

Passion with Purpose

A Case Study of St. Jude Children's Research Hospital

The Honors Program

Senior Capstone Project

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ABSTRACT

St. Jude Children’s Research Hospital is “leading the way the world understands, treats, and defeats childhood cancer and other life threatening diseases” (St. Jude Children’s Research Hospital). Fifty-five years ago when St. Jude opened its doors, the overall childhood cancer survival rate was 20 percent; today, the overall childhood cancer survival rate exceeds 80 percent. Through research and discovery, St. Jude has played a pivotal role in increasing this survival rate. St. Jude, a non-profit organization and hospital in Memphis, Tennessee, operates primarily through donations. St. Jude-American Lebanese Syrian Associated Charities (ALSAC) is the fundraising and awareness organization with the sole purpose of keeping St. Jude Children Research Hospital’s doors open. This senior Honors capstone project will explore the connection between passion paired with purpose and the success of St. Jude Children’s Research Hospital. This capstone develops a detailed case study gleaned from interviews with several St. Jude-ALSAC representatives who provide provocative insights into leadership structure at St. Jude and more importantly, the role that passion plays in an employee’s commitment to the organization’s values, vision, and mission.

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DANNY THOMAS

St. Jude Children's Research Hospital was founded by a world-famous entertainer, Danny Thomas, during the 1960s. Danny was the son of Lebanese immigrants, Charles and Margret.¹ As a young actor, Danny struggled to find work and had no means of paying for his pregnant wife's hospital bills. Feeling hopeless in the months leading up to birth of his first daughter, Marlo Thomas, Danny prayed to St. Jude Thaddeus – the patron saint of hopeless causes. With ten dollars in his pocket, Danny asked St. Jude to show him the way in life, in return Danny vowed to build a shrine for St. Jude.^{2,3} Danny left a seven dollar offering and requested that this money be multiplied by ten, so he was able to pay Rose's medical fees. Danny's prayer and offering did not go unanswered. Soon he earned his first role on the radio as a singing toothbrush, a role which paid seventy-five dollars. Danny went on to become one of his day's most famous radio, film, and television stars.¹

Despite Danny's fame, he stayed faithful to his promise to St. Jude Thaddeus. With the help of his mentor, Cardinal Samuel Strinch, Danny decided his shrine to St. Jude would be a general pediatric hospital. Danny devoted his adult life to the hospital. Eventually, Danny decided the hospital should focus on cancer treatment.⁴ During the 1960s the survival rate for childhood cancer was twenty percent, and for children with acute lymphoblastic leukemia (ALL), the most common form of childhood cancer, had only a four percent chance of survival. Danny sought to serve these families with hopeless cases. Today, the overall childhood cancer survival rate has increased to eighty percent and the ALL survival rate is 94%. St. Jude played an integral role in increasing these survival rates.⁵

¹Danny Thomas. (n.d.). Retrieved April 30, 2018, from St. Jude Children's Research Hospital website:
<https://www.stjude.org/directory/t/danny-thomas.html>

²Our History. (n.d.). Retrieved April 30, 2018, from St. Jude Children's Research Hospital website:
<https://www.stjude.org/about-st-jude/history.html>

³St. Jude-ALSAC Representative No. 7. (2018, February 16). [Telephone interview by the author].*

⁴How St. Jude Began. (n.d.). Retrieved April 30, 2018, from St. Jude Children's Research Hospital website:
<https://www.stjude.org/about-st-jude/history/how-we-began.html>

⁵Why Your Support Matters. (n.d.). Retrieved April 30, 2018, from St. Jude Children's Research Hospital website:
<https://www.stjude.org/about-st-jude/why-support-st-jude.html>

*All interviews with St. Jude-ALSAC representatives have been numbered one through twelve in order to protect the identity of participants. All participants signed a Non-Disclosure Agreement prior their scheduled interviews.

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His goal was to ensure that children battling cancer and other deadly diseases had access to the treatment they needed. Danny believed that no child should be denied care on the basis of background, race/ethnicity, religious beliefs, or ability to pay.⁵ Danny knew that St. Jude Children’s Research Hospital was the type of place this world needed; a place dedicated to saving children’s lives. He used his celebrity status to promote his idea for a pediatric oncology hospital, where no family ever receives a bill, so they may “focus on the most important aspect of care - their child’s health and well-being”.³

When Danny unveiled the statue of St. Jude Thaddeus in February 1962, he said, “if I were to die this minute, I would know why I was born.”⁶ In 1985, President Ronald Reagan awarded Danny the Congressional Gold Medal, the nation’s most distinguished civilian award for his humanitarian work. Danny found his purpose in St. Jude.⁷

ORGANIZATION BACKGROUND

AWARDS AND RECOGNITION

On February 2, 1962 Danny Thomas opened the doors of St. Jude Children’s Research Hospital. Over the past 50 years St. Jude has positioned itself as a leader within the healthcare and non-profit industries. Danny Thomas believed that “no child should die in the dawn of life”, therefore, he aimed to build an institution for the world’s best doctors and researchers to collaborate to cure childhood cancer.⁴ Today, St. Jude “leads the way the world understands, treats, and defeats childhood cancer and other life-threatening illnesses”.⁸

Since 2008, the *U.S. News and World Report* has released an annual ranking of the best hospitals in the United States. St. Jude Children’s Research Hospital has received recognition as a premier pediatric cancer each year since the U.S. News and World Report began this evaluation^{9, 10} In 2017, St. Jude earned designation as the number one institution specializing in

⁶St. Jude: A Beacon of Hope for 55 Years. (n.d.). Retrieved April 30, 2018, from St. Jude Children's Research Hospital website: <https://www.stjude.org/about-st-jude/stories/making-a-difference/stjude-55-history.html>

⁷St. Jude: Pioneer for Racial Integration. (n.d.). Retrieved April 30, 2018, from St. Jude Children's Research Hospital website: <https://www.stjude.org/about-st-jude/stories/making-a-difference/pioneer-for-integration.html>

⁸Facts for Media. (n.d.). Retrieved April 30, 2018, from St. Jude Children's Research Hospital website: <https://www.stjude.org/media-resources/media-tools/facts.html>

⁹*Honors & Awards* [Fact sheet]. (n.d.). Retrieved April 30, 2018, from St. Jude Children's Research Hospital website: <https://www.stjude.org/about-st-jude/honors-and-awards.html>

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childhood cancer.¹¹ Criteria for ranking hospitals in this category includes outcomes (such as survival rates) the hospital’s reputation, (based on a survey of pediatric specialists), commitment to patient safety (such as specific ways in which infection risk is minimized), and family centeredness (the degree to which families are involved in children’s care).¹² St. Jude Children’s Research hospital also remains the only National Cancer Institute (NCI) Comprehensive Care Unit dedicated exclusively to children.⁹ Doctors around the nation send their toughest cases to St. Jude because the hospital yields the highest survival rates for the most aggressive forms of childhood cancer. This hospital is unlike any other children’s hospital.⁸

In addition to its outstanding reputation as a hospital, St. Jude also received recognition as one of the best workplaces in the United States. *Fortune* magazine has named St. Jude one of the “100 Best Companies to Work for”, “Best Workplaces for Women”, “Best Workplaces for Diversity”, “Best Workplaces for Millennials”, and “Best Workplaces in Healthcare”.¹³ The recognition that St. Jude has received for its medical advancements, approach to patient care, and commitment to employees provides strong evidence of the organization’s success and ability to produce a positive impact.

Since the founding of St. Jude, thousands of children’s lives have been saved as a result of Danny’s mission to “find cures and save children”.⁸ The complete mission statement of St. Jude Children’s Research Hospital is stated in Exhibit 3. His mission lives on at St. Jude today through its 4,000 employees, 1 million volunteers, and 10 million donors.¹⁴ Just as Danny found his purpose in St. Jude, it is evident that people today have embraced Danny’s mission and found their purpose as well.

¹⁰St. Jude Children's Research Hospital: Scorecard. (2017). Retrieved April 30, 2018, from U.S. News and World Report website: <https://health.usnews.com/best-hospitals/area/tn/st-jude-childrens-research-hospital-6520815/pediatric-rankings/cancer>

¹¹Best Hospitals for Pediatric Cancer. (2017). Retrieved April 30, 2018, from U.S. News and World Report website: <https://health.usnews.com/best-hospitals/pediatric-rankings/cancer>

¹²FAQ: How and Why We Rank and Rate Hospitals. (2017). Retrieved April 30, 2018, from U.S. News and World Report website: <https://health.usnews.com/health-care/best-hospitals/articles/faq-how-and-why-we-rank-and-rate-hospitals>

¹³100 Best Companies to Work For. (n.d.). Retrieved April 30, 2018, from Fortune website: <http://fortune.com/best-companies/>

¹⁴Our Unique Operating Model. (n.d.). Retrieved April 30, 2018, from St. Jude Children's Research Hospital website: <https://www.stjude.org/about-st-jude/unique-operating-model.html>

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ORGANIZATION STRUCTURE

In order to build and sustain the hospital, Danny founded the American Lebanese Syrian Associated Charities (ALSAC). St. Jude-ALSAC operates today with the sole mission of raising the funds and awareness necessary for St. Jude Children's Research Hospital to keep its doors open.²⁵ Danny began raising funds in the early 1950s; while some considered his dream crazy, he found several Memphis business leaders to support the cause and began recruiting additional donors. Danny and his wife, Rose, travelled across the United States seeking support.¹

Danny recognized the scale of this endeavor; he needed to raise funds for the construction of the hospital, as well as funds to maintain the day-to-day operations of the organization. As a son of Lebanese immigrants, Danny turned to Americans of similar descent. He proposed supporting St. Jude as a way in which this group could thank the United States for their freedom. In 1957, with the support of 100 representatives who shared Danny's heritage, St. Jude-ALSAC was officially formed.¹

St. Jude-ALSAC exists with the goal of raising millions of dollars annually through soliciting donors of all ages, religious beliefs, and races/ethnicities. It costs about \$2.4 million for the daily operation of St. Jude Children's Research Hospital, which equates to over \$870 billion per year.⁸ Over 75 percent of the operating budget is funded by individual contributors as a result of St. Jude-ALSAC fundraising efforts. The average donation to St. Jude is only \$35.⁸ Small donations from a large number of generous individuals allow St. Jude to maintain its position as a world-leader in cancer treatment. In 2017, St. Jude-ALSAC was ranked the second largest healthcare organization by the Chronicle of Philanthropy.⁹ Exhibit 4 elaborates on the financial aspects of the organization's success. The success of St. Jude is largely due to the strength of its brand and commitment to saving children.

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From the beginning of St. Jude, Danny recognized the importance of donations, both big and small. His “millions from millions” philosophy expresses that \$1 from one million people is equally, if not more, important than \$1 million from one person. The reasoning behind this philosophy is that there will always be individuals with one dollar to give, however, there may not always be an individual with this large sum of money willing to donate.¹⁵ Prior to the opening of St. Jude, as Danny travelled around the country sharing his idea and soliciting donations, he received a donation from a young boy which inspired this philosophy. The young boy, so inspired by Danny’s passion, approached him with a small white envelope containing 75 cents.⁶ Danny acknowledged that this hospital could not have been founded without the generous support of millions of individuals. Today, the hospital continues to run primarily on individual donations and St. Jude-ALSAC exists to make this possible.⁸ The unique structure of St. Jude-ALSAC and generous donors has contributed to the success of St. Jude.¹⁴

St. Jude-ALSAC is comprised of business leaders, who are focused on fundraising. Danny formed two separate entities, St. Jude Children’s Research Hospital and St. Jude-ALSAC, intentionally. He felt this was “the best approach, so the doctors would not have to dedicate their time to raising funds. He wanted businessmen and women sustaining St. Jude financially and doctors focusing on the clinical work they were trained to do.”¹⁶ With this delegation of duties, employees are able to use their strengths to best serve the organization and move closer to a cure for childhood cancer.

St. Jude Children’s Research Hospital has provided unparalleled patient care and completed groundbreaking research, while never sending patient families a single bill.⁸ This leads to the question, *how has St. Jude remained a leading hospital, research institution, and charity since its founding in 1962?*

¹⁵Jones, L. (2012). Millions from Millions. Retrieved April 30, 2018, from Philanthropy Roundtable website: http://www.philanthropyroundtable.org/topic/excellence_in_philanthropy/millions_from_millions

¹⁶St. Jude-ALSAC Representative No. 1. (2017, December 13). [Telephone interview by the author].

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INTEGRATION

For the past fifty-five years St. Jude Children’s Research Hospital has “led the way the world understands, treats, and defeats childhood cancer and other life-threatening diseases.”⁸ The success of St. Jude can be attributed to passionate people employed by St. Jude-ALSAC, who work tirelessly to raise funds and awareness for the organization. Integration is the primary lynchpin propelling the success of St. Jude.

Since Danny Thomas founded St. Jude, integration has been an integral element of the organization’s culture. Integration is defined as the amalgamation of various elements into a unified system.¹⁷ Integration is at the cornerstone of success for St. Jude, through its emphasis on diversity and inclusion, design of the organization, and cultivation of St. Jude donors.

Integration: Memphis, Tennessee

In the 1950s, Memphis, similar to other southern states, was filled with inequality and injustice toward African Americans. African Americans had been fighting for equal rights for centuries, however discrimination was still prevalent. Africans Americans were segregated, meaning they were forced to dine at separate restaurants, use separate restrooms, and attend separate schools from Caucasians.¹⁸ During the mid-1950s, the Supreme Court ruled in the *Brown v. Board of Education* case, that separate schools for African American children were unconstitutional. Despite the Supreme Court ruling, Southern states rejected de-segregation.¹⁹ When Danny Thomas chose Memphis, Tennessee as the home for his shrine to St. Jude Thaddeus, he was aware of the racism present at the time.

¹⁷Integration. (2017). *Funk & Wagnalls New World Encyclopedia*, 1p. 1.

¹⁸History.com Staff. (2010). The 1950s. Retrieved April 30, 2018, from History website:
<https://www.history.com/topics/1950s>

¹⁹History.com Staff, H. S. (2010). *Brown V. Board of Education*. Retrieved April 30, 2018, from History website:
<https://www.history.com/topics/black-history/brown-v-board-of-education-of-topeka>

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Danny was passionate about building a hospital that treated the sickest children, regardless of their background, beliefs, or financial position. Despite the fact that segregation was common practice in the South during the 1950s and 1960s, Danny fought for human rights.⁷ He deeply believed that all children deserved a fighting chance at surviving cancer. When founded, St. Jude Children's Research became the first fully integrated pediatric hospital in the South.⁴⁷

All patients were treated in the same facility, used the same hospital rooms, shared bathrooms, and ate meals together.⁷ The same was not true of other healthcare organizations in the South at this time. It was common for African Americans to be denied care due to the color of their skin. Danny saw the evil in this and fought to end racial discrimination, in addition to childhood cancer.

When St. Jude first opened, arrangements were made with local hotels to house the patients and their families during treatment. However, many hotels in Memphis refused to host African American guests. Danny and Doctor Donald Pinkel, the hospital's director at the time, would not allow this. They said if all patients, African American and white, could not stay in the hotel, they would not receive their business. The hotel eventually relented; Danny and Dr. Pinkel played an important role in the integration of Memphis-hotels. Danny founded St. Jude on the premise that all people deserve to be treated with dignity.⁷

The integration of African American and white patients is embedded in the history of the hospital. Danny's strong desire to integrate St. Jude is at the heart of the organization's success. Diversity and inclusion remain important aspects of the culture at St. Jude. A current St. Jude-ALSAC representative described the organization as "a diverse pool of employees from a variety of backgrounds, cultures and perspectives."³ Each month St. Jude-ALSAC hosts an educational series for its employees regarding diversity and inclusion. A recent session discussed how employees may bring their difference to the table to create the best outcomes for St. Jude. St.

²⁰St. Jude in the civil rights era. (n.d.). Retrieved April 30, 2018, from St. Jude Children's Research Hospital website: <https://www.stjude.org/get-involved/other-ways/saving-all-kids/civil-rights-era.html>

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Jude-ALSAC embraces diversity, in background and perspective, and encourages its employees to feel comfortable and supported when sharing their ideas.²¹ Despite differences, St. Jude-ALSAC employees are united by a shared goal: to support the lifesaving work of St. Jude Children’s Research Hospital.³

All who encounter St. Jude experience the acceptance and integration embedded in the organization’s values. St. Jude Children’s Research Hospital represents authentic love and equality, regardless of “where you come from, your faith or political view, or your financial situation.”²¹ St. Jude is one of the only places where one can experience this level of justice. A St. Jude-ALSAC representative explained that, “everyone who comes to St. Jude is treated fairly and has a chance of survival”²¹. This authenticity began in 1962 when Danny Thomas opened the hospital’s doors and continues today through the current St. Jude-ALSAC employees. Genuineness is embedded in the organization’s mission and purpose. There is a lot to be said about an organization that consistently promotes equality.

For many patients and families, St. Jude is the first place they have experienced love and fairness.²¹ From the moment a family arrives at St. Jude, they are welcomed with open arms and treated as family. This speaks to the culture pillars, implemented by the current CEO of St. Jude-ALSAC, Richard Shadyac. Exhibit 6 includes a listing of the core culture pillars. People first is considered to be the most important culture pillar of St. Jude-ALSAC by its employees. People first involves respecting others and the integration of different beliefs, backgrounds, and perspectives to reach a common goal.^{22, 23, 24 25, 26} The common goal of St. Jude-ALSAC employees is to support the lifesaving work of St. Jude-ALSAC.³ People first is deeply engrained in the culture of St. Jude and has cultivated an environment of diversity and inclusion that can be traced back to the organization’s founding.

²¹St. Jude-ALSAC Representative No. 3. (2017, December 20). [Telephone interview by the author].

²²St. Jude-ALSAC Representative No. 10. (2018, February 19). [Telephone interview by the author].

²³St. Jude-ALSAC Representative No. 12. (2018, March 15). [Telephone interview by the author].

²⁵St. Jude-ALSAC Representative No. 2. (2017, December 13). [Telephone interview by the author].

²⁶St. Jude-ALSAC Representative No. 5. (2018, January 30). [Telephone interview by the author].

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Integration: Design

When St. Jude Children’s Research Hospital was constructed in the 1950s, Danny integrated three organizations – a hospital, a research institution, and a charity (St. Jude-ALSAC)- into one campus in Memphis, Tennessee. The construction of the campus was intentional.¹⁴ Doctor, nurses, and scientists focused on research and clinical care have the ability to easily communicate with one another. Fundraisers from St. Jude-ALSAC devoted to education and awareness for St. Jude have access to the patients benefitting from their work.²⁷ Each employee uniquely contributes to the mission of St. Jude, and is equally committed to the same goal: finding a cure for childhood cancer.

St. Jude-ALSAC employees are in a unique position of being physically close to the mission. This physical closeness to the mission has created an integrated campus, where employees maintain a sense of urgency surrounding the work they perform each day.²⁷ This urgency creates a culture of enthusiasm transformed into service. St. Jude-ALSAC employees enjoy a close proximity to the hospital, which provides them the opportunity to form relationships with patients and realize the impact of their work. One St. Jude-ALSAC representative described the relationships he has with colleagues and patients calling St. Jude his “family”.²⁵ Doctors, nurses, researchers, patients, and families have several opportunities to interaction, including during lunch in the Kay Kafe each day. Each day, St. Jude-ALSAC employees come face-to-face with parents and children battling cancer and other catastrophic diseases.²⁸ These interactions motivate employees to continue working toward a cure.²⁹

St. Jude Children’s Research Hospital feels like a community, or a family, to all those being treated at the institution and to all those employed by the organization.²⁶ The bonds between St. Jude-ALSAC employees are much deeper than a typical professional relationship

²⁷St. Jude-ALSAC Representative No. 8. (2018, February 19). [Telephone interview by the author].

²⁸St. Jude-ALSAC Representative No. 4. (2018, January 30). [Telephone interview by the author].

²⁹St. Jude-ALSAC Representative No. 11. (2018, February 19). [Telephone interview by the author].

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because they allow one another to be vulnerable.²⁵ Cancer is a scary disease and some days working in the hospital are not easy. However, the organization has vowed to stay strong in the fight against childhood cancer. St. Jude-ALSAC employees feel they have an obligation to the donors and supporters, who have chosen to join the fight, as well as to the patients and families fighting the toughest battle of their lives.²¹ This serves as motivation to come to work each day with one's best attitude, one's best strategy, one's best performance for the sake of the children.

Each St. Jude-ALSAC employee has their own reason for choosing to work for the organization; however, it always comes back to the mission.²⁹ Employees have made connections with patients and families, which provide reasons for them to jump out of bed each day and continue working toward a cure.²³ Despite the increasing survival rates, employees recognize there is still area for improvement. While St. Jude has given many children the gift of life, one in five families still leave the hospital without their child.⁸ This reality drives employees to continue raising funds and spreading awareness, so some day no child will surrender their life to cancer. St. Jude-ALSAC employees recognize the role they play and the value they add to the mission of St. Jude.

The unique model of St. Jude Children's Research Hospital and its fundraising organization, St. Jude-ALSAC, distinguishes the organization from other charities and hospitals with similar missions.¹⁴ James Downing, the CEO of St. Jude Children's Research Hospital, is tasked with delivering a high standard of care, while Richard Shadyac, CEO of St. Jude-ALSAC, supports the hospital by bringing in revenue. Each perform different types of work, yet collaborate to achieve the same goal.²⁸

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Each employee at St. Jude-ALSAC plays an integral role in finding a cure for childhood cancer, despite the fact that they do not administer treatment, or even work in the hospital. This belief is engrained in the culture at St. Jude-ALSAC. Employees aim to provide patients with a chance at life and an opportunity to conquer cancer. A St. Jude-ALSAC representative stated that within the organization there is a shared belief that “what I do personally may not be curing cancer, what I do is allowing someone else to find a cure.”²⁵ Whether someone works in IT fixing computers or in the marketing department designing the next fundraising campaign, they create equal value and utilize their skills to strengthen the overall organization and make a difference. The mission is integrated into the everyday lives of St. Jude-ALSAC employees through their connections with patients and other professionals. The ability to observe the impact of their work is fulfilling and provides employees a sense of purpose.

Integration: Cultivating generations of donors

St. Jude-ALSAC has existed for over half a century, due to the continued support of its generous donors.³⁰ Since Danny Thomas founded the organization, its mission has inspired many to join in the fight against childhood cancer. This mission has been passed from generation to generation. Each generation continues to embrace Danny's mission. When seeking support, St. Jude-ALSAC practices three core principles, as described by one representative. These core principles are “dynamic and collaborative fundraising, thoughtful stewardship of donors, and protection and promotion of the St. Jude brand.”²¹ These principles, or values, guide the organization and conduct its relationships with donors, volunteers, and employees. St. Jude-ALSAC employs a variety fundraising initiatives to encourage people of all ages to engage with the organization and its lifesaving mission.¹²

³⁰About Us. (n.d.). Retrieved April 30, 2018, from St. Jude Children's Research Hospital website:
https://www.stjude.org/about-st-jude.html?sc_icid=us-mm-missionstatement#mission

³¹Get Involved. (n.d.). Retrieved April 30, 2018, from St. Jude Children's Research Hospital website:
https://www.stjude.org/get-involved/find-an-event.html?sc_icid=gi-mm-find-event

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One way in which St. Jude-ALSAC encourages loyalty to the organization is by integrating all ages, even younger children, the very market they service, into the mission through various fundraising activities.²⁸ For pre-school and kindergarten- aged children, St. Jude hosts a Trike-A-Thon, encouraging children to “pedal for a purpose” and raise funds for the hospital. For elementary and middle school children are “doing math and saving children, through a competitive Math-A-Thon program, where children receive pledged donations for practicing math skills. College students “stay up for good” at St. Jude Up ‘til Dawn, a team-based fundraising program hosted on campuses nationwide.³² St. Jude-ALSAC also hosts events in various U.S. cities including their Tomorrownite Gala in Boston, Massachusetts and networking events for young professionals in New York, New York. Activities are offered for all interests, for example golfers can participate in the annual St. Jude Classic, sponsored by FedEx, and runners can compete in the St. Jude Memphis Marathon Weekend. To celebrate Childhood Cancer Awareness month each September, St. Jude hosts 5K Walk/Runs in major cities nationwide. The goal of these walk/runs is to build community and “end childhood cancer, together”.³¹ The variety of events offered maximizes the impact of the organizations and integrates individuals of all ages into the St. Jude mission.

St. Jude-ALSAC has also realized the need to customize their events and fundraising strategies to all ages. In addition, St. Jude has recognized the importance of adapting in a technological age. Donating to St. Jude Children’s Research hospital must be as simple and as accessible as possible because if another organization makes it easier to donate, people will give their money elsewhere.¹⁶ In the age of digital media, St. Jude-ALSAC embraces advancement and has been on the cutting edge of technology, allowing them to best communicate with the donors and hire the best talent. A variety of events and a commitment to innovation appeals to a range of ages and provides an opportunity for everyone to get involved.

³²School Fundraising Ideas. (n.d.). Retrieved April 30, 2018, from St. Jude Children's Research Hospital website: https://www.stjude.org/get-involved/school-fundraising-ideas.html?sc_icid=gi-mm-at-school

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St. Jude-ALSAC employees embrace Danny’s dream and care deeply about continuity of the organization. The continuity of the organization requires cultivation of strong values. One St. Jude-ALSAC representative shared that the organization “values higher order emotional traits in respect for people, tolerance for different points of view, and open-mindedness.”²⁵ These values are embedded in the culture of St. Jude-ALSAC and drive employees’ actions. St. Jude-ALSAC employees take to heart these values and recognize that their actions have the ability to strengthen and reflect credit upon St. Jude.²⁶

CONCLUSION

Since St. Jude Children’s Research Hospital opened its doors in 1962, its research and discoveries have played a pivotal role in pushing the overall childhood cancer survival rate from twenty percent to over eighty percent.⁸ For acute lymphoblastic leukemia (ALL), the most common form of childhood cancer, the survival rate in 1962 was four percent. Today, the survival rate for ALL has increased to ninety-four percent, largely due to the work of St. Jude Children’s Research Hospital.³³ Additionally, St. Jude shares its research and protocols freely with doctors and scientists around the world, so one child saved in Memphis, Tennessee equates to thousands of lives saved worldwide.⁸ This progression toward a cancer cure was made possible by one Lebanese man with a dream, Danny Thomas. Danny dreamed of a world where “no child dies in the dawn of life.”⁴ Danny’s dream is continued today by the passionate and dedicated employees of St. Jude-ALSAC, the fundraising and awareness division of the organization.

The success of St. Jude Children’s Research Hospital can be attributed to the organization’s ability to integrate the mission into its day-to-day operations. Based on the testimonials of current St. Jude-ALSAC employees it is evident that the organization has grown

³³Walker, E. J. (2015). *Meanwhile, in Memphis*. Retrieved April 30, 2018, from St. Jude Children's Research Hospital website: <https://www.stjude.org/about-st-jude/stories/promise-magazine/winter-2015/meanwhile-in-memphis.html>

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in the non-profit industry as a result of its authentic leaders who lead with purpose, its unique model which allows employees to engage with the mission, and its ability to cultivate generations of donors through commitment to its values.

Looking Ahead

Currently St. Jude Children’s Research Hospital is in a position to continue growing and working toward a cure for childhood cancer. St. Jude has been embraced by several generations, who find their purpose in the organization just as its founder, Danny, did fifty-six years ago. For the past five and a half decades St. Jude has found success in the non-profit hospital industry and has served as a leader in the cancer specialty sector. This values-driven organization is a model for others due to its integration of people, mission, structure, and supporters. The challenge that St. Jude faces moving forward will be sustaining this integration in light of the current status of health care in the United States.

St. Jude-ALSAC distinguishes itself from other organizations with similar missions because of its passionate people who find purpose in their work for the organization. It is with purpose and authenticity that St. Jude continues to “lead the way the world understands, treats, and defeats childhood cancer and other life-threatening illnesses”.⁸ While the number of non-profit hospital systems continue to increase year over year, to about three hundred and seventy in 2016, St. Jude remains at the forefront of patient care and cancer research.³⁴ This values-driven organization has used its lifesaving mission, *finding cures and saving children*, to capture generations of donors’ hearts and distinguish itself from other non-profit hospitals. In addition to distinguishing itself from non-profit hospitals, St. Jude distinguishes itself from charities across the non-profit industry. Danny’s mission has proven powerful as St. Jude-ALSAC was named the sixth largest non-profit organization in regard to private donations in 2016.³⁵

³⁴The Governance Institute. (n.d.). Total number of non-profit hospital systems in the United States from 1995 to 2016. In *Statista - The Statistics Portal*. Retrieved May 1, 2018, from <https://www.statista.com/statistics/800875/number-of-nonprofit-hospital-systems-us/>.

³⁵Barrett, W. P. (2016, December 14). The Largest U.S. Charities for 2016. Retrieved April 30, 2018, from Forbes website: <https://www.forbes.com/sites/williambarrett/2016/12/14/the-largest-u-s-charities-for-2016/#24744e944abb>

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EXHIBITS

Exhibit 1 Photograph of Founder, Danny Thomas



Source:

¹Danny Thomas. (n.d.). Retrieved April 30, 2018, from St. Jude Children's Research Hospital website: <https://www.stjude.org/directory/t/danny-thomas.html>

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Exhibit 2 Photograph of St. Jude Children's Research Hospital



Source:

⁸Facts for Media. (n.d.). Retrieved April 30, 2018, from St. Jude Children's Research Hospital website: <https://www.stjude.org/media-resources/media-tools/facts.html>

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Exhibit 3 Mission Statement

The mission of St. Jude Children's Research Hospital is to advance cures, and means of prevention, for pediatric catastrophic diseases through research and treatment. Consistent with the vision of our founder Danny Thomas, no child is denied treatment based on race, religion or a family's ability to pay.

Source:

³⁰About Us. (n.d.). Retrieved April 30, 2018, from St. Jude Children's Research Hospital website: https://www.stjude.org/about-st-jude.html?sc_icid=us-mm-missionstatement#mission

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Exhibit 4 Financial Performance Metrics

(All data for Financial Performance Metrics calculations were provided by St. Jude – ASAC on recent 990s filed with the IRS)

<p>Program Expenses</p> <p><i>Reflects the percentage of its total expenses St. Jude spends on programs and services for which it exists to deliver</i></p>	73.0%
<p>Administrative Expenses</p> <p><i>Reflects the percentage of its total budget that St. Jude uses to fund overhead, administrative staff, and other organizational costs</i></p>	10.8%
<p>Fundraising Expenses</p> <p><i>Reflects the percentage of expenses related to raising money</i></p>	16.1%
<p>Fundraising Efficiency</p> <p><i>Reflects the amount spend by St. Jude to raise \$1 in charitable contributions</i></p>	\$0.15
<p>Working Capital Ratio</p> <p><i>Determines how long St. Jude could sustain its level of spending using net available assets or working capital</i></p>	2.86 years
<p>Liabilities to Assets</p> <p><i>Reflects the proportion of assets which are financed through debt</i></p>	9.3%

Source:

³⁶ALSAC - St. Jude Children's Research Hospital. (2017, March 1). Retrieved April 30, 2018, from Charity Navigator website:
<https://www.charitynavigator.org/index.cfm?bay=search.summary&orgid=12847&source=MFGCN21>

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Exhibit 5 Largest U.S. Charities for 2016, with regard to private donations received

1. United Way Worldwide (\$3.708 billion)
2. Task Force for Global Health (\$3.154 billion)
3. Feeding America (\$2.150 billion)
4. Salvation Army (\$1.904 billion)
5. YMCA of the USA (\$1.202 billion)
6. St. Jude Children’s Research Hospital (\$1.181 billion)
7. Food for the Poor (\$1.156 billion)
8. Boys & Girls Club of America (\$923 million)
9. Catholic Charities USA (\$921 million)
10. Goodwill Industries International (\$902 million)

Source:

³⁵Barrett, W. P. (2016, December 14). The Largest U.S. Charities for 2016. Retrieved April 30, 2018, from Forbes website:
<https://www.forbes.com/sites/williambarrett/2016/12/14/the-largest-u-s-charities-for-2016/#24744e944abb>

Exhibit 6 St. Jude-ALSAC Culture Pillars

1. People first
2. Strategic
3. Innovative
4. Collaborative
5. Without silos
6. High performing

Sources:

²²St. Jude-ALSAC Representative No. 10. (2018, February 19). [Telephone interview by the author].

²³St. Jude-ALSAC Representative No. 12. (2018, March 15). [Telephone interview by the author].

²⁵St. Jude-ALSAC Representative No. 2. (2017, December 13). [Telephone interview by the author].

²⁶St. Jude-ALSAC Representative No. 5. (2018, January 30). [Telephone interview by the author].

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Exhibit 7 St. Jude Children's Research Hospital Fundraising Events

- Thanks and Giving Campaign
- Partners for Hope
- St. Jude Memphis Marathon Weekend
- St. Jude Walk/Run to End Childhood Cancer
- FedEx St. Jude Classic
- St. Jude Warrior Dash
- St. Jude Up 'til Dawn
- St. Jude Math-a-Thon
- St. Jude Trike-a-Thon

Source:

³¹Get Involved. (n.d.). Retrieved April 30, 2018, from St. Jude Children's Research Hospital website: https://www.stjude.org/get-involved/find-an-event.html?sc_icid=gi-mm-find-event

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Exhibit 8 Fast Facts

Cost to family: \$0



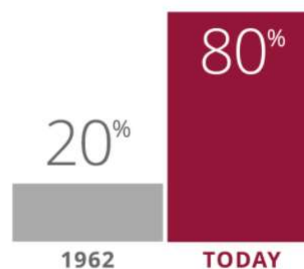
Families never receive a bill from St. Jude for treatment, travel, housing or food — because all a family should worry about is helping their child live.

Saving kids worldwide



St. Jude has treated children from all 50 states and **from around the world.**

Our goal: 100% survival



Treatments invented at St. Jude have helped push the overall **childhood cancer survival rate from 20% to more than 80%** since it opened more than 50 years ago.

Source:

³⁰About Us. (n.d.). Retrieved April 30, 2018, from St. Jude Children's Research Hospital website: https://www.stjude.org/about-st-jude.html?sc_icid=us-mm-missionstatement#mission

Exhibit 9 Connections to Literature

Attributes of successful not-for-profit organizations:

1. Lead with purpose
 - a. “Superior results over a sustained period of time is the ultimate mark of an authentic leader.”³⁷
 - b. Reinforcing employee’s purpose enables them to “buy-in, gain motivation, and be more productive.”³⁸
2. Engage with mission
 - a. “Mission has the ability to inspire and motivate, sharpen a firm’s focus, direct the actions of employees, and promote shared values and standards.”³⁹
 - b. “Non-profit organizations can improve performance by communicating their mission and building emotional commitment to their cause.”³⁹
3. Cultivate strong values
 - a. “Employees are not just working because it is a job, the work becomes an extension of themselves. Values don’t stop or start while you’re in the office or at home, they are a part of you and what you are passionate about.”⁴⁰
 - b. “Consistently high-performing philanthropic entities of any size are mission-focused and steeped in an environment of openness and trust. The organization has a spirit that is shared by leaders, by staff at all levels, and by volunteers – not just be a strong president of affluent board.”⁴¹

Sources:

³⁷George, B., Sims, P., McClean, A. N., & Mayer, D. (2011). DISCOVERING YOUR AUTHENTIC LEADERSHIP. *ASCA Newsletter*, 2011(1), 8-17.

⁴⁰Jenkin, M. (2015, May 5). Millennials want to work for employers committed to values and ethics. Retrieved May 1, 2018, from The Guardian website: <https://www.theguardian.com/sustainable-business/2015/may/05/millennials-employment-employers-values-ethics-jobs>

⁴¹Lanier, J., Callery, G., & Smits, P. N. (2014, August). Cultivating a Culture of Philanthropy: How Boards Can Make a Difference. Retrieved May 1, 2018, from Association of Governing Boards website: <https://www.agb.org/trusteeship/2014/7/cultivating-culture-philanthropy-how-boards-can-make-difference>

³⁹Patel, B. S., Booker, L. D., Ramos, H. M., & Bart, C. (2015). Mission statements and performance in non-profit organisations. *Corporate Governance: The International Journal Of Effective Board Performance*, 15(5), 759-774. doi:10.1108/CG-07-2015-0098

³⁸Tinkham, M. R. (2013). Lead with Purpose: Giving Your Organization a Reason to Believe in Itself. *AORN Journal*, 97(4), 493-494. doi:10.1016/j.aorn.2013.01.005

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Exhibit 10 Discussion Questions

1. How did St. Jude achieve its present position in the non-profit industry?
2. What are the organization's competitive advantages? Is their advantage sustainable?
3. How has integration played a key role in the sustained success of St. Jude-ALSAC?
4. How has inclusivity manifested throughout the history of St. Jude Children's Research Hospital?
5. Discuss the importance of the organizational structure that St. Jude as adopted.
6. What recommendations would you provide the CEO of St. Jude-ALSAC?

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