the grassroots level to provide the local population with analytical skills to understand what’s causing conflict and techniques for building peace. We believe we can help them become the solution to their own problems.”

You could see this peace-building process at work during a workshop Devine held for Muslim and Christian leaders of different churches. “There were a lot of conflicts going on. Everyone was on the defensive, and I was not sure how to conduct the workshop,” he admits. But he says his spirit guided him when they demanded to know what was on the agenda. “I said to the Christians, ‘You know our Muslim brothers and sisters here are going to pray at one o’clock, so maybe we could delay lunch to one-thirty. We’ll also pray at one, and this is the prayer I would like you to make. I’d like you to pray for our Muslim brothers and sisters that God will bless them with health and happiness, but please don’t pray that they become Christians,’ I urged them. Then I turned to the Muslims, and I said the same thing: would they be willing to pray for the Christians and not pray that they become Muslims? After they both agreed, we all relaxed and had a wonderful workshop.”
This success, Devine explains, says something about the way we should approach other people. “We shouldn’t try to make them like ourselves. Nor are we called upon to just leave them as they are. But we should have the courage to walk with other people to a place that neither they nor we have been to yet.”

And speaking of going to new places, you might wonder how an Irish boy who loved to play football ended up as a priest in northern Kenya, a semi-arid region with practically no roads or electricity, and no medical or educational institutions.

Devine says he came to Africa in response to the cry of the poor. “I was ordained in 1988 into the Society of African Missions (SMA) and assigned to western Tanzania, but my journey really began nine years earlier when I made up my mind to commit my life to Africa. From a very young age, I knew that if I was going to become a priest I wanted to work among the poorest of the poor, like Mother Teresa. I wanted to go places where there’s underdevelopment, where the good news of love and forgiveness is not fully heard, and where there is a great need for medical and educational development.”

His wish came true after his society asked him to start a mission in a very remote part of Tanzania’s Shinyanga Region. He was truly in the wilderness, he recalls, “18 hours from the nearest tar road.” But that did not stop him from forging his own road ahead. From the mid 1990s on, the SMA gave him leadership roles in Kenya and Tanzania, where he was in charge of a medical center, a 600-pupil secondary school, numerous AIDS education programs, and the care of 1.5 million refugees from Rwanda who had crossed into Tanzania fleeing from genocide. In 2005, he was elected chairman of the Religious Superiors Conference of Kenya, a high-profile position he gave up so he could devote himself to the Shalom Centre.

It all made for “exciting and fulfilling times,” Devine recalls. “However, it was not all work. I continued to play football with the Africans as long as the legs were fit and played golf whenever possible, having put flags in the semi desert and used bean cans for the much sought after hole in one. During holidays, in Ireland and America, I managed to crack the single handicap figure of nine,” he says with glee. When on these trips he also likes combining work and play to raise money for new projects. And he gets his chance when Irish friends hold a yearly golf classic for Africa’s poorest schools. “We like to spend the money,” he says, “on education and medical needs, maybe on kids with AIDS. In some of the poorest schools, there’s no electricity or running water. And we can help them. With the money we raise, we’ve provided desks, renovated classrooms, brought in books — and of course footballs!”

Devine also wants to give these young people — and all young people — a sense of how much joy they can get out of giving back. “We need to help them realize,” he says, “that every person has so much to give. We need to help them realize..."
their potential to do good, no matter what field they choose.” Sadly, there’s a real danger of getting trapped in the “I,” where greed and selfishness take over. That’s not the road to joy, he knows, so he urges young people to get in tune with God and what He wants us to do. “Of course, the First Commandment is to love the Lord, your God, with all your heart, and love your neighbor as yourself.”

If you can do that, you will find joy, Devine has learned. “My gratefulness for life is grounded in realizing that the person opposite me is sacred to God and that God is speaking to me through that other person. I absolutely believe that God is dying for us to experience His presence, but there’s no point in experiencing God in our lives unless we realize that every human being is an expression of his existence. We should go out, dialogue with humanity, and give because there’s nothing more important than that.”

A culture of violence stands our way, Devine knows from his many years witnessing massacres and mayhem. So he urges all missionary and development workers to join in building peace. And he has advice to guide the rest of us in our daily lives. “We have to be proactive as change agents lest by doing nothing we encourage the doers of evil,” he says. “We must never give up on each other and on our ability to do something because God never gives up on us. While many of the youth of our time search in vain for genuine spiritual and political leadership, we are all challenged to engage in a culture of daily living where respect for human rights and life is held to be sacred and honored.”

This culture is summed up in the word shalom, Devine explains. “Shalom should not be owned by any religious tradition. It’s for everybody, and it’s fundamental to our relationship with God, our relationship with our neighbor, and our own sense of self-worth. If we can bring about peace in the world, we can all find our own path to God.” But in the meantime, Devine and his center are leading the way in one of the most troubled parts of the world. “Our conviction,” he says, “is our work can transform the lives of communities affected by conflict, so positive, peaceful coexistence becomes a new norm in northern Kenya and adjacent countries.”
Allyson Ahlstrom has a passion for fashion — and for helping others, too. That's why she gives away the latest styles to underprivileged teenage girls. When girls walk into her Windsor, California, boutique, they see pink and black walls, classy displays, and racks of new, donated brand-name clothes. Every shopper can pick two head-to-toe outfits, along with a formal dress and matching shoes. The girls walk out feeling more upbeat, 18-year-old Allyson says, because there's a link between self-esteem and nice clothes. “That’s why I decided to start Threads for Teens, so that teen girls could gain a strong sense of confidence needed to better realize their aspirations.”

One of Allyson’s own aspirations has always been to help those in need, so she has been volunteering her whole life. When she turned 10, she donated the birthday gifts from her party to a foster home. When she was 11, she cut 12 inches off her hair and gave it to Locks of Love, a program that makes wigs for young cancer victims. After Hurricane Katrina, she asked people for extra toiletries and sent a huge box to a Texas church where many survivors were staying. But she thought she was too young to run her own program until she read about teens who were tackling the biggest problems in the world.

“I received a book called Generation Change by Zach Hunter for Christmas in December 2009,” Allyson recalls. “I picked it up on January 17, 2010, and was so intrigued that I finished it in two hours. I was impressed by the different service projects teens had completed that were highlighted in the book. That very night I came up with an idea, wrote a letter, and designed a logo for my project.”

Within a week, she had contacted 300 clothing companies, asking for donations, and she was shocked by the response. Popular labels like Chinese Laundry, Joe’s Jeans, and Tommy Hilfiger began sending loads of clothes that took over the family’s house until a property management unit donated the Windsor store front. As she set up shop, she contacted social services agencies for her customers. And soon she welcomed 13 girls in foster care to Threads for Teens.

Since then she has outfitted 200 girls with help from friends and community volunteers. “Students from my school are always happy to volunteer,” she says. “So are many other people in the community who’ve heard about Threads for Teens just by word of mouth. They’ve contacted me so I’ve never really had to reach out and recruit volunteers.”

This outburst of support inspired her to think big and bring her show on the road. Last summer, she completed a 48-state tour by trailer and truck. She also had help from local women’s clubs who found her clients in every city where she opened her mobile boutique. By seeing up to 30 girls a day, Allyson managed to provide 1,000 girls with new back-to-school ensembles.

The experience has also given her a new outlook on her project. “When I started it, I looked on the girls as people who needed something,” she says, “and I was there to help. But the word ‘help’ makes it sound like the people you’re working for are inferior. So now I’ve come to think that I’m not really helping the girls, I’m inspiring them to fulfill their dreams.”

She has succeeded beyond her wildest dreams since she had no idea her small project would someday make such a big impact — much of it thanks to her dedicated volunteers. “If everyone does a little,” she says, “then fewer people have to do a lot. If we all just gave a few hours, the world would be so much better.”
Nicholas Cobb gives comfort and joy to folks living on the street. It’s been an 11-year-long mission for the 17-year-old Texas youth. “When I was about four years old, I saw a homeless man living under a bridge, and I didn’t understand,” he remembers. “My parents told me, but I just couldn’t believe he didn’t have a home to go to.” And young as he was, he already knew that “caring is thinking of others’ best interests.” He wanted to help those who had fallen on hard times.

He started by getting donations for a nearby homeless shelter, Samaritan Inn. “First we collected soaps, shampoos, and other toiletries for the people who live there,” he recalls. “The next year we collected food and the next year we collected cleaning supplies. Through the years, it just got bigger and bigger” — and so did the number of people at Samaritan Inn.

Many of them didn’t have winter coats, as Nicholas noticed one cold winter night. So when he was 12, he started Comfort and Joy, an organization that would raise money to provide coats for the homeless. With help from his Eagle Scout troop, Nicholas raised $3,400 and used it to buy coats for 129 people. This success inspired him to up his goals the next year and raise $4,500, enough to buy new coats for everyone at City House, a shelter for abused children.

Since times were tough, his plan met with disbelief. “Some people thought I wouldn’t be able to raise enough money,” he recalls, “or that the project wouldn’t be as successful as it was. But I figured that any little bit of help would make a difference, no matter how big or how small.”

So Nicholas did not waver. He asked for donations online. He set up collection jars at local shops. He raised cash at a car wash organized by his cousins. By the time he and 20 volunteers from his Scout troop hit Burlington Coat Factory, they had enough to buy 54 coats. “These kids had been through so much,” Nicholas says. “They deserved something new.”

And all those in need also deserve his help, as he explains. “I am a Christian, and as Christians I believe we are here for two reasons: to worship God and to serve his people.” Or as the Bible puts it, “To whom much is given, much is expected,” a phrase Nicholas likes to quote. “You don’t need to add much to that. I think I have a pretty nice life, so I want to help others. It’s just the right thing to do.”

Guided by these convictions, he has so far raised $30,000 through support from the Junior League, Home Depot, and Newman’s Own. These funds have allowed him to donate 400 coats to local shelters, rebuild a senior’s home, and start a vegetable garden at a local school.

He now acts on the old adage about teaching a man to fish by giving the homeless suits to wear on job interviews and by funding college scholarships. One of the people he helped was a girl whose dad went to prison and whose stepmother beat her. She wound up in a foster home. But she still managed to graduate high school and get into college. The $500 Nicholas gave her helped pay for her books.

“The idea is to help people be able to help themselves and get on their feet,” Nicholas explains. “Then they can help others like in the movie Pay it Forward. That’s the way to be happy, Nicholas says. “You can’t really feel bad or sad about anything when you do something to help someone else.” If you do, it will also bring you comfort and joy.
“I might be a little kid,” Will Lourcey likes to say, “but I’m a little kid making a big difference.” And it’s true. In the past four years, the 11-year-old Fort Worth boy has raised more than $20,000 for the Tarrant Area Food Bank, provided over 100,000 meals for the hungry, and fed over 10,000 Texas families. Will has also helped pack over 12,000 backpacks with food for hungry kids, and inspired thousands with his motto: “Be a doer, not a watcher” — advice he’s followed since the summer of first grade.

“When I was seven,” he says, “I was riding home from a Little League baseball game. I saw a man holding up a sign that said ‘Need a Meal.’ Seeing this man made me feel sad, and I decided to do something to help people who are very hungry.” Soon he came up with FROGS — Friends Reaching Our Goals — an organization in which he and his friends find “fun” ways to fight hunger.

“We asked local businesses if they could sponsor us,” he says, “and hosted events like lemonade stands, yard sales, and Popsicle stands. We also get businesses to sponsor soccer and basketball events and donate money for each hit or goal score.” These Kicks and Hits Against Hunger have had a huge impact on the community, and touched a soft spot in guys who really know how to kick a ball.

This year, former Texas Christian University and NFL running back LaDanian Tomlinson spoke at Tanglewood Elementary, where Will’s a student. His appearance kicked off the Souper Bowl of Caring to benefit Tarrant Area Food Bank. It drew a big crowd of students who were each asked to bring two cans of food and encouraged to buy “Tackle Hunger” prepared bags of food at nearby grocery stores. Also on hand were executives from local supermarkets and food banks. Will greeted the crowd, saying “I’m so excited to get the chance to work with our entire school to raise food and awareness for the hungry in our community.” Afterward, students danced and sang to songs by Radio Disney while TCU mascot, Super Frog, energized the crowd.

The rest of his team mates were there when Will arranged for his FROGS to meet the the Horned Frogs of TCU. All eyes were on Will as he addressed the team at a practice for their upcoming season. Then he had a chance to speak with an honored guest, Fort Worth Mayor Mike Moncrief. “I was very excited to meet the mayor,” Will says. “I dropped a note at his office a couple of weeks before, and the next day, I saw him at Yogi’s Bagel Café. When I saw him, I introduced myself and he introduced himself to me. I told him I was the one who dropped off the invitation. And he came to our school and told us about how many hungry people there are in Fort Worth. He told us that the next mayor might be right among us. And maybe the next mayor’s going to be me. Maybe I’ll be president some day. You never know.”

If he does he would tackle hunger until he knocked it down. “I’ve seen how happy hungry people are when they receive food,” he says. “I volunteer serving food to people, and I can see how much it means to them. I once gave food to a woman who said to me, ‘Thank you. Now my babies have something to eat. And God bless you’ — words that increased his resolve to end hunger in his community by 2020. He urges both grownups and kids to help him because he knows “you’re never too tall or too small to help someone in need.”
Zachary Certner believes in making kindness cool and he’s spreading the word through SNAP. His special needs athletic program conducts free sports clinics for New Jersey kids with special needs, along with sensitivity training to help other students see the challenges they face. “It’s a two-fold program,” the 17-year-old Morristown youth explains. “It helps special needs children and teens with teamwork and social skills, and improves their athletic ability. It also provides hands-on workshops that put mainstream kids into the lives and shoes of disabled children.”

Special needs kids have few chances to make friends or play sports, Zach learned while growing up. “My dearest family friend, a year younger than me was diagnosed with autism,” he recalls. “I saw his struggles on a daily basis,” and his plight wasn’t unique, as Zach observed in school. “I was disturbed seeing kids excluded from sports, lunch tables, and even friendships just because they were different. Since sports have always been a passion of mine, I felt strongly about giving every child the opportunity to be part of a team.”

So when he was nine, he and his older brother Matt co-founded SNAP. “We began by raising funds in the community for sports clinics. As we grew, we were able to get scholarships and grants,” he recalls. After four years, they had set up a five-day schedule of clinics in basketball, baseball, golf, and other sports, all run by student volunteers. Then Matt left for college, and Zach took over since he would be in school for five more years.

His first night running the sports clinic was a bit of a shock. After entering the gym, he asked, “Is everybody excited about school starting? I am,” and was surprised by the glum response. The special needs kids began sharing stories about how they were ostracized at school and Zach went home very sad — but also fired up to act. He decided to start a new program that would train kids to accept those who are different.

So far he has held educational workshops for over 2,700 students, and recruited 450 of them as volunteers. “We give them an immersion course in what it’s like to be a child with disabilities,” Zach says. He does scenarios where students have to communicate without talking, hands out goggles that distort your vision, and uses mirrors to simulate dyslexia. These eye-opening exercises inspire many of the students to join Zach’s program as coaches and mentors. With their assistance, and funding of over $60,000, he was able to help 140 special needs kids last year.

“The most unique part of this program,” he says, “is the lack of parents and teachers. It is for kids by kids, so it’s meaningful for both the helpers and the helped.” The special needs kids feel like they are sports stars. The volunteers come away with a sense of empathy they can’t get from books.

And Zach says he has also grown as a person through his experience with SNAP. “I have learned to be patient when the kids don’t follow directions the first, second, or fifth time. I have learned that even the smallest gains are major achievements for these children. Most important of all, I have learned to find the ability in every child.”

So have the many students who’ve attended Zach’s workshops, as he is thrilled to see. “I have been contacted by parents and principals after these workshops. They say the special needs kids are having an easier time and aren’t isolated during lunch anymore.” Parents cry with joy when they tell him their kids are now making friends. “Their happiness shows me why I am doing this,” he says, and makes serving others a snap.
Val J. Halamandaris (VJH): One of my favorite quotes comes from Teddy Roosevelt: “Nobody cares how much you know until they know how much you care.”

Chip Bell (CB): That’s a great quote.

VJH: I would like to share with you the questions that I asked Mother Teresa, and that I’ve asked everybody I’ve interviewed since. They are intended to get to the core values of what you do, where you go to find solace when things get tough, where you go for answers.

My first question is, growing up, who inspired you? Who were your heroes and role models?

CB: For me, it was my dad. He inspired me in many ways. He was a very religious man, and not just in terms of the traditional way we think of someone who goes to church — which he did — but he was also a very spiritual man. He believed deeply in those core values that I’ve tried to emulate all my life.

He also inspired me to have a love for literature and a love for writing, and he challenged me to think for myself and not necessarily take what was the traditional view, but to find my own truth through my experience.

He often said, “the greatest gift a father can give his children is to love their mother,” and I learned a lot watching my parents. I learned a lot about the importance and power and reverence of great relationships.

One of my most cherished memories was my father and I would get up in the middle of my parents’ big bed on Sunday afternoon, and we would read one of the classics. We’d take turns reading it together and talk about it. One of his favorite books was A Tale of Two Cities, and his favorite character was Sydney Carton. So many of the heroes I had were largely characters in great books, because we lived so remotely.

VJH: Did your dad have people that he admired — either in literature or otherwise?

CB: He was a great admirer of Paul in the New Testament. Part of what he loved about Paul was his transformation. The fact that after being Saul and persecuting people, he could go through a transformation and become a better person. That story inspired my dad. He quoted Paul a lot.

My dad talked a lot about Paul being someone who sacrificed of himself. He was imprisoned many times. He was tortured many times. And yet he kept the faith until the end.

What he passed on to me from these characters is that the most important values in life are those that are eternal, are always there for you in challenging times when you’re looking for an anchor to hold onto.

VJH: Do you have a favorite book? A favorite writer? A favorite quotation? A favorite passage in the Bible?

CB: I’ll start with the Bible. 2 Timothy, “Study to show thyself approved.” For me, it’s all about the dedication to do what you’re doing.

The 13th chapter of 2 Corinthians — that outlines the elements of love and how important love is — is another one. Those have been passages that have stood me in great stead.

Most of us growing up were big fans of J.D. Salinger and Catcher in the Rye. We could identify with Holden Caulfield as a teenager and some of the challenges he went through.
If I had to select the type of writer that most attracted me, it was those who wrote with a particularly romantic pen, those who had a love for the language and a joy in creating meaning with words. To me, that was very refreshing and what I strived to do in my own writing.

VJH: Words are very powerful. Words can heal. Words can kill. They have an enormous effect. Some people have a real gift with words. Who is the best wordsmith that you ever met?

CB: There’s a wonderful book by a Yale medical professor by the name of Richard Selzer. He took each part of the human body and described it as a poet would describe it, which to me is such an accomplishment.

I’ve always been fond of Emily Dickinson. She would take you on a journey in your mind with her writing.

VJH: I think the essence of that is communicating images. Words are a crude approximation. We each try to describe what we see and hope that others are seeing it the way we’re transmitting it.

CB: That’s a good way to put it.

VJH: You’re also known for your ability to communicate, to speak to an audience, and convey your message. What did you harvest from others that has allowed you to become a great speaker?

CB: When I step on that podium or stage, to me it’s a love affair with the audience. If you look at what great love affairs do, it’s their willingness to surrender. There’s a willingness to be authentic, to be sincere, to be genuine. I work very hard to be who I am when I am with an audience.

I’m always reminded of a wonderful line from Karl Wallenda, the great aerialist and tightrope walker. He said, “Being on the wire is living, and everything else is just waiting.” I love that line because it’s sort of how I feel when I get a chance to present to a group. Everything else is just waiting.

When I’d ask my dad growing up what it means to be successful, he would say, “If you do what you love and if you make a difference, you will be successful. Regardless of the outcome, you’ll be successful.” I try to practice that when I step on that stage. I want to have a lot of fun, to show my passion for what I do, and to hopefully make a difference.

VJH: Is there anybody else — a really great speaker — whose skills you admire?

CB: Keith Harrell was a great speaker as well as a great basketball star. I was mesmerized by him. When I first heard Mike Vance, former dean of Disney University, it was absolutely the funniest speech I had ever heard in my life. He had a magic way of communicating to an audience.

Bill Clinton has a true gift in what he does as a speaker. When you heard Bill Clinton speak, you felt like he was speaking only to you — and I never, ever doubted that he was. He believed what he communicated.

VJH: You’ve had the opportunity to do a lot of commencement speeches, and speak to audiences that have just completed their high school years. What advice do you give them?

CB: The message I try to give high schoolers is that, when you come to the end of your days, did you make a difference? Did you make a contribution? Were you remembered as a giver or a taker? Were you someone who cared about other people in a way that made an impact on their lives?

The backstory to that message is passion. One of the most important things for young people to do is to find that sense of passion. It’s the giving of who I am. I’m passing the best of me on to someone else.

VJH: JFK once said that nothing good ever happens without passion, you need enthusiasm in order to get anything done. He said it was the mother of all values.

Norman Vincent Peale reminded me that the word “enthusiasm” comes from two Greek words, “en,” and “theos” — literally “to be filled with God.”

CB: When you see someone who’s very passionate about what they do, it’s as if they have been inspired by God.

VJH: Let me ask you about the other end of the age spectrum. For the first time in history, we have a massive generation of people who are living longer - if you get to 65, you’ve got a 2:1 chance of living to be 85. If you get to 85, you have about the same odds of getting to 100.

What do you say if you’re speaking to a group of seniors?

CB: I asked my 97 year-old mother about two weeks ago, “What comes to mind in terms of the things that were most important in your life, the real highs in your life?”

She said, “I raised three great kids. I had a wonderful, loving relationship with a wonderful man, and I had a lot of fun.”

After I heard that, I said, “If you could do it all over again, what would you do differently? What are your regrets?”

My mother said, “I’d dance a lot more.” I thought that was a great metaphor for how to live life.
She didn’t mean it as physically, necessarily, dancing. She meant it as the freedom, the letting go that comes with dancing. She would have had more moments like that. No matter how old you are, find the time and the way to dance more.

VJH: I haven’t heard it expressed that way before: Spend more time dancing. How do you define success and how do you achieve it?

CB: It has so many meanings to so many people. Being happy is one of the criteria. I know people who are extraordinarily wealthy, and they’re not happy.

Having a lot of friends who care about you. That, to me, would be success. I’ve got a lot of people who care about me and have a lot of great friends. Being blessed with a wonderful family is success. You’ve got to put energy into success. You’ve got to invest in it, and so to me the return on that investment is the great joy in seeing your grandchildren do silly things or seeing your wife look at you like she’s still deeply in love with you. To me, that’s success.

VJH: What is happiness? How do you get it, and how do you keep it?

CB: Being happy is a choice you make. I’ve actually had a great day every day of my life since 1969. I had one of those significant emotional experiences where I called in the artillery on my own position and walked away from it. I was supposed to die there and it’s a miracle I lived through it. I walked away saying, “Something happened here, and I’m going to have a great day every day.” And I have. I’ve had a great day every day since that point. I get up every morning thinking it’s going to be a great day. When you start with that attitude you’re usually not disappointed. Happiness is an attitude that says, “I want the best in life.” Why not make that choice every day?

VJH: Is there any difference between the words “happiness” and “joy?”

CB: Joy and happy are the same to me. When you’re radiating happiness, it’s infectious, and other people pick it up, and they want to join in. Part of the influence we can have on other people, when we are the beneficiary of great fortune, is to help pass that attitude of joy and happiness to other people.

VJH: People that are in a state of grace and who have lived their lives the way your dad did — have that happiness, and they inject it into others.

CB: It reminds me of the great story from Julius Caesar when Mark Anthony passed one of the characters on the battlefield who said, “Here was a man who the elements of his life were so well put together that all of nature could look and say this was a man.” And I got that. My dad had that. He lived in grace. He knew he was truly loved by his Savior, and regardless of what he did and the mistakes he made and the foibles that he had, that unconditional love would always be there. That was an important guidance for him, and he passed that on to me.

VJH: Mother Teresa said, “you’ve got to love God with your whole heart and soul. Love the hole in your heart as much as your heart.” She explained whatever comes into your life, say thank you. It’s supposed to teach you something and make you more sensitive to the problems of others.

I once gave an intern the advice that “whatever comes into your life, send it back with topspin.” Send it back better.

CB: Make it better than it was.

VJH: What would you say is one of the greatest lessons you’ve learned in your life?

CB: Learning the power of forgiveness — and with forgiveness the responsibility that we have to be accepting of other people regardless of what they’ve done.

Behind true unconditional love is acceptance — I take you as you are. The power of forgiving someone and letting go and moving on and not let it drag your life down, and not let it drag their life down as well. Just accept and forgive and move forward.

When we forgive people who don’t expect to be forgiven, and when I’m forgiven for things that I didn’t expect to be forgiven for, you feel whole. There’s a lifting up that comes with that. Nobody is better able to do that than my wife, who has taught me a lot about the true meaning of unconditional love and the power of being candid, being direct, being honest, and being forgiving.

VJH: We’re blessed if we have somebody like that in our lives. It becomes what I call a “white balance.” With a TV camera, they show white and calibrate all colors relative to white. My wife does that for me. I take it that your wife is your white balance?

CB: She is. We’ve been married 48 years, and it’s been a wonderful relationship.

When we had our 45th anniversary party, somebody asked my wife, “What’s your secret for being married that long?” My wife’s answer was, “We never quit courting.”

To me, that’s a metaphor for more than just a marriage relationship. We never quit courting. We never took it for granted.
We still burn candles, we still love to dance.

Making those little tiny moments matter, remembering the important things, and treating her as if we’re still dating. That’s true for all relationships: never quit courting.

VJH: You’re known for helping people present themselves, market themselves, put their best foot forward, find acceptance with others. Is that a fair summary?

CB: I think that is a fair summary. What I like to focus on is how do you build loyalty? How do you build relationships where the customers want to be associated with you in an enduring way — a long-term relationship? I want customers to be advocates, to be champions for the organization that delivers great service to them.

VJH: So it’s more than just passive engagement.

CB: You’re not just a customer they’ve retained. You’re a customer who is singing their praises. Today in the era of social media, where customers’ influence is so much more pronounced than ever before, that’s critically important.

VJH: The essence of your remarks to people about presenting themselves well has to do with building a culture — a culture of caring and taking very good care of the people that work with you and making it clear that you want to hear their views, and that you move at the speed of everybody’s ideas. The idea leads and not the person, that you always strive to get better. You have to reinvent yourself, live in a way where invention is the norm. Is that a fair summary?

CB: That is a very good summary. Peter Drucker said the purpose of an organization is to create a customer and to innovate. Innovation has never been more important than it is now, and part of it is driven by the fact that most organizations have fallen into incremental improvement rather than revolutionary improvement.

We’re at that point where we now have to think about reinventing because the pressures globally are so severe. The margins are thin, and so it’s incumbent on organizations to say we need to be innovative in how we go to market, how we think about our customer.

Part of the application, then, is asking, “What does that mean for service?” We’re not just talking about innovative products, we’re talking about an innovative service. At a time when customers are overstimulated, over-entertained, their expectations are higher than ever before, they gravitate towards organizations that make an emotional connection. Looking for ways to do that in a tight economy, how do I find those simple but unexpected ways to delight the customer that doesn’t break the bank? I like to use the phrase, “value-added has gotten pricy, so we have to look at value-unique.”

VJH: Mike Vance used to talk about, in his word, ephemeralization. If you want to make things better, spend less but receive more. He said that you have to try to figure out how to turn a liability into an asset through superior creative thinking.

CB: Larry Ellison at Oracle said “if you’re going to be innovative, people are going to think you’re crazy for a while, so you got to be prepared for being dubbed as absolutely crazy.”

VJH: When I say “caring” to you, what does it mean?

CB: It means being a citizen of the planet. We have no alternative but to care and take care of each other. To me, the ultimate goal is how we connect with each other, how we make sure we take care of each other.

VJH: It’s all about relationships.

CB: It’s about deep connections. I can care superficially, but what really makes a difference is that deep connection, that deep caring. If you’re looking for a great story of true caring, the Good Samaritan on the road from Jericho to Jerusalem is a pretty powerful example.

VJH: Mother Teresa said to me that caring is love in action. Caring is the one-word summary of the golden rule that runs through all the great religions of the world. It’s one of the things she’s remembered for. How would you like to be remembered?

CB: I would like to be remembered as somebody who brought joy to other people in a way that made a difference in their lives.

Malcolm Forbes’ tombstone he has one of the best lines I know, which is, “While alive, he lived.” I’d like to live my life so that when I come to the end of my days, somebody will say, “While alive, he lived.” I love that line.

VJH: Claude Pepper used to say, “I would rather wear out than rust out.”

He was somebody who was a dancer in every sense of the word. I loved that élan vital, that vitality, that joy.

CB: He was that for sure.

VJH: In The 9-1/2 Principles of Innovative Service, what are the main points that you want to get across?

CB: What I tried to do with the book - and this book was written for a broad range of people – is show a different lens through which to look at innovative service. That starts with the element of surprise. I call it Crackerjacks. It’s all about surprise.

Another principle I call the Big Boy Principle. It’s all about how I got treated as a kid buying my first suit. The essence of it focuses on respect and how we tend to demonstrate that there can be an innovative experience for people if we treat them in unexpected ways. A key word in the book is “unexpected.”

There are essentially nine principles — different strategies or different approaches to creating that innovative experience,
and the final half principle is to find a way to mix several of them together. I call it the Salad Bowl — mixing several of the principles together.

My favorite principle is the Purple Principle. Purpling is how to find a way to elevate the elegance and the regalness of the experience. One of my favorite stories I tell is when I walking out of the Charlotte Airport, there was a traditional cab driver waiting in line, but I chose the next cab.

The driver shook my hand when I approached the taxi, he opened the trunk, and it was lined in fake mink. When he put the luggage in, he put it in like he was handling something delicate. He opened the door for me. When I got inside, classical music was playing and magazines you’d expect at a Ritz-Carlton — Robb Report, Wine Spectator, Town and Country — and an ice cold bottle of water were waiting.

I ended that ride feeling like I had just gotten chauffeured. There’s so many opportunities we have in life for people to say, “How can I purple you?”

The idea of being purpled is all about treating people with a sense of regalness - like they were a prince or a princess. How do we elevate the elegance and the regalness of the moment and make it magical?

With the taxi in Charlotte, someone took a very simple experience and turned it into a regal experience. That’s purpling to me, and it’s also a metaphor for life in general.

VJH: Imagine if we could impose these principles on the federal government. Or the Department of Motor Vehicles.

CB: If somebody turned me loose on DMV, I could invent it. You could turn that experience into something people would look forward to. There are so many things you could do with the DMV as an example of how to apply a lot of these principles. It wouldn’t cost a penny — just a little ingenuity and a little generosity from the people who work there.

VJH: My final question is: is there anything that you’d like to add to this interview that’s not been prompted by a question?

CB: Those questions you said that you’ve been using, they are very, very profound questions. They remind me of what a treasured life I’ve had and how fortunate I’ve been to have the influence of great people who love me and pointed me in a direction that has produced a lot of joy and happiness and success as well.
Val J. Halamandaris (VJH): What strikes me about your book is the massive amount of research you did. Had this been a lifelong obsession of yours?

Tom Rath (TR): I’ve spent most of my life conducting research on wellbeing, especially health. I have a rare condition that causes cancer and tumors to grow all over my body. I was diagnosed as a child and realized when I was about 16 that the only thing I could do to stay ahead of this condition was to learn as much as I could about anything that could prevent cancer.

As I got into that research, I began to focus more time on all the things I could learn and share with friends and loved ones who were suffering from not only cancer, but heart disease, diabetes, obesity, and other ailments that are the largest issue in society today.

VJH: There have been many conflicting studies about whether something is good for you or not. Take coffee, for example. Some studies say it’s good for you, some say it’s not. Recently some definitive studies suggest that a cup or two a day is therapeutic and advise even those who don’t like it to take it medicinally. Is that where the science on that issue stands?

TR: The challenge is that for some people coffee isn’t a good idea — people with specific heart conditions, pregnant women, and so forth. For the vast majority of people, coffee is one of the more powerful antioxidants that can prevent disease. It’s all about our own unique situation and tolerance.

We all have a responsibility to learn a bit more about our personal situation and how different things that we eat and our activity levels and sleep can help prevent disease and improve health in the long run. I recommend that people spend an hour looking through the research out to understand some of their greatest health risks and what they can do to control them.

VJH: The second word in your book is “move.” What are the most important rules for exercise?

TR: Even if you exercise for 30 or 50 minutes, five or six days a week, that doesn’t counteract sitting down for seven, eight or nine hours a day, as most of us do. We circle around in our car for ten minutes to find the closest spot instead of parking in the back of the lot and taking an extra 30 steps. The biggest challenge is figuring out how to engineer activity back into our lives.

VJH: The second word in your book is “move.” What are the most important rules for exercise?

TR: One of the more important lessons for me over the years is that every bite or drink we take is either a net positive or a net negative. If you order a healthy green salad that’s a clear net positive. However, if that salad is covered with a fat-laden dressing, it might be more neutral or a negative.

What’s important to think about is how you can use not only food, but activity and rest to help ensure that you have more energy. The good news is what’s best for your long-term health is also best for the short-term. It’s easier for us to make changes because we know it will result in a better today instead of just preventing heart disease or cancer 30 years down the road.

VJH: You have to take control of what you eat. Otherwise you’re not going to have the fuel you need in order to move, or your sleep will be affected. How do those three work together according to your book Eat Move Sleep?

TR: Food either nourishes us, helps sustain our energy, and grow old in good health, or it decreases those odds. There’s no foolproof way to make sure you’ll never get heart disease or cancer, but every little decision you make either boosts your odds a little or decreases them.

Eat things that have less sugar, lower levels of saturated fat, and lower levels of carbohydrates. Some of the easiest things to focus on are natural, plant-based foods. Eat as many green and red vegetables and whole fruits as you want.

VJH: We need to reengineer how we spend our day, try to get as much movement throughout the whole day.

TR: The little things add up. I found that using a pedometer to track my steps during the day helps. Once you see how much you’re moving, it’s incentive to add a few more steps every day. It’s not that hard to get to a real good number, which is about 10,000 steps in a given day. Most Americans hit just over 5,000 steps a day.

Even when your life is busy, you can find little opportunities, whether it’s going for a walk at lunch or simply getting up to walk to your printer at work and having a conversation with someone, all little things that quickly add up.
VJH: What do 10,000 steps translate to?
TR: It's about four or five miles, which sounds like a long distance until you start counting it on a daily basis and realize that you can do that without going for a run or deliberately trying to walk five or 10,000 steps.

VJH: The third word of your book is “sleep.” I grew up with farmers and ranchers who got up at three in the morning. If you were still in bed at four, you were considered lazy.

Talk about the importance of sleep. What's a reasonable amount of sleep we should strive for?
TR: I had the same work ethic growing up. You get up early, stay up late, and it's a badge of honor. The people who I looked up to as a kid would brag about only getting four hours of sleep but still getting so much done. That was my mentality until I started getting into the research and learned more about sleep's implications. I didn't realize that if you stay up late and don't get seven or eight hours of good sleep, you fail to encode what you learned during the day. And then memories and experiences aren't there when you need them down the road.

Now that I know this, I view sleep as an investment in my future and an investment in the people I'm going to spend time with the next day.

VJH: If you can only do one thing — sleep seven or eight hours a night or get in an hour or two of daily exercise — your book suggests that sleep is more valuable.

TR: I would prioritize sleep over exercise by itself. Right now, I don't have time to spend a full hour each day doing cardiovascular exercise. I push that back as long as I take 10,000 to 20,000 steps in a day and continue to eat well and prioritize sleep. It's about having your body in motion versus being sedentary.

The single most important lesson from the research is that we need to think about all three of these things as being interdependent. If I get a poor night’s sleep, I’m more likely to wake up in the morning and eat lousy foods, get a poor night’s sleep the next night. It can start a downhill spiral if just one of those three falls out of sync. People are more successful if they embark on an exercise program and a new dietary regimen at the same time rather than do either one independently.

VJH: Members of the home care and hospice community are so busy taking care of others that they don’t take care of themselves. That’s one of the reasons I’m happy to be joining your crusade to get American people to pay more attention to their health. You’re not going to suddenly be healthy just because you’ve devoted your life to caring for other people, which is very stressful in and of itself. So I am on target when I suggest that the nurses and aides working in home care and hospice need to work at taking better care of themselves rather than just let it happen?

TR: I don’t think there’s any more powerful mission than what home care and hospice workers do. In the time that I’ve spent with hospice and home care workers over the years, I’ve noticed that the mission to put others first and to think about ways to serve the needs of others often leads them to put their own needs, well being, and health on the back burner.

In order to be at our best when people need us to be, we need to start by thinking about ourselves in terms of putting the right foods into our body, getting some activity, and being able to sleep. That way we can be as effective as possible during those crucial moments.

VJH: On the theory that a lot of young men and women will want to copy your example and lead a life of influence like you’ve done, I want to ask a few questions that go to your intellectual compass, to what you believe.

Who has had the most profound influence on you? Who are your heroes and role models?
TR: My grandfather, Don Clifton, was a pioneer in the early days of strengths and positive psychology. We were very close. When I was about eight years old, he helped me start a little snack stand business under the stairs of the small company he was running. He was a mentor in developing me over the years. I followed his example by spending most of my life studying human behavior and trying to help people.

Right after college, I was trying to figure out what I wanted to do. He offered me an opportunity to work with him on this new strengths finder application project that analyzed how technology could help people uncover their natural, God-given talents.

I moved back to Lincoln, Nebraska, and spent a few years working with him. Early into that, he found out that he had gastroesophageal cancer. The doctor said to him, “You only have a few months to live.”

I had all my medical experience at that time, and said, “How can we fight this?” We went to every medical institution around the country and posed questions to the best scientists. We filled entire notebooks with all the academic studies we could find on anything you could do to stay alive a little bit longer with gastroesophageal cancer that had spread.
We were staying in a little hotel room in Houston and I remembered what he said to me as a kid: “I don’t understand why everyone waits until someone has already died to eulogize them instead of celebrating their life while they’re still alive.” So I wrote him a letter that was 12 handwritten pages about the profound impact he had had on my life and shared it with him.

A few days later he told me this tale of dippers and buckets and filling people’s buckets with every interaction. He said, “I’ve talked about that for a long time, but I’ve never really shared that story. Why don’t we write a book about it? I think you should write it and help me get it done.”

I looked at him and said, “I’m a numbers guy. I’ve never taken pride in writing.” He said, “I spotted some talent in that letter. I can tell you can write. You can do this. Do you think you could do that with me? Could we do it in the next two months?”

We finished the draft of the book that went on to become How Full Is Your Bucket? That’s what started me down this path of research and writing. It was because he said he spotted a talent that no one had ever identified in me. I was able to sit with a hospice nurse in his room at home and read that final draft out loud to him in the days before he passed away. It was one of the most meaningful experiences of my life and his.

VJH: That’s a great story. That’s what parents and grandparents do — they give you an image of yourself as who you could be if you accomplished all the things God sent you here to do.

It’s a wonderful thing when people have that ability, as Mother Teresa always said, to lift others up, to send people an image of themselves as they could be.

The great basketball coach John Wooden was one of the most Christ-like people I have ever met. More than anyone else, John Wooden was totally refined, no blots on his soul anywhere. People like that are to be venerated, your grandfather among them.

TR: One of his heroes was John Wooden. Personally, I don’t think there’s any greater calling than a genuine investment in the development of another human being. What I learned from Don and from reading John Wooden’s work over the years is that every hour you spend investing in that type of development is something that plants a seed that will grow for generations to come.

VJH: If you were making a commencement speech to all the graduating high school students in the U.S., what advice would you give them?

TR: The American dream used to be a good job that pays a little bit more and meets your basic needs. That expectation is changing for the better. In some of the data I’ve been looking at, people entering the workforce today want to work for an

Building Smarter Hospice Solutions
HospiScript’s service model is built and delivered by experts with years of hospice experience. We act as an extension of your team to deliver the latest, most comprehensive solutions that are simple to use, care-focused and cost effective.

Make the smarter choice for your hospice’s pharmacy benefits manager.
From HospiScript, you receive:

- **Smarter care** - Our clinical consultants, trained in the delivery of hospice care, work with you to help you meet Medicare requirements, analyze your data, and lower costs while devising patient-specific solutions.

- **Smarter education** - Our industry-leading educational resources give your hospice team immediate access to practical clinical information and industry best practices to enhance the care you deliver to your patients.

- **Smarter innovation** - Our innovative reporting and patient-management tools are flexible and easy to use. Our objective is to offer technology to simplify the way you manage your pharmacy benefit.

- **Smarter solutions** - Delivering comprehensive hospice solutions with a proven track record of helping clients solve problems.

To see how we can build smarter solutions for your hospice, call us today at 866-970-7500, or visit hospiscript.com.
organization that makes a difference in the world. They don’t want to work for the tobacco company. They want to work for a company that’s giving back to society; they want to work for an organization that will make their lives better.

If you ask people if they have higher overall well being because of the organization they work for, just 12 percent say “yes.” For most people, what they do in their jobs on a day-to-day basis is not fulfilling that need to the degree that it could or should.

My main advice for graduates would be to spend more time thinking about how what you do will result in not only you having greater wellbeing, but on being able to make a greater contribution to society.

There are some companies out there that can statistically prove that people have lower blood pressure, lower triglycerides, because they went to work for that company rather than the one down the street.

I was speaking to a group of graduate students a few weeks ago, and a young woman stood up and said, “because of the company I work for, I can volunteer more in the community. I spent 10 hours last month volunteering because my employer encourages me to do that.” That’s a whole different relationship with your employer than if you’re trying to give back and your employer is working against you.

Graduates today can dream of a career that’s much more of a calling and a mission.

VJH: We have a massive generation, 78 million baby boomers, and the fastest-growing age group is people over 85. What advice would you give to older Americans?

TR: I would say, “If you’ve found something to do that you love and enjoy doing, don’t let that go.” Even if you retire in a technical sense, you have an obligation to yourself to continue to do something you’re passionate about that makes a contribution to the world.

I went back and looked at the studies when we were working on a book called Well Being. I read a book that Dr. George Gallup published in the 1950s titled Secrets of Long Life. The ultimate secret to a long life is that all the people in the book retired in their 80s — not in their 60s — if at all. Not retiring from a conceptual and mental energy standpoint may be the single most important thing for people in that generation to be thinking about, in addition to the practical elements we talked about earlier with trying to be more active.

VJH: Why is it so important for them to give back and help young people?

TR: There are two questions we’ve asked at Gallup over the years that differentiate a good life from a great one. The more tactical one is, “I enjoy what I do each day.” If you can simply say “yes” instead of “no” to that question, it makes a big difference.

The higher bar is, “I get to use my strengths to do what I do best every day.” If you can answer that question well into your 70s, you’re in a very, very, good place. That’s a good thing to keep a focus on, even if it’s more of a hobby or a pursuit or something you do on a volunteer basis. If you can use your strengths, even for an hour every day, that means you’re giving back and finding meaning and hopefully enjoying what you do.

VJH: Mother Teresa said, “You’ve got to love God with all your heart and soul, love thy neighbor as thyself, and love the hole in your heart as much as your heart.” By that she meant whatever comes into your life, say thank you to God. It’s supposed to make you sensitive to the problems of others. It’s supposed to teach you something. Whatever comes into your life, send it back more positive.

What are the greatest lessons that you’ve learned in your lifetime?

TR: One of the most important lessons I’ve learned is that first story I heard from Don about all of us having a bucket, and every little thing you do when you talk to another person fills their bucket up a bit or it takes from it. And it’s those little interactions — when you pass someone in a hallway or you’re standing at a cash register — that accumulate. Those moments are how we experience our lives.

Think about how you can make each one of those little moments as positive and meaningful as possible, that’s really been the most important thing for me. It shapes my interactions with strangers, it shapes my interactions with my wife and my children, and just talking to my kids with that simple language has made a difference.

When I step back and look at the most important lesson I’ve learned in terms of the broader mission and meaning and purpose in life, it’s that as long as you wake up every day and orient almost all of your energy towards serving others, there’s no need to worry about how to make yourself happier or provide more for yourself. The fastest way to do that is to spend all your time and energy on other people in the first place.

VJH: What does happiness mean to you? How do you get happiness? How do you keep it?

TR: One way to get happiness is by not trying too hard to get it. If you spend money on yourself and indulge in purchases for yourself, it actually decreases your happiness over time. If you give to other people, if you give people gifts, if you spend on experiences or trips with your children or going out to dinner with friends or loved ones, that’s a great investment that increases your happiness and increases their happiness. You can see in some of that practical research how happiness is really about the way you influence the people who you love and add a little bit more than you take away before you leave.

VJH: Happiness comes from efforts to help others. So to approach it directly is a little bit like chasing your shadow. You can never catch it, but if you forget about it, it’s amazing how it shows up
right behind you. What does success, by comparison, mean to you?
TR: Success is the growth of other people. In the end, true success for me will be knowing that after I’m gone some things will continue to grow based on seeds that I have planted.

VJH: I normally ask this question to much older people, but how would you like to be remembered?
TR: Because of my unique health conditions, I’ve probably given more thought to this question than the typical person my age. It’s why I’ve spent the last year stepping away from a job that I love to invest all of my energy into how I can share some of the things I’ve learned with a wider audience.

I don’t want to be at the end of life and have to decide between sharing all these ideas I’ve been accumulating through writing or spending time with the people who matter most in my life. So I’m trying to get all of this out there so that I can spend time with the people who matter most.

First and foremost, I want to be remembered as a husband and a father who was always there. I would also want to be remembered as someone who helped a wide range of people learn from some of the most important discoveries that the best scientists and minds in the world are making right now.

VJH: Can you tell us what caring means to you?
TR: I’ve read a lot of books about great leaders and asked ordinary citizens around the world about leaders who have had a positive impact on their lives. Sure enough, one of the first words that came to people’s mind was “caring.” In most cases, they used the word “love” to describe the most influential leaders.

So that was an important lesson for me about leadership: leaders influence people through caring. And I define caring as thoughts and actions that have a positive influence on other people.

VJH: Is there anything that you’d like to add that’s not been prompted by a question?
TR: We were working on a book about leadership and interviewed some of the great leaders. The big finding from that work is if you want to be a great leader and do something great in life, you need to focus on what you’re good at. If any one of those leaders had spent all their time trying to be a little bit good at everything, there’s no way they ever could have been great at anything. Brad Anderson, who started Best Buy, said, “What I’ve learned is that the greatest thing you can do is simply to ask a question and then to spend as much time as you can genuinely listening to someone’s story.” That’s been an important lesson for me over the years: spend as much time as you can asking good questions.
Lessons from Mother Teresa

What are the keys to great and caring leadership? Our Caring Award winners surely know a few. How else can you explain how a sharecropper’s son became a civil rights icon and member of Congress, or how a tour guide came to lead medical teams that save thousands of lives? What allowed a poor, immigrant girl to raise $14 million so she could provide health care for her community and a humble priest to found a center that brings peace to a war-torn nation. How does a hotel magnate find time to lead a volunteer effort that empowers immigrant workers and helps the disabled find jobs? Empathy and experience shaped our winners’ approach to leadership. Perhaps they also took some lessons from Mother Teresa who built an order that serves millions of needy people worldwide.

Here are her tips for caring leadership that gets great results:

- **She was positive.** For Mother Teresa, the glass of life was always 90 percent full. She saw good in everything and everyone. I once asked her to explain why she was able to get so much done. She said, “If you eliminate all of the negativity in your life, you would be amazed how much energy you have with which to do good.”

- **She was always smiling.** Mother told her sisters to smile and let the light of God shine through them. She said that if they could not smile from the beginning of each day until the end, they should choose another vocation.

- **She was always uplifting people.** Poverty, she said, was a terrible thing, but it was far worse to be unloved. One of Mother’s most common gestures involved stretching out her arms, palms up, and moving them as if she was lifting up a person or an object.

- **She worked very hard.** She began every day at 4:00 a.m. with several hours of prayer and continued her demanding work well into the night. I asked her how she kept from being exhausted. She said, “Mind is everything. What matters is why you do it. If you care for others out of duty or obligation, it will deplete you. But if you do it out of love, it won’t. It will energize you.”

- **She hated waste.** I asked Mother if she hated anything or anyone, and she quickly responded, “Yes.” She answered that she hated waste, above all the waste of human potential. She added that she hated to have her picture taken, though she often did. She dealt with this paradox, she told Mr. Collopy, by “making a deal with God.” She explained that “every time my picture is taken, a soul is released from purgatory, which is why I like movie cameras; souls are just flying up to heaven.”

- **She was a visionary.** Mother was one of those people who could see a little further over the horizon than most. She could also look at some of the world’s problems and create plans to help solve them.

- **She was empathic.** She had an acute awareness and understanding of others’ pain. She personally suffered a great deal of pain, but she was able to set it aside by getting deeply involved in the pain and suffering of others.

- **She was a very spiritual person.** She had a strong sense of faith, but she did not seek to impose her religious views on others. The one exception was in the area of “right to life,” where she passionately echoed the teachings of the Catholic Church.

- **She was a very caring person.** Mother said, “Caring is the one-word summary of the golden rule which runs through all of the great religions of the world.” When an interviewer asked her to name the most important attribute of a successful organization, she answered that “it was leaders who lived the principle of ‘do unto others as you would have them do unto you.’”

- **She was very tough.** Mother Teresa was very kind and gentle, but she could also be tough as titanium.

- **She was consistent in thought, word and deed.** Mother had great integrity and a wonderful way of persuading people to do the right thing. Her word was her bond, and she had a clear set of values that she taught to the sisters of the Missionaries of Charity. The sisters honored Mother by embracing these principles.

- **She was a loving person.** She believed in leading by example and looked on her life as her message. “We are not called upon to do great deeds,” she said, “but to put as much love as we can into every single thing that we do.”
Bring Home Supply Savings

How prepared is your agency for Health Care Reform? Times are tough, and some agencies are struggling to survive. But you have a strategy not just to survive, but to thrive. You know that by taking control of your supply chain, you can reduce your supply cost and overhead. You have the right team behind you—You've joined Provista. We offer the best combination of choice and value on the supplies, services, and capital equipment you need to run your agency.

Get double digit discounts on the things you need to make your agency thrive, giving you an immediate impact to your bottom line.

- Telecommunications
- Data plans for your tablets and telehealth devices
- Medical/surgical supplies
- Custom printing & document management
- Wound care & ostomy, products
- Telemedicine services
- Information technology hardware and software
- Furniture
- Temporary staffing and employee savings
- Office supplies
- Copiers, scanners, faxes
Our integrated telehealth system provides better care for your patients and improves the efficiency of your home health company. It’s what we do and have done for more than a decade - Cardiocom, The Experts In Telehealth! Visit us at cardiocom.com or call 888.243.8881.