Your Presenter for Today’s Program

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Mr. Smith has a diverse professional background. After completing a bachelor of arts degree in political science with a minor in business administration at St. Louis University, he worked as a federal auditor with the Government Accountability Office. Following his completion of a master of arts degree in divinity and a master of arts degree in New Testament scripture from Kenrick Seminary in St. Louis, he served for 15 years in parish ministry. He completed a master of science degree in clinical psychology, with an emphasis in child and adolescent development, while working for the Department of Special Education of the Archdiocese of St. Louis.

Working in mission services in Catholic health care for the last 10 years has allowed him to integrate all aspects of his education and work experience: theology, pastoral care, mental health, political advocacy and accountability.
A Blessing for Mission Leaders

May mission surround you
   Hold you and carry you.
May your courage be blessed
   And shared with all.

May you see what you have helped create
   And know that it is good.
May others carry it forward.

May you find wisdom to speak truth.
   May you find compassion
   To speak with love.

May judgments leave you
   And welcomes find you
   In the gifts of the day

May your spirit be raised up,
   Filled and given peace.

May you always know your work
   Is needed
   Is valued
   Is true
   Amen.

Voices from the Journey - Juliana Casey, IHM

Objectives

- Articulate the history and evolution of the mission leader profession in Catholic health care
- Describe the required competencies for mission leaders as outlined in the CHA Mission Leader Competency Model
- Distinguish the roles and responsibilities of mission leaders who work in Catholic long-term care settings
- Discuss emerging issues in long-term care that will impact Catholic long-term care facilities and the future work of mission leaders in those settings
“Sum of the processes, programs and relationships that serve to enhance our understanding and commitment to the tradition and values from which the healing ministry originated and in which it continues. It is more than programs and celebrations, it is the work of the soul. It translates into day-to-day language and struggles with complex issues and brings light to significant decisions.”

- Regina Clifton

Mission Leader History

• Emergence of mission leaders: mid-1970’s
• Sr. Concilia Moran, RSM, Sisters of Mercy Health System
• Sr. Margaret John Kelley, DC, CHA’s first VP, Mission Services
• Titles have changed
  o Ministerial Development
  o Apostolic Development
  o Director of Philosophy
  o Mission Educator
  o Mission Services
  o Mission Integration
  o Chief Mission Officer
Evolution of the Role of Mission Leaders

Mascot – 1970s and 1980s
• Specialized activities
• Mission statements and core values
• Awareness building

Mentor (1990s)
• Mission education
• Retreats
• Behavioral norms (HR)
• Mission assessment

• Executive function
• Integrated into numerous and diverse committees
• Integrated into strategic planning process
• Mission accountability
• Values-based decision making processes
• Formation at all levels (board, senior leaders, middle managers, physicians, associates)
• Culture bearer
CHA Mission Leader Competencies

• Original model published in 1999
• Designed as an aid to academic institutions
• 2006 mission leader survey confirmed growth in role, expectations and need for revision
• Engaged the help of The Reid Group of Seattle in 2008
• Series of electronic surveys and feedback
• Finalized at CHA Assembly in 2009

Uses for the Model

• Clarify the role internally and externally
• Validate the professionalism of the role
• Ongoing development
• Succession planning
CHA Mission Leadership Competency Model

Competencies for Mission Leaders

- **Personal Qualifications**
  - Mission leaders are well-formed in the Catholic tradition and culture.
  - Mission leaders are persons of faith who model a collaborative style of servant leadership.
  - Mission leaders are committed to the mission and values of their health care organization as a ministry.

- **Leadership**
  - Mission leaders bring strategic direction, thinking and guidance as well as a collaborative spirit to the organization to ensure that it is faithful to its purpose, identity and values.

- **Theology**
  - Mission leaders have a working knowledge of Catholic theology and are acquainted with the plurality of religions that will be encountered among the employees, physicians, trustees, patients and others who are served within our institutions.

- **Spirituality**
  - Mission leaders are able to articulate their lived faith experience and the meaning it brings to their lives as well as encouraging and empowering individuals and organizations to do the same.

- **Ethics**
  - Mission leaders are effective in promoting the development of ethical decision-making behaviors throughout the organization in three areas within the context of the Catholic moral tradition.

- **Organizational Management**
  - Mission leaders have the management competencies needed to be recognized as productive contributors to the organization. They understand the interrelationship of shared beliefs, behaviors and assumptions of the organization.
Personal Qualifications

- Capable of establishing mutually beneficial relationships with diverse groups of people
- Living a practical, balanced and integrated spirituality
- Knowledgeable about contemporary health care delivery systems and about ethical issues facing the field

Personal Qualifications

- Manifesting personal presence characterized by honesty, integrity and caring
- Inspiring and motivating others to be committed to the organization’s mission, values, vision and goals
- Engaging in life-long learning, self reflection and development
**Leadership**

- Strategic leader
- Prophetic leader
- Formational leader

**Theology**

- Pastoral theology
- Understanding of Church
- Canon law
Spirituality

- Personal
- Communal
- Spirituality of change

Health Care Ethics

- Organizational ethics
- Justice
- Clinical ethics
Organizational Management

• Communication and collaboration
• Business
• Management

Self – Assessment Exercise

• Rate Yourself
• Top 3 Opportunities
• Dialogue
• Growth Plan
Executives who promote the core commitments of Catholic health care so that they are integrated into organizational operations

CHA Core Commitments

- Promote and defend human dignity
- Attend to the whole person
- Care for poor and vulnerable persons
- Act on behalf of justice
- Steward resources
- Act in communion with the Church

Who Are Mission Leaders?

- Congregational leadership
- Religious formation
- Academia
- Senior leadership
- Pastoral care
- Human resources
- Organizational learning and development
- Operations
- Clinicians
- Parish/diocesan ministries

Where Mission Leaders Come From
Professionalism of Mission Leaders

- Masters level or above
- Relationship skills
- Systems analysis
- Knowledge of finance
- Problem solving
- Change management
- Health care and ministerial experience

Functions and Responsibilities

- Administration
- Advocacy
- Catholic identity
- Community benefit
- Community involvement
- Education/orientation
- Ethics (clinical and organizational)
- Formation at all levels
- Leadership development
- Mission assessment
- Policy review and development
- Spiritual care
- Strategic planning
- Workplace spirituality
Where Mission Leaders Serve

At what type(s) of facility (ies) do you serve as a mission leader? Check all that apply.

- Acute care: 234
- Long term care: 114
- Free-standing outpatient: 70
- Home care: 73
- Hospice/Palliative care: 131
- Adult day care: 27
- Assisted living/residential care: 68
- Rehabilitation center: 73
- System office: 91
- Physician practices: 10

Mission Leaders in Long-term Care
• Building a culture of prayer and reflection
  - Beginning of meetings
  - Overhead prayers
  - Mass, rosary and interfaith prayer services
  - Discernment process
• Pastoral care for residents and staff
• Care of the bereaved
• Displayed mission and core values
• Religious symbols and artwork
• Chapel and meditation rooms
• Use of blessings and rituals

• New employee orientation
• Performance evaluations
• Mission and core values awards
• Telling the sacred stories
• Founder’s traditions
  - “Tea for the Soul”
  - Special days of celebration
• Employee emergency fund
• Employee/community collaborations
• Including employees in the mission assessment
Building a Resident Culture of Mission

- Holistic healing
- Ministry of presence
- Sacred listening
- Building community
- Ministering to families
- Include in mission assessment

“Abandonment is the most serious illness of the elderly, and also the greatest injustice they can suffer: those who helped us grow must not be abandoned when they need our help, our love and our tenderness.”

- Pope Francis

Ministry Formation at All Levels

- New hire orientation
- New manager mission and ethics orientation
- Manager ministry development plan
- Foundations of Catholic Health Care Leadership
- Senior leader formation
- Physician formation
- Board formation
- “Prayer on the move”
Attention to Ethics and Social Justice

- Biomedical and organizational ethics
- *Ethical and Religious Directives* (ERDs)
- Catholic social tradition (CST)
- Mission/ethical assessment process
- Policy review in light of mission, values, CST and ERDs
- Labor principles
- Compensation philosophy
- Stewardship of the environment

Mission/Ethical Assessment Process

- Based on mission and values, CST and ERDs
- Responsibility of CEO/administrator
- Mission leader is usually project manager
- Involves all levels of organization, residents, families and community
- Objective criteria and measurements
- Report to the board, sponsors and possibly bishop
- Three-year development plan
- Repeat process every three years
Emerging Areas of Business Concern

- Uninsured declining but underinsured increasing
- Reimbursement for health care declining
- Payment reform (Medicare and Medicaid)
- Bundled payments and “at risk compensation”
- Accountable Care Organizations (ACOs)
- Partnerships with other-than-Catholic entities
- Consolidations, affiliations, joint ventures, etc.
- Population health
- Integrated service agreements

Emerging Areas of Mission Concern

- How do we keep “human encounter” front and center?
  - Patient, resident, guest, student, family
- How do we assess community need and respond to what people are asking for?
- How do we continue to create access for vulnerable populations?
  - Seniors
  - Mentally ill
  - Women and children
  - Immigrants and refugees
  - Poor
Emerging Areas of Mission Concern

- How do we form lay people to lead ministries of the Church?
- How do we measure the effectiveness of formation?
- How do we measure the presence of Catholic identity in our organizations?
- How do we maintain Catholic identity when we partner with entities that are other-than-Catholic?
  - Principles of Collaboration
  - Culture

CHA Goals and Strategies – 2015-2017

B1: Clarify and strengthen the Catholic identity of the health ministry in the changing health care environment.

- Create a resource to assist systems and facilities with mission, ethics and Catholic identity assessment
- Work with members to disseminate resources that support Catholic identity beyond the acute-care setting
- Develop a set of resources on the Catholic moral tradition regarding palliative care and end-of-life care
- Provide resources regarding the development and implementation of programs to meet the spiritual needs of patients and staff in a variety of settings
B3: Stimulate collaboration and enhance effectiveness in ministry formation across Catholic health care at all levels.

- Develop formation resources designed to address various needs of individuals in member organizations (sponsors, leaders, physicians, middle managers, clinical staff)
- Work with members and leadership formation centers to develop objective measures to assess the effectiveness of leadership formation
- Collect and share effective formation practices that can be replicated across the health ministry and by other ministries.

Discussion

What new possibilities do you see for your ministry?
What else is unique to LTC mission leaders?
What other challenges do you see?