



Catalyst Mental Health

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Code of Business Ethics

Catalyst employees who are licensed professionals or professionals in training may have their own code of ethics that they are bound to follow in regard to their clinical work. This code is *not* intended to replace or supersede any professional or personal codes of ethics already being followed by any Catalyst employee; rather, it is designed to complement and enhance them.

Ethical codes are derived from shared values and goals, so the purpose of this code is to highlight the common elements that we want to transcend the rich diversity of our organization. It is a tool for forging consensus and for delineating boundaries around the collective identity that we aspire to uphold.

Our Shared Mission

To develop, create, and maintain a work environment for mental health professionals that is healthy, sustainable, and professionally enriching, so that they are in turn empowered to provide the most compassionate, dynamic, and effective services possible to each of their clients.

B-Corporation Values

As a B-Corporation, Catalyst strives to meet the highest standards of social and environmental performance, to balance profit and purpose. We envision a global economy that uses business as a force for good. As leaders of this emerging economy, we believe:

- **That we must be the change we seek in the world.**
- **That all business ought to be conducted as if people and place mattered.**
- **That, through their products, practices, and profits, businesses should aspire to do no harm and benefit all.**
- **To do so requires that we act with the understanding that we are each dependent upon another and thus responsible for each other and future generations.**

Sustainability

Above all else, we plan to pursue our shared mission with a primary focus on sustainability. To us, this means protecting, conserving, growing, and enhancing the resources that we depend on to pursue our shared mission.

Resources come in many forms: personal, professional, organizational, community, environmental, cultural, financial, and many more. All of these resources are vulnerable to depletion and destruction and therefore require substantial individualized attention in order to determine whether our ongoing use of them is sustainable.

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As a result, it is critical for us to learn to recognize and humbly respect various limits: in ourselves, our colleagues, our business organization, our broader community and our environment. This means that we should never place excessive demands on any of the above, and yet at the same time we should be ambitiously working to continuously improve ourselves, our colleagues, our business organization, our broader community and our environment. We believe that both activities – observing limits and working to expand them – can and should be pursued simultaneously with dedication, commitment and perseverance.

Openness to New Experience

As an organization dedicated to positive change, we commit ourselves to acting as if such change is genuinely possible. If our mission statement and this code of ethics are treated as nothing more than aspirational marketing, then we are all destined to fail.

We do not expect anyone to trust either our business organization or anyone else naively, but we do expect each other to cultivate an open mind and to periodically be willing to take constructive risks with the expectation that new positive experiences are possible.

Pursuit of Happiness

We dedicate ourselves to making our work enjoyable for ourselves and for each other. While our work may be difficult at times, we plan to treat such difficulties as temporary setbacks on the journey to a more pleasant and fulfilling future.

We believe that we can do serious work without taking ourselves too seriously, that our work ought to make us laugh more than it makes us cry, and that the personal happiness and satisfaction of our employees are meaningful and significant measures of our overall performance as an organization.

Equity and Justice

We are dedicated to pursuing equity and justice through careful consideration, planning, and integration of stakeholder feedback in regard to all critical business decisions. When asked, we plan to provide honest and constructive feedback about business plans and outcomes as well.

We acknowledge that we may not always achieve equity and justice in all circumstances, but we plan to always be working to approximate it better in the future. We also plan to demonstrate patience and optimism, with the expectation that imperfectly just or imperfectly equitable outcomes will be gradually improved and corrected over time.

Decentralization

As an organization, we aim to remain decentralized by empowering employees to control and direct as much of their local day-to-day work experience as possible.

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We strongly believe that businesses and industries function best when power is distributed and shared widely.

We consequently aim to avoid monopolizing or unduly dominating the markets that we operate in as well. Instead, we are committed to supporting locally-owned and small businesses, whether such businesses may be competitors in own industry or unrelated businesses in other industries. When we grow as an organization, we also aim to do so organically and sustainably, with a focus on getting local employees involved in ownership and management of the sites they operate.

Employee Ownership

Catalyst is a proudly boot-strapped business, financed exclusively by its own employees, and we plan to keep it that way. We have a strong commitment to avoiding passive or silent investors, and we intend for our ownership to always remain exclusively in the hands of active employees.

Compassion and Empathy

We plan to treat our clients, our colleagues, ourselves, and everyone that we interact with in the community on behalf of Catalyst with compassion. This should be reflected in our actions, our communication, and our professional behavior. Any kind of violence, bullying, discrimination, or verbal, physical, or sexual harassment is therefore strictly prohibited and we believe that it should result in immediate disciplinary action.

Compassion for others demands more than mere respect as well; it requires a leap of empathic imagination into the experiences, feelings, and desires of people who might be very different from ourselves. When compassion is found to be difficult, we will consequently work to educate ourselves on the differences between ourselves and others so that bridging such experiential gaps might become more feasible in the future.

At the same time, we do not expect our compassion for others to lead to universal agreement, harmony, or freedom from social friction. We view a diversity of life experiences and beliefs as an asset, and some experiential gaps may always remain too large to fully bridge. In such circumstances, we will recognize the limits of compassion and rely on other tools such as our shared mission and values to determine appropriate actions instead.

Diversity and Inclusion

As an organization, we are dedicated to recruiting, hiring, supporting, and retaining a diverse group of employees. Diversity comes in many forms, and we believe that all of them can enhance the knowledge, skills, abilities, and overall resilience of our organization.

Diversity alone, however, is not enough. Diversity derives its strength from inclusion, when people with different life experiences and ideas start to interact.

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This means that we must be willing to spend time with and to get to know others who might have life experiences, ideas, and beliefs that may be very different from their own.

At the same time, we should remain free to exclude ourselves from interactions or activities that make us uncomfortable. Inclusion should be always remain an option, not a requirement.

Teamwork and Collaboration

Teamwork and collaboration should be viewed as essential to both our goals and our values. We consequently plan to make a strong effort to take advantage of opportunities to interact with other Catalyst team members, whether that may be through consultation, supervision, continuing education, clubs, staff meetings, social events, or other group activities.

Interactions with other Catalyst team members not only provide opportunities for support, but also opportunities for professional and personal enrichment. We believe that if we invest time, energy, and effort in each other, that the returns on such investments will be immeasurable.

Accountability

We agree to hold ourselves accountable to each other, to the clients we serve, and to the communities that we operate in. Such accountability requires sufficient transparency to facilitate independent evaluations of our performance and an ongoing investment in evaluation processes and procedures. We acknowledge and accept that our performance may not always be optimal, and we are committed to continuously improving our performance over time.

Informed Consent

We agree to be honest and transparent with each other, our clients, ourselves, the business organization, and everyone that we interact with in the community on behalf of Catalyst whenever we know with a high degree of certainty that some action we are either planning or that we have already engaged in may have an adverse impact on any of the above. This informed consent principal should rule out blatantly malicious conduct, lying, or stealing from other individuals or the business, as well as illegal behavior such as fraud or theft.

However, it should also rule out lies of omission, where someone fails to disclose some important piece of information that might have an adverse impact on others until after it is too late for the affected party or parties to take action to insulate themselves from the fallout. We will consequently refrain from entering any non-disclosure agreements as well whenever such agreements inhibit informed consent about matters relevant to Catalyst as an organization, its employees, or its clients.

In the context of planned employment transitions, we furthermore aim to give clients of the business and each other at least 30 days and preferably a full 60 days of notice so that we can work collaboratively to ensure continuity of care and minimal disruption for all stakeholders.

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Hidden or unexpected financial expenditures designed to further an agenda that may not be shared by all business stakeholders also violate informed consent. We consequently commit ourselves not to engage in bribes or kickbacks, and we pledge to publicly disclose all direct or indirect political contributions, in-kind contributions to political parties, charitable donations, advocacy groups, or sponsorships.

Informed consent applies to our advertising and marketing practices as well. We will avoid marketing or advertising content that is deliberately deceptive or that seeks to manipulate clients in ways that clearly do not benefit them. We also plan to be transparent about how we gather, manage, and use client data for advertising and marketing purposes so that clients can opt out of such activities if they prefer to do so.

Prospective employees also have an obligation to disclose dual-relationships during the hiring process, such as current or former status as a Catalyst client or significant relationships with other Catalyst employees. Whenever such disclosures are made, Catalyst will form an ethical review committee to assess any potential ethical risks on a case-by-base basis and provide a recommendation with regard to whether such risks can be successfully mitigated.

Competitive Boundaries

We strongly believe that mental health clients should get to choose the circumstances under which they interact with providers. As such, we do not support non-compete contracts for mental health providers, since such contracts put businesses in control of such decisions, often at the expense of clients. Instead, we actively support Catalyst employees who want to work for other businesses or for themselves while simultaneously working at Catalyst, because we view such arrangements as enhancing client choice.

However, we do not support any use of Catalyst resources for personal gain that might harm Catalyst as an organization. Any employee working for Catalyst and some other business or themselves simultaneously should consequently refrain from either directly using or planning to use any Catalyst resources, especially any other Catalyst employees, in the service of benefiting either some other business or themselves at Catalyst's expense.

Legal Compliance

We commit ourselves to following all laws which apply to Catalyst as organization and to ourselves as individuals. Since laws may change over time, we also commit ourselves to continuing to educate ourselves on any new laws that might apply to us on an annual basis.

Catalyst employees are subject to laws and regulations associated with multiple regulatory and compliance authorities. All of these laws and regulations can be difficult to keep track of, which is why they have been summarized clearly and concisely in the Employee Handbook. We consequently commit ourselves to reading and understanding the Employee Handbook in its entirety, as well as any updates to it that we might be notified about in the future.

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