



Chapter XIX

Cindy Sheets

Mount Carmel Health System

Honoring every soul with loving service.

My name is **Cindy Sheets**. I am currently the senior vice president and chief information officer at Mount Carmel Health System in Columbus, Ohio.

Personal History

I was born over four decades ago in Columbus, Ohio, where I have lived my entire life. I majored in medical technology at the Ohio State University and graduated from the 5 year program in 1980. I worked for several years before returning to graduate school in 1988 for an MBA at the University of Dayton.

My first professional job was as a medical technologist at Ohio State University Hospital and a private laboratory. I also worked as a Medical Technician at a community hospital, St. Anthony Medical Center, where I made the transition into information systems. I was hired as a systems analyst to oversee the laboratory implementation with no experience, other than laboratory operations. We successfully implemented a Technicon Data Systems (TDS) system which was state of the art at the time with a very small information systems staff but a lot of heart. What I mean is by all standards, the staff should not have been able to successfully

complete the project, but they did! It was at this time I returned to graduate school. I held progressive levels of responsibility within information systems, leaving that facility as the manager of information systems.

Company History

Mount Carmel Health System is a leading provider of health care services in central Ohio. It consists of three acute facilities with over 1,000 beds, home care, hospice, home medical equipment, HMO (Health Maintenance Organization), physician practices, and other ancillary business segments. Mount Carmel is over 120 years old and was founded by the Sisters of the Holy Cross at the request of local physicians. The mission of Mount Carmel is service, particularly to the poor and underserved. It is a beacon in the Columbus community of a caring and competent institution. I find the mission compelling and lived authentically throughout the company.

Our Web site presents our culture and values as follows:

At Mount Carmel, we're a family, and as old-fashioned as that might sound, we're as proud of our family orientation as we are of all the state-of-the-art technology we've introduced during the one hundred-plus years we've been around.

At Mount Carmel, we believe it's not enough that we care. We want to make certain that we show that caring in everything we do, to everyone we meet, every day. That's why, at Mount Carmel, we have some guidelines that we live by. We call them our CARE values—Compassion, Acceptance, Respect, and Empathy:

Compassion for others, whether they're our patients or our co-workers

Acceptance for all: young and old; men and women; rich and poor; black, white, Asian, and Hispanic. We welcome and honor everyone here, both as patients and as employees.

Respect for those with whom we work and to whom we give care.

Empathy that not only understand that everyone's life holds challenges, but goes a little further and helps to shoulder the burden.

We believe it is our cause—honoring every soul with loving service—that really makes Mount Carmel, Mount Carmel. It's posted all around our hospitals, clinics, health centers ... everywhere Mount Carmel is.

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