



Framework *for* Ministry Formation



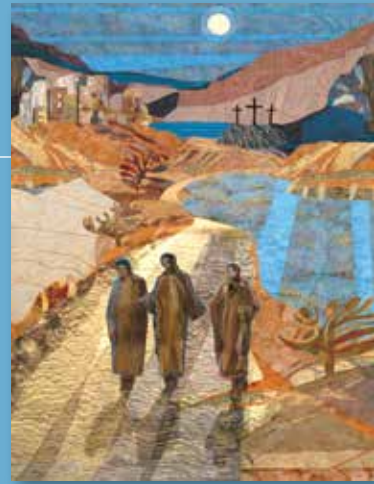
COVER ARTWORK

“The Road to Emmaus,” Mike Torevell.

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Now on that same day two of them were going to a village called Emmaus, about seven miles from Jerusalem, and talking with each other about all these things that had happened. While they were talking and discussing, Jesus himself came near and went with them, but their eyes were kept from recognizing him. And he said to them, “What are you discussing with each other while you walk along?” They stood still, looking sad. Then one of them, whose name was Cleopas, answered him, “Are you the only stranger in Jerusalem who does not know the things that have taken place there in these days?” He asked them, “What things?”

When he was at the table with them, he took bread, blessed and broke it, and gave it to them. Then their eyes were opened, and they recognized him; and he vanished from their sight.



They said to each other, “**Were not our hearts burning within us** while he was talking to us on the road, while he was opening the scriptures to us?” That same hour they got up and returned to Jerusalem; and they found the eleven and their companions gathered together. They were saying, “The Lord has risen indeed, and he has appeared to Simon!” Then they told what had happened on the road, and how he had been made known to them in the breaking of the bread.

New Revised Standard Version Luke 24: 13-19 / 30-35

“The Road to Emmaus” artwork is a paradigmatic image for the formational process — the oftentimes confused information we have to deal with (head), the gradual and even dramatic change that can take place when we “see” and allow the Spirit into our being (heart), and how this can become a transformational process whereby we want to share, and be of love and service to all others, and in the world (feet or hands).

Introduction

For over a quarter of a century, CHA has provided resources, programming and education to support the development and formation of ministry leaders. CHA's publication, *Framework for Senior Leadership Formation*, served for many years as a key guidepost for leadership formation in Catholic health care. More recently, formation is receiving greater attention as a decisive component to sustain Catholic health care into the future. Virtually all sponsors and governance leaders of Catholic health systems and facilities have included formation in their strategic priorities in recognition of its critical importance not only for sponsors, boards and senior leaders, but also for those who work at all levels of the organization.

In collaboration with the insight and guidance of CHA members, the new Framework for Ministry Formation initiative will address this growing need. A group of representative members gathered at CHA's St. Louis office to develop a ministrywide definition of formation. In addition, members of the Ministry Formation Advisory Committee assisted in formulating six foundational elements and content areas to create a robust framework for formation that engages all stakeholders from newly-hired staff to senior executive leaders. The Ministry Formation Advisory Committee also assisted in developing the Ministry Formation Leader Competencies. In combination with CHA's and member formation programs, the competencies will help guide this discipline for a new time and context.

DIARMUID ROONEY

Senior Director, Ministry Formation



Leaders in Catholic health care have come to recognize the crucial importance of formation in ensuring the Catholic identity of our ministries. In response to member needs, CHA is committed to expanding opportunities for ministry formation and serving as a catalyst to strengthen the Catholic identity of CHA member organizations in carrying out the healing mission of the Catholic Church in the world today.

SR. MARY HADDAD, RSM

President and Chief Executive Officer

Catholic Health Association of the United States

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“THE FUNDAMENTAL OBJECTIVE OF THE FORMATION OF THE LAY FAITHFUL IS AN EVER-CLEARER DISCOVERY OF ONE’S VOCATION AND THE EVER-GREATER WILLINGNESS TO LIVE IT SO AS TO FULFILL ONE’S MISSION.”

Saint John Paul II, *Christifideles Laici*, N. 58

Ministry Formation: Definition and Description

Ministry formation creates experiences that invite those who serve in Catholic health care to discover connections between personal meaning and organizational purpose. These connections inspire and enable participants to articulate, integrate, and implement the foundational elements of Catholic health ministry so that it flourishes now and into the future.

Ministry formation is always invitational and inclusive, meeting each person where they are in their life journey. It is a dynamic, life-long, self-reflective process. Building upon the lived experience of the participants, we support their ongoing growth as persons and leaders in Catholic ministry. Ministry formation inspires participants to consider their calling in a contemplative way, find deeper meaning in their work and realize their gifts as they grow in service to the community and one another. In the process, participants adopt and cultivate behaviors and practices that deepen their personal identity as well as the Catholic identity of the organization.

Effective formation creates a distinctive and inheritable culture. The culture of Catholic ministry is shaped by the foundational elements: Vocation, Tradition, Spirituality, Catholic Social Teaching, Ethics and Discernment. Participants are invited to understand these distinctive features of Catholic ministry with attention to their expression in founding communities so they can personally embody, and creatively adapt, their integration into ever-changing situations. Leaders bear a critical responsibility for articulating and integrating the heritage and values of the tradition

into the organization's culture and associates. From the beginning, congregations of religious women and men courageously responded to the needs of the communities they were called to serve. Today, through leadership formation, that same call to provide health and hope is being answered by the laity in unique and creative ways, including addressing social determinants of health and providing essential community benefit.

Catholic social teaching insists that the human person is intrinsically social and recognizes that the delivery of health care is a collegial effort. For this reason, formation takes place in community, where participants may gain a sense of belonging to and participation in the Catholic ministry. As associates grasp what is distinctive to Catholic ministry and become comfortable, they find ways personally and professionally to articulate and integrate the dynamics of Vocation, Tradition, Spirituality, Catholic Social Teaching, Ethics and Discernment. Through this process, people grow in their abilities to live out the mission of the organization in a manner that gives witness to Gospel values.

Ministry Formation Pedagogy

Formation may seem like an unfamiliar term, but in fact all our life experiences form us whether we are aware of how we are being formed or not. Ministry Formation invites individuals, who are already on a lifelong path — a formation journey — of becoming who they are, to step intentionally into experiences and practices that have been demonstrated, over centuries, to enable persons to grow and flourish in community.

Ministry formation affirms that the human person, made in the image and likeness of God, possesses an inherent dignity that manifests in three distinct and unified calls:

AFFIRMATION	CALL
The human person is a unique unity of mind, heart, body and spirit with inherent dignity and worth.	We are called to realize our own value and gifts.
The human person is inherently social.	We are called to build and cultivate community.
The human person is endowed with gifts.	We are called to give those gifts freely in service for the sake of the world.

Ministry formation creates a space that affirms and welcomes individuals and invites them into a community of learning and reflection that recognizes and honors their gifts of experience, expertise, wisdom and commitment of faith or life philosophy. While respecting the tradition of people of good will, Catholic health care has its own distinctive spirituality drawn

from the healing ministry of Jesus; the nature and value of human person in community; and our commitment to human dignity, the common good and justice.

Ministry formation utilizes teaching and learning practices that are founded in verified adult education models that engage the whole person spiritually, intellectually, emotionally, physically and socially. Key practices create a simple and reliable framework to holistically engage adult learners. These practices are affirmed by professional literature in spiritual development, transformational learning and neuroscience. They include:

- + Create an inclusive, safe environment conducive to personal and communal reflection.
- + Invite participants, individually and collectively, to attend to and engage their personal and professional experience.
- + Utilize inquiry to promote learning in community, introducing new knowledge with open dialogue.
- + Engage the dynamic of action and reflection, drawing on relevant situations from organizational life, and providing opportunities for immersive learning.
- + Integrate ritual and prayer.

Ministry Formation Process

The desired outcome is for associates to reflect on their personal, professional and organizational identity in order to act with greater integrity and to promote practices and policies that advance the mission. Formation ultimately enables associates to integrate the spirituality, knowledge, and inward dispositions necessary to demonstrate and advance the healing ministry and the mission of Catholic health care.

To achieve the desired outcomes of formation, it is critical for formation facilitators to be attentive to the distinct but intertwined aspects of content, integration and application. Each of these aspects is essential; authentic application is a critical indicator of the personal and organizational transformation expected of the formation process.

- + **CONTENT:** Assure that associates encounter relevant materials which uncover essential knowledge in interactive dialogues;
- + **INTEGRATION:** Facilitate the gradual alignment and deepening of personal dispositions and values with the foundational commitments of the ministry;
- + **APPLICATION:** Authentically speak and act in ways that sustain the identity and tradition of Catholic health care while transforming it anew into the future.

There are many ways formation facilitators can assure and track these movements as they are occurring. Good pedagogical practices are always dependent on formation leaders' continued attention to their own skill in presentation, facilitation, and design that takes into account a variety of formats and modes of delivery. Formation leaders must be attentive to their own ongoing formation, to what is happening in and among those whose experiences they are facilitating, and to the action of the Spirit.

That space of encounter may be as brief as a reflection before a meeting or as long as a formal Formation Program. In every case, the encounter becomes formative as individuals and groups are encouraged to engage the connections between personal meaning and organizational purpose. Simple questions can be applied to any topic or element of content under consideration (substitute any foundational element in place of "this" in the following):

- + What does this mean? What does this mean to me ... for us ... for our organization or communities served?
- + What is happening within me? What values, virtues, attitudes and motivations am I becoming aware of in myself? Which of these dispositions might I, or we, need to cultivate?
- + What is this calling me, and us, to do? What might get in the way of our acting on this call?
- + How might the Spirit be moving among us or in me, as we engage this?

As we engage diverse communities of associates in spiritual reflection, we take to heart the phrase from Psalm 42:7, "deep calls unto deep." We honor our associates by providing them ways to reflect on the journey, story and depth of their own faith commitments or life philosophy. By introducing them to the riches of the Catholic spiritual tradition and practices that compel and continue to sustain Catholic health care and inviting their participation, we enable the depth of who we are organizationally to speak to the depth of who they are as individuals. This dialogue is profoundly sacred and consistently evokes mutual respect, inclusion, and oneness-in-diversity.

Formation Session Template

DESIRED RESULTS		
CONTENT	INTEGRATION	APPLICATION
<p>What knowledge and curriculum are critical to deepen participant understanding?</p> <p><i>Participants will know ...</i></p> <hr/> <hr/>	<p>What reflection questions will deepen participant awareness, internalization and conviction?</p> <p><i>Participants will reflect on...</i></p> <hr/> <hr/>	<p>What behaviors, habits, expressions, etc., bring the concept to life in concrete ways?</p> <p><i>Participants will be able to ...</i></p> <hr/> <hr/>

PROCESS COMPONENTS	
<p>PREWORK</p> <p>(Reading, audio, video, etc., including both required and optional for those wishing to go deeper into content)</p> <hr/> <hr/>	<p>SELF REFLECTION</p> <p>(Sentence stem prompts, reflective questions, etc., for individuals to consider in advance of the session)</p> <hr/> <hr/>
<p>SESSION CONTENT</p> <p>(What content needs to be unpacked within the session? What specifically will you do to engage the learner's experience, values, and thoughts into the session?)</p> <hr/> <hr/>	<p>SESSION PROCESSING QUESTIONS</p> <p>(Questions to be used in dyads/triads or think-pair-share exercises within the session)</p> <hr/> <hr/>
<p>APPLICATION EXAMPLES</p> <p>(Case studies, examples or anecdotal integrations that will be used in the session. This may involve posing a question to the group: How do you do this? How do you see this in your organization?)</p> <hr/> <hr/>	<p>ACTION LEARNING PROJECTS</p> <p>(Suggested activities to deepen integration and application and reinforce the knowledge and experience gained in the session)</p> <hr/> <hr/>

“Formation is a process of socialization into the community and tradition of Catholic health care for the purpose of building up the community and carrying on the tradition... All associates are invited into a formation experience that centers on foundational elements that inform the distinctive identity and mission of Catholic health care.”

LAURENCE J. O'CONNELL (EDITOR), JOHN SHEA (EDITOR)

Tradition on the Move: Leadership Formation in Catholic Health Care

FRAMEWORK FOR MINISTRY FORMATION



Foundational Elements



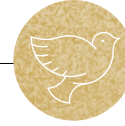
VOCATION

- + Call and response to our full humanity
- + Response to the call to serve in Catholic health care ministry
- + Laity
- + Diversity and inclusion
- + Introduction and invitation to contemplative practices
- + Christian anthropology
- + Vocation of ministry leadership



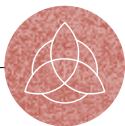
TRADITION

- + Healing ministry of Jesus, Scripture, Gospel stories
- + Heritage stories and charisms, legacy of the foundresses/ers and current leaders' mission, vision and values
- + Theology of the Catholic health care ministry
- + Church (parishes, church organizations, relationships, sponsorship, collaboration with diocesan, national and universal Catholic Church)



SPIRITUALITY

- + Holistic health care (body, mind, spirit, human suffering, palliative and hospice care, wellness, healing and cure)
- + Spiritual needs
- + Self-awareness and emotional intelligence
- + Spirituality of community and work
- + Prayer, ritual, and sacrament
- + Personal and organizational
- + Christian anthropology



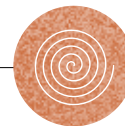
CATHOLIC SOCIAL TEACHING

- + Promote and defend human dignity
- + Attend to the whole person
- + Care for persons who are poor and vulnerable
- + Promote the common good
- + Act on behalf of justice
- + Steward resources
- + Serve as a ministry of the Church
- + Care for Creation
- + Advocacy



ETHICS

- + Clinical
- + Organizational
- + Social
- + Stewardship of the environment
- + *Ethical and Religious Directives for Catholic Health Care Services*



DISCERNMENT

- + Spiritual dimension of decision making
- + Grounded in mission and values
- + Who we are to be and what we ought to do
- + Prayer and reflection as critical elements
- + Diversity, inclusion and belonging

“Formation serves the mission...by nourishing the interior life of our leaders and associates, enabling actions and behaviors that reflect our identity as a ministry of the Church. It provides a variety of opportunities for all to live more fully...the call to vocation, to become more fully human; the call to community, to live, work, and share life together; the call to ministry, to serve the needs of others.”

ASCENSION STATEMENT ON FORMATION

vocation

God has planted
deep within each of us a
call to co-create and to
meaningful participation
in community.



FRAMEWORK FOR MINISTRY FORMATION



*Effective formation creates a distinctive and inheritable culture.
The culture of Catholic ministry is shaped by the
foundational elements: **VOCATION**, Tradition, Spirituality,
Catholic Social Teaching, Ethics and Discernment.*

VOCATION

Theological Foundation

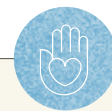
The formative element of vocation invites those who serve in the Catholic health ministry to engage their most fundamental identity as a person created by God for a purpose, bearing inherent dignity and unsurpassed worth.

The root of the word “vocation” is *vocare*, which means “to be called.” God has planted deep within each of us a call to co-create and to meaningful participation in community. Knowing and believing ourselves to be created and loved by God incites a loving response. Freed from the pressure of striving to be enough, we can discern where God is calling us to serve and create in the world.

More than a state of life or clerical status, the spiritual concept of vocation invites all people to explore the intersection between what brings them joy, meaning, and purpose and what benefits the common good. Scripture tells us that each person receives gifts from the Spirit in order to build up the common good (1 Corinthians 12:7). In utilizing our gifts in the service of God and others, we are living our vocation to the fullest and becoming more and more the people God

has created us to be. Our twin calls to love God and neighbor are built into the mystery of human existence and are intimately related. The connection to Divine Love directs and energizes love for one another.

The service and commitment of the women and men who founded Catholic health care were born out of their deep relationship with God. For love of God, they served those in need. The same is true for many of those who serve in the ministry today. Regardless of organizational roles, each person is called to a place of meaning, purpose and participation in the ministry of Catholic health care.



VOCATION

- + Call and response to our full humanity
- + Response to the call to serve in Catholic health care ministry
- + Laity
- + Diversity and inclusion
- + Introduction and invitation to contemplative practices
- + Christian anthropology
- + Vocation of ministry leadership

FORMATION SESSION EXAMPLE: *vocation*



FRONT-LINE ASSOCIATE (Baseline over time)		
CONTENT	INTEGRATION (personal and professional)	APPLICATION
<i>Participants will know ...</i>	<i>Participants will reflect on ...</i>	<i>Participants will be able to ...</i>
<ul style="list-style-type: none"> + Created in the image and likeness of God, each person is called to co-create in partnership with God and others. + One's vocation cannot be understood in isolation; our nature as communal beings insists that we find ourselves in fullness with others. + Each person, regardless of his/her individual role in the ministry, is equally called to service; all members of the Catholic health ministry share in a common call with multiple expressions. + Scripture and history bear witness to the truth that God calls each person to a particular ministry or service. Each person bears equal responsibility to fulfill his/her call and find meaning. + Our ministry is enriched by a diversity of gifts, perspectives and roles. We honor God as creator when we celebrate our diversity. 	<ul style="list-style-type: none"> + How has God (Spirit) called me throughout my life to serve and co-create? + How does my role in this health care ministry overlap with my vocation? + How do I understand my sense of vocation in my career development? + How do my service and daily work, in cooperation with others, contribute to the common good? + Who, or what experiences, in my life helped me to understand my vocation? 	<ul style="list-style-type: none"> + Articulate their role as a participant in the service of the Catholic health ministry. + Utilize their God-given gifts, skills and talents for good of the community. + Affirm the vocation of others through recognizing their gifts and the ways in which God works through them.



MANAGER/SUPERVISOR (Leadership elements)		
CONTENT	INTEGRATION (personal and professional)	APPLICATION
<i>Participants will know ...</i>	<i>Participants will reflect on ...</i>	<i>Participants will be able to ...</i>
<ul style="list-style-type: none"> + Although we take into account compensation (job) and promotion (career), we emphasize our work as a vocation. + The vocation of leadership within Catholic health care must emulate Jesus Christ, who was a humble servant leader, and Gospel values. + Leadership within Catholic health care is predicated on the values of solidarity, subsidiarity, dignity of work, rights of workers and the value of community. The vocation of the leader is to know and live out these practices. + Cultivating our vocation requires a consistent spiritual practice: meditation, contemplation, developing self-knowledge, attending to the movement of the Spirit in our lives. 	<ul style="list-style-type: none"> + What is the balance between job, career and calling for myself and for those I lead? + How am I responding to the vocation of leadership, particularly servant leadership as modeled by Jesus Christ and espoused in the Gospels? + How do my spiritual practices nourish my vocation? 	<ul style="list-style-type: none"> + Articulate the nature of work as striving for the common good by helping others and contributing to society. + Express a clear decision process that led to this life path. + Affirm verbally and in writing the higher purpose and connection to ministry in the work of direct reports. + Use language of “a call” when responding to the question of “why you chose this profession.” + Practice servant leadership according to Catholic Social Teaching and the example of Christ. + Authentically share how one’s spiritual journey is influencing one’s leadership.

FORMATION SESSION EXAMPLE: *vocation*



CLINICIAN (Hands-on healing component)		
CONTENT	INTEGRATION (personal and professional)	APPLICATION
<i>Participants will know ...</i>	<i>Participants will reflect on ...</i>	<i>Participants will be able to ...</i>
<ul style="list-style-type: none"> + No additional knowledge content pieces beyond those preceding. 	<ul style="list-style-type: none"> + What was my initial motivation for wanting to serve in a healing profession? How has my motivation changed over time? + What is my role in affirming the vocation of those with whom I serve and those who are in training? 	<ul style="list-style-type: none"> + Maintain a connection to their call to serve in a healing profession. + Prioritize self-care.
DIRECTOR/EXECUTIVE (Systematic and strategic planning)		
<ul style="list-style-type: none"> + The vocation of the sponsor and the lay ministry in Catholic health care is an emerging theological question. + The vocation of the business leader includes innovation for the common good and the creation of virtuous organizations. + Cultivating our vocation requires hearing a rich diversity of perspectives to understand our organization's and community's needs. 	<ul style="list-style-type: none"> + What is my role as a lay leader of a Catholic ministry of the Church? + How has my path led me to where I am today? How have I been equipped along the way for this call? + Whose voice(s) do we need to start hearing? What's un-discussed, or un-discussable, in our organization? 	<ul style="list-style-type: none"> + Advocate for institutional practices that affirm the shared call to ministry. + Equip themselves with the necessary tools to fulfill the call of leadership in a Catholic ministry. + Consistently use ministerial and faith-based language in written and verbal communication, both internally and externally. + Authentically share how the mission, vision, and values of the organization align with their own. + Engage healthy tension and constructive conflict to make room for deeper discussion about who we are and what this ministry is doing.

This Framework for Ministry Formation is also foundational to Governance/Board Formation and to CHA's Sponsor Formation Program for Catholic Health Care.

tradition

The tradition of
Catholic health care manifests
itself in Christ-like service to
patients, residents, communities
and coworkers alike.



FRAMEWORK FOR MINISTRY FORMATION



*Effective formation creates a distinctive and inheritable culture.
The culture of Catholic ministry is shaped by the
foundational elements: Vocation, **TRADITION**, Spirituality,
Catholic Social Teaching, Ethics and Discernment.*

TRADITION

Theological Foundation

The formation element of tradition invites those who serve in Catholic health care to come to a deeper understanding of the healing ministry of Jesus, as exemplified in the stories of the Good Samaritan and the Healing of the Paralytic.

Tradition also includes the specific charisms, values and stories which are foundational to individual ministries. By exploring the stories and charisms of the founders and foundresses of the Catholic health ministry, the role of the healing ministry within the context of the local and universal Catholic Church, and the witness of the women and men who carried the ministry into today, participants will be able to situate themselves within the living tradition and identify where their professional life and call intersect with their personal story and heritage.

The tradition of Catholic health care manifests itself in Christ-like service to patients, residents, communities and coworkers alike. In today's complex health care environment, we have the profound opportunity to share the richness of our tradition with partners, joint ventures and affiliated organizations, bringing alive our mission and core values.

The roots of the word tradition indicate *to deliver, to hand over*. The tradition of Catholic health care has been handed over through the centuries by women and men who, inspired by the ministry of Jesus, convinced of the dignity of the human person created in God's image, and moved by the Holy Spirit, care for the poor and vulnerable person in our midst. As Catholic health care moved through history, religious congregations carried on the healing mission of Jesus and connected it to their contemporary situations. Guided by the Holy Spirit and inspired by Christ's ministry, we continue to meet the demands of health care in the present moment through living Gospel values.



TRADITION

- + Healing ministry of Jesus, Scripture, Gospel stories
- + Heritage stories and charisms, legacy of the foundresses/ers and current leaders' mission, vision and values
- + Theology of the Catholic health care ministry
- + Church (parishes, church organizations, relationships, sponsorship, collaboration with diocesan, national and universal Catholic Church)

FORMATION SESSION EXAMPLE: *tradition*



FRONT-LINE ASSOCIATE (Baseline over time)		
CONTENT	INTEGRATION (personal and professional)	APPLICATION
<i>Participants will know ...</i>	<i>Participants will reflect on ...</i>	<i>Participants will be able to ...</i>
<ul style="list-style-type: none"> + The mission, core values, vision and commitments of our organization and Catholic health care are encapsulated in attention to the dignity of the human person, attention to the common good and care for the poor and vulnerable persons. + The healing mission of Jesus is the foundation of the Catholic health care ministry. We are called to emulate the way He witnessed, included all and offered healing touch restoring people to their communities. + The foundational healing stories of the <i>Good Samaritan</i> and the <i>Healing of the Paralytic</i> among others. + Our tradition and heritage continue to inform our present reality and guide future decisions. + Each associate is called to be a “heritage bearer,” keeping alive the stories of the past as resources for the present and guideposts for the future. 	<ul style="list-style-type: none"> + Where do I see the mission and values of the organization at play today, and how do I perceive how my values align with the organization? + How do I understand what it means to participate in the healing ministry of Jesus in my ministry/service? + What behaviors do I see in the stories of the <i>Good Samaritan</i> and the <i>Healing of the Paralytic</i>? How do I include these behaviors in my ministry? + What inspired the work of the founding communities of my ministry? How are their commitments alive today? + What now inspires my ministry at work, and how am I renewing this commitment over time? 	<ul style="list-style-type: none"> + Articulate their work as ministry. + Embody the mission and values of the organization with integrity, both personally and professionally. + Explain in their own words the story and values of our founders. + Create an inclusive and hospitable environment for all. + Cultivate presence and understand that every encounter is a sacred encounter. + Listen attentively, inquiring about who and what is important to others.



MANAGER/SUPERVISOR (Leadership elements)		
CONTENT	INTEGRATION (personal and professional)	APPLICATION
<i>Participants will know ...</i>	<i>Participants will reflect on ...</i>	<i>Participants will be able to ...</i>
<ul style="list-style-type: none"> + Jesus was a servant leader. <i>The Washing of the Feet</i> is a key metaphor for leadership in the Catholic health ministry (other parables include the <i>Sending of the Seventy/Great Commissioning</i>). + Whole person care, body, mind and spirit are foundational to leadership in Catholic health care, including emotional intelligence, and spiritual practices like meditation, etc. + Catholic health care exists as one of the ministries of the Catholic Church, which includes education and social services. Catholic health care represents approximately 17% of U.S. health care, employing over 650,000 full- and part-time associates. + To be an authentic “heritage bearer,” leaders look to the tradition of Catholic health care in making decisions about future directions. + Leaders bear a critical responsibility for instilling the tradition and heritage of the organization in their teams. + As participants in the Church, we have a relationship and are accountable to local bishops, and the Vatican. 	<ul style="list-style-type: none"> + What is my image of a good leader? What is good leadership to me? + When have I witnessed servant leadership? What difference did it make? + What is unique about leadership in the Catholic health ministry? + How have the elements of the Catholic health ministry impacted my leadership? + How does my leadership empower and grow the gifts and talents of others? + How do my associate engagement metrics reflect my sense of my leadership? + What is God/Spirit inviting me to as a leader in this organization? + How am I a participant in a larger vision and community as a leader in Catholic health care? 	<ul style="list-style-type: none"> + Articulate how the work of the organization and team connects to the healing ministry of Jesus, and continues the legacy and tradition of the Catholic health ministry with particular attention to system charism and foundresses/ers. + Articulate Gospel values (radical inclusivity, restoration to community, accompaniment especially onto death) as the foundation of the Catholic health ministry. + Demonstrate self-awareness and spiritual centeredness in interactions and decisions. + Assume the good intentions of others and lead with empathy, creating a culture of support and collegiality within teams. + Notice when members of the team may be in need or distress and take steps to meet those needs personally or through referral. + Prioritize community building among team, particularly in the onboarding of a new member to the culture of the tradition and organization. + Seek ways to support the efforts of the local ministries.

FORMATION SESSION EXAMPLE: *tradition*

CLINICIAN (Hands-on healing component)		
CONTENT	INTEGRATION (personal and professional)	APPLICATION
<i>Participants will know ...</i>	<i>Participants will reflect on ...</i>	<i>Participants will be able to ...</i>
<ul style="list-style-type: none"> + While the knowledge base remains the same, given their unique role and calling, the integration and application aspects of formation may be nuanced for clinicians. 	<ul style="list-style-type: none"> + How am I a healer in the tradition of Jesus? + How does my work bring to life God's healing presence in the world? 	<ul style="list-style-type: none"> + Participate in free and reduced cost clinics. + Have a diverse patient panel. + Inquire about family, community and social situations when offering care and doing health screenings.
DIRECTOR/EXECUTIVE (Systematic and strategic planning)		
CONTENT	INTEGRATION (personal and professional)	APPLICATION
<i>Participants will know ...</i>	<i>Participants will reflect on ...</i>	<i>Participants will be able to ...</i>
<ul style="list-style-type: none"> + Vatican II significantly reframed and expanded the call of the laity in the Catholic Church. + How the varying models of Catholic health sponsorship have changed since the earliest Christian era, with attention to the more recent shifts of the modern era (e.g., Ministerial Juridic Person). + The theological foundations of the ministry. + The components of being a ministry of the Church and the role of an executive in the integration of ministry and organizational identity. 	<ul style="list-style-type: none"> + In the ministry where I serve, what are my roles and responsibilities in carrying on what has been passed to me? + What challenges do I experience in being a leader in a ministry of the Church? + What keeps me grounded in challenging times? + How do I see my decisions carrying on the tradition of the Catholic health ministry? 	<ul style="list-style-type: none"> + Articulate the ways in which current issues intersect with timeless Catholic concerns. + Apply the history and tradition to current discernments. + Seek ways to collaborate and mutually support other local Catholic ministries (through mutual programs, in-kind support, board memberships and volunteerism). + Embody and own the ministry for the sake of its continuity.

This Framework for Ministry Formation is also foundational to Governance/Board Formation and to CHA's Sponsor Formation Program for Catholic Health Care.

spirituality

As Jesus healed the whole person,
so today Catholic health
care embraces whole person care —
the body, mind, social relationships
and spiritual wellness.



FRAMEWORK FOR MINISTRY FORMATION



*Effective formation creates a distinctive and inheritable culture.
The culture of Catholic ministry is shaped by the
foundational elements: Vocation, Tradition, **SPIRITUALITY**,
Catholic Social Teaching, Ethics and Discernment.*

SPIRITUALITY

Theological Foundation

Made in the image and likeness of God, who is a dynamic communion of love, the human person is an integration of body, mind and spirit in a community of others.

As the Imago Dei, each person, regardless of religious affiliation or no affiliation, possesses a unique spirituality. Spirituality can be described as that deep sense of ultimate purpose and meaning in one's life. It is always relational and includes the way we experience ourselves, others, the Word and transcendence. Catholic health care takes seriously the fact that we are spiritual beings as well as physical, psychological and social beings. Additionally, as a ministry of the Church, Catholic health care believes in the action of the Holy Spirit in the world, particularly in sacred encounters with others in daily life.

As Jesus healed the whole person, so today Catholic health care embraces whole person care. The ministry prioritizes the fullness of patients and associates seeking healing and flourishing in the body, mind, social relationships and spiritual wellness. As it attends to the bodily dimension of the human person, Catholic health care never loses sight of the ultimate significance of people's eternal and spiritual identity.

Just as supporting the spirituality of patients and families is central to clinical situations, Catholic health care also encourages and seeks the spiritual development of leaders and coworkers.

Spirituality is an indispensable part of life and is always present in one form or another. It grounds individual and organizational values, makes possible discernment in difficult situations and contributes to persevering in the struggle for quality and excellence.



SPIRITUALITY

- + Holistic health care (body, mind, spirit, human suffering, palliative and hospice care, wellness, healing and cure)
- + Spiritual needs
- + Self-awareness and emotional intelligence
- + Spirituality of community and work
- + Prayer, ritual and sacrament
- + Personal and organizational
- + Christian anthropology

FORMATION SESSION EXAMPLE: *spirituality*

FRONT-LINE ASSOCIATE (Baseline over time)		
CONTENT	INTEGRATION (personal and professional)	APPLICATION
<i>Participants will know ...</i>	<i>Participants will reflect on ...</i>	<i>Participants will be able to ...</i>
<ul style="list-style-type: none"> + The human person is a dynamic integration of body, mind and spirit in a community of others. + Regardless of religious affiliation, each person has a unique spirituality. + Spirituality can be described as that deep sense of ultimate purpose and meaning in one's life. It is always relational and includes the way we experience ourselves, others, the world and transcendence. + Catholic health care is committed to caring for the whole person. + Catholic spirituality is rooted in a sacramental understanding of the world which attests to God's continued tangible and dynamic action in the world. This sacramental worldview is expressed in seven formal sacraments as well as attention to the sacredness of daily encounters. + The healings of Jesus included both physical and spiritual components. 	<ul style="list-style-type: none"> + What gives ultimate meaning and purpose to my life? + How do I understand spirituality? + What beliefs, practices, commitments and communities are important to my spirituality? + How does my spirituality overlap with the values and commitments of the Catholic health ministry? + How does my spirituality impact the work I do? How does my work impact my spirituality? + What connections do I see between my meaning and purpose and the work I do? + How have meaning and purpose unfolded for me over time? 	<ul style="list-style-type: none"> + Commit to being in right relationships with others. + Demonstrate forgiveness and a joyful attitude even in times of stress. + Engage in spiritual practices to stay centered. + Feel comfortable appropriately sharing their spirituality with others. + Respect and support the spiritual practice of each patient and coworker. + Speak of the spiritual dimension of healing. + Promote and share the spiritual resources of the ministry, particularly chaplaincy, communal prayer opportunities and sacraments.



MANAGER/SUPERVISOR (Leadership elements)		
CONTENT	INTEGRATION (personal and professional)	APPLICATION
<i>Participants will know ...</i>	<i>Participants will reflect on ...</i>	<i>Participants will be able to ...</i>
<ul style="list-style-type: none"> + Spirituality includes the beliefs, stories and practices we use to become aware of and cooperate with the mysterious and transcendent. These occur on individual, communal and corporate levels. + There is a multiplicity of spiritual practices within and transcending the Catholic Church. These include meditation, silence, prayer and reflection, divine reading, examination of conscience, centering prayer, attention to art and beauty, reflection on experience and presence of ritual. + Leadership models presume spiritual foundations; the example of Jesus as a Servant Leader is an exemplary model for the Catholic health ministry. + Spirituality involves and expresses itself outwardly in the community (faith community, community of workers, families and friends, local communities). + There is significant differentiation as well as overlap between spirituality and religion. 	<ul style="list-style-type: none"> + How do I understand the spirituality of leadership? + How does my spirituality / spiritual tradition help manage the tensions of pride, temptation to “get things done,” and stresses of leadership? + What are the barriers to engaging spiritual practice? + What is the value of utilizing spiritual practices in the workplace? 	<ul style="list-style-type: none"> + Articulate the values and purpose of a shared spiritual practice within the team and organization. + Utilize spiritual practices such as prayer and reflection when confronting work issues. + Lead prayer and ritual within the structure of the workday. + Facilitate prayer, reflection and sharing with team. + Create a culture where individual spiritualities and faith expressions are cherished, invited and promoted. + Affirm the spiritual dimension of the human person in conversation, meetings and planning. + Attend to the spiritual well-being of the team in situations of conflict, loss and stress as well as celebration. + Demonstrate a spiritual awareness of the dignity of persons through empathy and solidarity.

FORMATION SESSION EXAMPLE: *spirituality*



CLINICIAN (Hands-on healing component)		
CONTENT	INTEGRATION (personal and professional)	APPLICATION
<i>Participants will know ...</i>	<i>Participants will reflect on ...</i>	<i>Participants will be able to ...</i>
<ul style="list-style-type: none"> + No additional knowledge content pieces beyond those preceding. 	<ul style="list-style-type: none"> + How does spirituality connect to healing in positive and negative ways? + How is the practice of medicine a spiritual practice? 	<ul style="list-style-type: none"> + Ask about the spiritual well-being of patients. + Include referrals to spiritual care for patients and families. + Include chaplains on complex cases.
DIRECTOR/EXECUTIVE (Systematic and strategic planning)		
<ul style="list-style-type: none"> + What it means to be a Spiritual Leader. + We are committed personally and professionally to spiritually grounded values. + What sustains and jeopardizes Spirit in the workplace. + How to develop a spiritual perspective that resists leadership aberrations. + The importance of leadership within a Catholic organization that welcomes and attends to each person's individual spirituality; at the same time individual spirituality cannot contradict the fundamental values of the organization. 	<ul style="list-style-type: none"> + How are operational activities such as budgeting, decision-making, hiring, strategic planning, etc. spiritual practices? + What does it mean to be a Spiritual Leader? + What does it mean to personally commit to practices and habits of spiritual reflection that foster deeper relationship: with God; with self; with others; with community; and the world as part of their ongoing formation journey? 	<ul style="list-style-type: none"> + Attend to the spiritual dimensions of operational decisions and activities. + Remain grounded in self-awareness, attentive to the impact of communication with others, and exhibit centered and resilient leadership presence. + Use prayer, meditation and reflection to help maintain a satisfactory and balanced state of life. + Read and be knowledgeable about spiritual practices and exercises. + Refer to spiritual concepts such as discernment when resolving difficult problems at work. + Schedule personal time for prayer and reflection focused on work issues. + Exercise servant leadership and consultative decision-making processes. + Demonstrate vulnerability, admits mistakes and asks for forgiveness. + Read and become familiar with other religious traditions prominent in the health center's locale.

This Framework for Ministry Formation is also foundational to Governance/Board Formation and to CHA's Sponsor Formation Program for Catholic Health Care.

catholic social teaching

Catholic Social Teaching
demands that all thought and
practice be evaluated through the
twin principles of human dignity
and the common good.



FRAMEWORK FOR MINISTRY FORMATION



Effective formation creates a distinctive and inheritable culture.

*The culture of Catholic ministry is shaped by the
foundational elements: Vocation, Tradition, Spirituality,
CATHOLIC SOCIAL TEACHING, Ethics and Discernment.*

CATHOLIC SOCIAL TEACHING

Theological Foundation

The Catholic Social Tradition is comprised of Catholic Social Teaching, Catholic Social Thought, and Catholic Social Practice.

The *Teaching* is contained in official Church documents, such as papal encyclicals, bishops' pastorals, and conciliar degrees. The *Thought* is developed by scholars, such as theologians, philosophers, and social scientists. The *Practice* is worked out through the specific ministries of the Church as they engage their respective social situations, such as health care, education, peace and justice areas.

These three interlocking dimensions are continually flowing into one another. The *Teaching* provokes the *Thought*, and the *Thought* provokes the *Practice*. At the same time, the *Practice* informs the *Thought*, and the *Thought* informs the *Teaching*. There are both complementary elements and tensions among these three dimensions.

As Catholic health care members, we enter into this flow of influence as practitioners. Our experience informs the *Thought* and *Teaching* and, in turn, the *Teaching* and *Thought* shape our experience. One way to engage in this three-way conversation is to note the significance of Catholic Social Teaching and what it directs us to consider. Primarily, Catholic Social Teaching connects theological convictions at the foundation of Catholic health care to the social

dynamics of contemporary life. It situates Catholic health care within the larger context of a socially engaged Catholicism that addresses the major political and economic issues affecting society and the earth. It addresses both Catholics and all people of good will, thereby opening the doors for an inclusive dialogue that can lead to cooperation and partnerships for the betterment of all.

Catholic Social Teaching demands that all thought and practice be evaluated through the twin principles of human dignity and the common good. It also importantly provides a consistent and rational approach to Catholic identity in a pluralistic society.



CATHOLIC SOCIAL TEACHING

- + Promote and defend human dignity
- + Attend to the whole person
- + Care for persons who are poor and vulnerable
- + Promote the common good
- + Act on behalf of justice
- + Steward resources
- + Serve as a ministry of the Church
- + Care for creation
- + Advocacy

FORMATION SESSION EXAMPLE: *catholic social teaching*



FRONT-LINE ASSOCIATE (Baseline over time)		
CONTENT	INTEGRATION (personal and professional)	APPLICATION
<i>Participants will know ...</i>	<i>Participants will reflect on ...</i>	<i>Participants will be able to ...</i>
<ul style="list-style-type: none"> + Catholic Social Teaching is grounded in the inherent dignity of each person made in the image and likeness of God as well as a commitment to the flourishing of the community. + Our love of God is expressed by the depth of our care for, service to, and love of others. + Work is one way we participate in the life of God. The dignity and value of work stems from the inherent dignity and value of the individual doing the work, not the nature of the work. The work of the CEO, neurosurgeon, patient transporter, and receptionist have equal value and dignity. + We are called to care for the least among us and to advocate on behalf of those who are marginalized, including the environment and natural world. 	<ul style="list-style-type: none"> + What is my experience of life in community? On whom do I rely on a daily basis? + What is my experience of poverty? + What is my responsibility to other people? + What do I have to offer to the others, my family, and my community? 	<ul style="list-style-type: none"> + Raise questions about the underserved. + Participate in efforts to help others in need. + Focus on the good of the team over individual gain. + Speak graciously of those who are poor, vulnerable, and marginalized in society. + Responsibly use resources.



MANAGER/SUPERVISOR (Leadership elements)		
CONTENT	INTEGRATION (personal and professional)	APPLICATION
<i>Participants will know ...</i>	<i>Participants will reflect on ...</i>	<i>Participants will be able to ...</i>
<ul style="list-style-type: none"> + Catholic Social Teaching is deeply rooted in Gospel values, the example of Jesus, and the prophets. + Basic definitions and practical applications of the concepts, including preferential option for poor and vulnerable persons, advocacy, stewardship, solidarity, subsidiarity, participation, association and rights of the worker. 	<ul style="list-style-type: none"> + What is my responsibility to my team and those we serve? + How can I support and empower my team to do their work well and find meaning? 	<ul style="list-style-type: none"> + Listen to diverse voices in decision making and problem solving. + Encourage and support direct reports in continued education and skill development. + Seek solutions that benefit more than one person or interest. + Create opportunities for the team to serve those who are poor and vulnerable. + Seek dialogue in the face of conflict and adversity. + Assess the functioning of the department and ministry in light of the principles of Catholic Social Teaching.

FORMATION SESSION EXAMPLE: *catholic social teaching*



CLINICIAN (Hands-on healing component)		
CONTENT	INTEGRATION (personal and professional)	APPLICATION
<i>Participants will know ...</i>	<i>Participants will reflect on ...</i>	<i>Participants will be able to ...</i>
<ul style="list-style-type: none"> + No additional knowledge content pieces beyond those preceding. 	<ul style="list-style-type: none"> + No additional integration questions pieces beyond those preceding. 	<ul style="list-style-type: none"> + Express concern for the patient's family and support structure. + Encourage involvement in community activities. + Solicit patient ideas and feedback as appropriate when prescribing treatment options. + Participate in community clinics and opportunities to care for persons who are poor and vulnerable.
DIRECTOR/EXECUTIVE (Systematic and strategic planning)		
<ul style="list-style-type: none"> + Catholic Social Teaching includes a long history of papal encyclicals, church documents, and tradition that bring the principles of social thought to bear in modern situations. + Catholic Social Teaching speaks to a broad range of issues affecting the human person and the human community: such as health care, human rights, distribution of wealth, immigration, the environment, just wage, the role of government, and unions. 	<ul style="list-style-type: none"> + To what extent do the concerns of Catholic Social Teaching resonate with me? + To what extent do the values of Catholic Social Teaching mirror or align with my own values? + How am I called to care for others in my role? 	<ul style="list-style-type: none"> + Raise questions about how decisions impact associates, the community, and the environment as well as financial health. + Listen to the voice of those closest to an issue when making choices. + Advocate for those who are poor and marginalized in organizational decisions as well as in the civic sphere. + Refer to principles, teachings, and statements from Scripture and tradition in discussion and decision-making.

This Framework for Ministry Formation is also foundational to Governance/Board Formation and to CHA's Sponsor Formation Program for Catholic Health Care.

ethics

The practice of ethics in Catholic health ministry is not intended to be proscriptive or dogmatic. Each case and issue must be assessed within its particular context.



FRAMEWORK FOR MINISTRY FORMATION



Effective formation creates a distinctive and inheritable culture.

*The culture of Catholic ministry is shaped by the
foundational elements: Vocation, Tradition, Spirituality,
Catholic Social Teaching, **ETHICS** and Discernment.*

ETHICS

Theological Foundation

Ethics is a human activity that involves making decisions through the engagement of implicit or explicit values and principles.

As a ministry of the Church, Catholic health care is called to live according to the moral tradition of the Catholic Church which springs initially from natural law*, and is understood through the witness of Scripture, the Gospel of Jesus, and the life of the faithful. This tradition cherishes the basic principles of human dignity and the promotion of the common good with particular concern for persons who are poor and vulnerable. There is, then, an expectation that these fundamental principles will be valued and actively promoted in the organizational life of Catholic institutions and communicated to society at large.

The practice of ethics in health care takes place in clinical and organizational realms. Clinical ethics focuses on the quality of moral relationships within the context of providers offering care to patients. Determining care at the beginning and end of life, assessing the capacity of patients to make decisions, and balancing needed care with financial capacity are among the most common clinical ethics issues.

Organizational ethics considers the values enmeshed in the processes, procedures, and policies that affect corporate decision-making. Partnerships, mergers, acquisitions, human resource concerns and compensation are among many organizational ethics issues.

The practice of ethics in Catholic health ministry is not intended to be proscriptive or dogmatic. Each case and issue must be assessed within its particular context. While never wavering from its core values, the tradition affirms the absolute supremacy of the individual's informed conscience. To assist in this work, the *Ethical and Religious Directives for Catholic Health Care Services* outline key theological underpinnings, context and directives on some, but not all, issues in health care.



ETHICS

- + Clinical
- + Organizational
- + Social
- + Stewardship of the environment
- + *Ethical and Religious Directives for Catholic Health Care Services*

*Natural law refers to the use of reason to analyze human nature to deduce rules of moral behavior from nature's or God's creation of reality and humanity. It is considered objective and universal. Historically, natural law has been claimed or attributed as a key component in the Declaration of Independence (1776) of the United States, and the Universal Declaration of Human Rights (1948) of the United Nations, among others.

FORMATION SESSION EXAMPLE: *ethics*

FRONT-LINE ASSOCIATE (Baseline over time)		
CONTENT	INTEGRATION (personal and professional)	APPLICATION
<i>Participants will know ...</i>	<i>Participants will reflect on ...</i>	<i>Participants will be able to ...</i>
<ul style="list-style-type: none"> + As a function of their free will and inherent dignity, each person is accountable to their well-formed conscience when it comes to decision-making. + Each person in the Catholic health ministry is called to support the ethical treatment of patients, families, and co-workers in both clinical and operational matters. + The way we care for the poor and vulnerable and the environment are reflections of our ethical and moral commitments. + The flourishing of the individual and the flourishing of the community are equal, but not competing, goods, and both must be accounted for in decision-making. + The basic structures within the organization that allow them to express concern about an ethical matter. + The <i>Ethical and Religious Directives for Catholic Health Care Services</i> are a guide for the provision of health care in a Catholic setting. 	<ul style="list-style-type: none"> + What values guide my day-to-day life and decision making? + What responsibility do I have to protect the well-being of others and stand up for what I think is right? + Whom would I reach out to if I felt something was wrong at work? 	<ul style="list-style-type: none"> + Articulate the values on which they base their decision making, both personally and professionally. + Raise questions about the underserved. + Participate in efforts to help others in need. + Promote what is good for the team as well as the individual. + Speak graciously of those who are poor, vulnerable and marginalized in society. + Responsibly use resources. + Raise issues of ethics to their supervisor or the ethics point person within their organization.

FORMATION SESSION EXAMPLE: *ethics*

MANAGER/SUPERVISOR (Leadership elements)		
CONTENT	INTEGRATION (personal and professional)	APPLICATION
<i>Participants will know ...</i>	<i>Participants will reflect on ...</i>	<i>Participants will be able to ...</i>
<ul style="list-style-type: none"> + The flourishing of the human person and protection of the common good are the ultimate organizational rationale and motivation for ethical responsibility. + Ethical considerations permeate every aspect of organizational life and must be addressed. + There is a particular urgency to focus on the areas of resource allocation, cooperation, joint ventures, partnerships, vendor relations, conflicts of interest, and policy statements. + Upholding our ethical commitments requires that there are people who are charged with the responsibility of ethical oversight and structures to guarantee ethical questions are always asked. + The <i>Ethical and Religious Directives for Catholic Health Care Services</i> outline key theological insights on some, but not all, concrete issues in health care. 	<ul style="list-style-type: none"> + How can I ensure my team has the education and formation needed to behave in an ethical manner? + How can I promote ethical behavior and create an environment where ethics is valued? + Do those I supervise consider me a model for ethical behavior? + What is my responsibility to ensure those whose voice is not present in critical decisions have an opportunity to express their concerns? 	<ul style="list-style-type: none"> + Listen to diverse voices in decision making and problem solving. + Encourage and support direct reports in continued education and skill development. + Seek solutions to ethical concerns that best support individual and organizational values. + Create opportunities for the team to serve persons who are poor and vulnerable. + Seek dialogue in the face of conflict and adversity. + Assess the functioning of the department and ministry in light of the principles of Catholic Social Teaching.

FORMATION SESSION EXAMPLE: *ethics*

CLINICIAN (Hands-on healing component)		
CONTENT	INTEGRATION (personal and professional)	APPLICATION
<i>Participants will know ...</i>	<i>Participants will reflect on ...</i>	<i>Participants will be able to ...</i>
<ul style="list-style-type: none"> + Providers should have a strong working knowledge of the <i>Ethical and Religious Directives for Catholic Health Care Services</i>, particularly those sections that directly apply to their professional role. 	<ul style="list-style-type: none"> + How do the ethical standards of my discipline overlap with the ethical commitments of the Catholic health ministry? + How do I balance my responsibility to my patient with my responsibility to the organization and community? 	<ul style="list-style-type: none"> + Demonstrate familiarity with the ERDs. + Express concern for the patient, their family and immediate support structure. + Solicit patient ideas and feedback as appropriate when prescribing treatment options. + Show sensitivity to the poor and vulnerable, through language and action. + Encourage involvement in organization and community activities. + Invite patient's participation, preferences and feedback as appropriate when determining and prescribing treatment options. + Advocate for and participate in community health initiatives, clinics and other opportunities to care for those who are poor and vulnerable.

FORMATION SESSION EXAMPLE: *ethics*

DIRECTOR/EXECUTIVE (Systematic and strategic planning)		
CONTENT	INTEGRATION (personal and professional)	APPLICATION
<i>Participants will know ...</i>	<i>Participants will reflect on ...</i>	<i>Participants will be able to ...</i>
<ul style="list-style-type: none"> + Their leadership responsibility and accountability for making sure that the ethical character of the organization is visible within decisions, structures, policies and behaviors. + That every relevant decision is ethically grounded and appropriately discerned and communicated throughout the organization. + How to provide ongoing ethical education opportunities at the appropriate levels within the organization. 	<ul style="list-style-type: none"> + To what extent do the concerns of Catholic Social Teaching resonate and align with my own values? + How can I communicate the importance of ethics in a way that can be received by a variety of stakeholders? + How can I best create an organizational environment that promotes ethical behavior? 	<ul style="list-style-type: none"> + Work to develop and ensure accountability for ethical policies, practices, and behaviors. + Raise questions about how to support associates, the community, the environment as well as the financial health of the organization. + Listen to the voice of those closest to an issue when making choices. + Advocate for persons who are poor and vulnerable in organizational decisions as well as in the civic sphere. + Refer to the foundational elements of Catholic moral tradition in discussion and decision-making. + Ensure fidelity to the ERDs.

This Framework for Ministry Formation is also foundational to Governance/Board Formation and to CHA's Sponsor Formation Program for Catholic Health Care.

“Spiritual discernment does not exclude existential, psychological, sociological or moral insights drawn from the human sciences. At the same time, it transcends them. Nor are the Church’s sound norms sufficient. We should always remember that discernment is a grace. Even though it includes reason and prudence, it goes beyond them, for it seeks a glimpse of that unique and mysterious plan that God has [for us]...which takes shape amid so many varied situations and limitations.”

POPE FRANCIS

Gaudete et Exsultate #170

discernment

As decision makers, we understand that we are not alone; it is our collaborative thinking in cooperation with the Spirit around our values that brings about the best possible decision.



FRAMEWORK FOR MINISTRY FORMATION



Effective formation creates a distinctive and inheritable culture.

*The culture of Catholic ministry is shaped by the
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DISCERNMENT

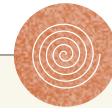
Theological Foundation

The Catholic tradition believes the Spirit of God is present in every aspect of our lives as humans.

This divine presence sustains life as it calls us to be participants in bringing about the Reign of God. As decision makers, we understand that we are not alone; it is our collaborative thinking in cooperation with the Spirit around our values that bring about the best possible decision. When we open ourselves to listen to the voice of God within us, bringing to bear the signs of the times, God's creative spirit is present. Discernment makes possible human partnering with God.

Decision making is always informed faithfulness to the mission and commitment to living out our core values. The theological reason why we are concerned with discernment is that it is a way to recognize and cooperate with the activity of the Spirit of God. The practice of discernment requires the intentional cultivation of our spiritual capacities. Two key, and easily neglected, spiritual tenets of discernment are preparation and continually returning to reflection and prayer.

In this context, preparation refers to the intentional cultivation of a contemplative inner disposition. Refining a contemplative temperament is intimately connected to prayer. During a discernment process, we are encouraged to return over and over to prayerful reflection at each stage of the process. This necessitates that each person develops a personal prayer life so that we can engage fully in the communal prayer of the discernment process. Believing that the Spirit of God is active in us and through us, cultivating a contemplative disposition and acknowledging the importance of returning to personal and communal prayer are the bedrock of discernment and animate each stage of the discernment process.



DISCERNMENT

- + Spiritual dimension of decision making
- + Grounded in mission and values
- + Who we are to be and what we ought to do
- + Prayer and reflection as critical elements
- + Diversity, inclusion and belonging

FORMATION SESSION EXAMPLE: *discernment*

FRONT-LINE ASSOCIATE (Baseline over time)		
CONTENT	INTEGRATION (personal and professional)	APPLICATION
<i>Participants will know ...</i>	<i>Participants will reflect on ...</i>	<i>Participants will be able to ...</i>
<ul style="list-style-type: none"> + Catholic Social Teaching is integrated into organizational decision making [e.g. Respect, Compassion, Justice, Excellence, and Stewardship]. + Values-based decision making informs organizational structures, policies, and behaviors. + We strive to develop communities where values development and integration are considered indispensable to decision making, mission effectiveness and operational integrity. + Every person is accountable for the mission and values of the organization. 	<ul style="list-style-type: none"> + How do I use my values in making decisions? + How do my values align with the values of the organization? + How do I see values-based decision making evident in my organization? + How does the work I do support the mission and values of the organization? 	<ul style="list-style-type: none"> + Articulate the mission and values of the organization. + Display behaviors that are congruent with the organization's mission and values. + Know whom to engage in the organization if they experience countercultural values or decisions.



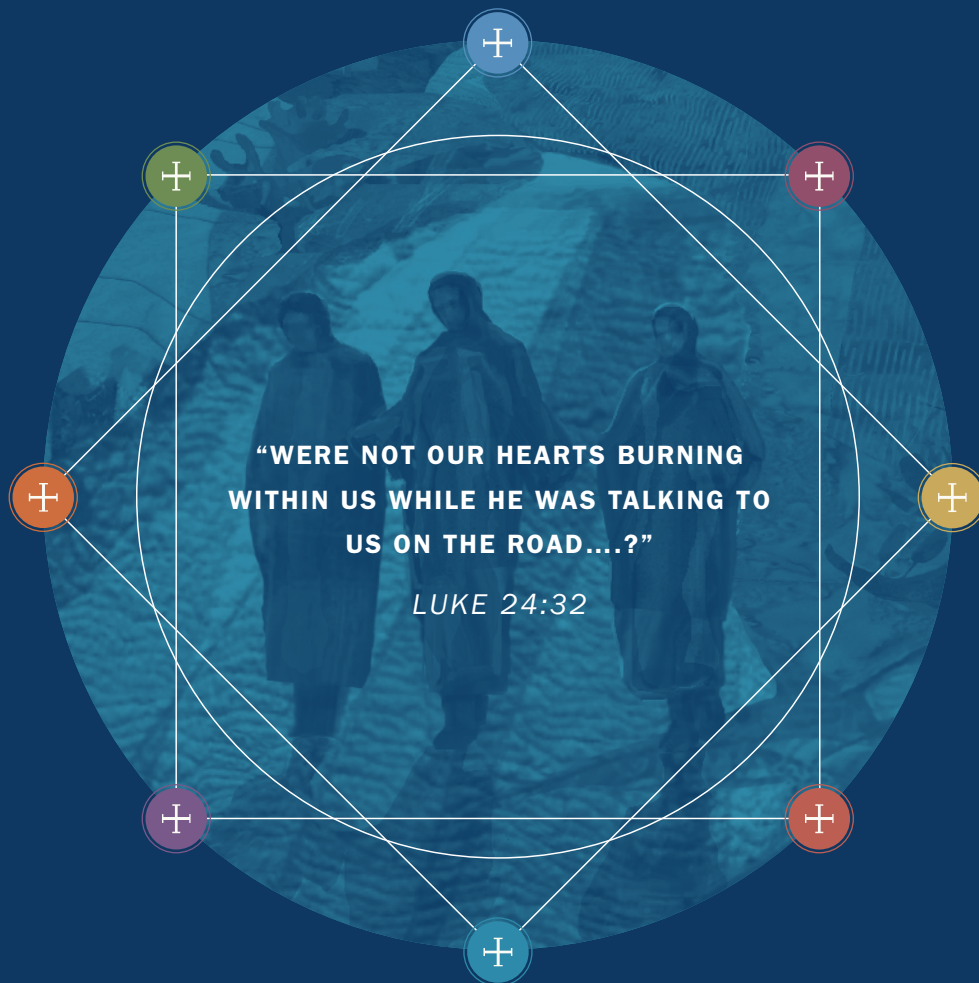
MANAGER/SUPERVISOR (Leadership elements)		
CONTENT	INTEGRATION (personal and professional)	APPLICATION
<i>Participants will know ...</i>	<i>Participants will reflect on ...</i>	<i>Participants will be able to ...</i>
<ul style="list-style-type: none"> + Leadership in Catholic health care requires the use of values-based decision and discernment models. + Discernment is a spiritual discipline geared to inform and guide decision-making processes, personally, professionally and organizationally. + The nature of Spirit is to seek embodiment in social structures and individual attitudes and behaviors. + Integrating discernment practices throughout an organization includes taking time to persuasively and effectively connect decision making to mission and values. + How discernment can be used to help identify individual gifts and talents to foster effective and creative work groups. 	<ul style="list-style-type: none"> + How have you listened to your “inner voice” in choosing and discerning your life path? + How have you used discernment in your decision making as a leader? + In your leadership, what practices do you engage in to remain open to the Spirit? + How do I lead from the mission and values? + How do I align my team to the values of the organization? 	<ul style="list-style-type: none"> + Confidently make difficult decisions guided by discernment through reflection and listening. + Participate, when appropriate, in value-based decision-making processes. + Use similar “values-based decision-making language” in both personal and professional decisions.

FORMATION SESSION EXAMPLE: *discernment*

CLINICIAN (Hands-on healing component)		
CONTENT	INTEGRATION (personal and professional)	APPLICATION
<i>Participants will know ...</i>	<i>Participants will reflect on ...</i>	<i>Participants will be able to ...</i>
<ul style="list-style-type: none"> + No additional knowledge content pieces beyond those preceding. 	<ul style="list-style-type: none"> + No additional integration pieces beyond those preceding. 	<ul style="list-style-type: none"> + No additional application behaviors beyond those preceding.
DIRECTOR/EXECUTIVE (Systematic and strategic planning)		
<ul style="list-style-type: none"> + Formal ethical discernment models and practices. + The nature of discernment as an intuitive, affective process that incorporates spiritual elements alongside rational-technical analysis. + Ways of praying, reflecting and sharing that enable listening and cooperating with the spiritual energies that are bringing situations into greater unity and dignity. + That the discernment process itself is formative and that communicating out the process is as important as the decision itself. 	<ul style="list-style-type: none"> + How do I evaluate organizational processes through the lens of values-based decision making and discernment? + How does my spiritual identity inform the way difficult situations can be contained and transformed? 	<ul style="list-style-type: none"> + Know when a formal ethical discernment is required. + Ground strategic decision-making to mission and values. + Identify problem and solution elements in collaboration with all stakeholders. + Engage in prayer, reflection and sharing insights from a group to inform decision making. + Articulate the importance of discernment and values-based decision making within Catholic ministries. + Recognize the diversity of health care organizations and determine how values-based decision making is understood and lived out in different departments. + Develop and discern hiring procedures that effectively address values and cultural fit.

This Framework for Ministry Formation is also foundational to Governance/Board Formation and to CHA's Sponsor Formation Program for Catholic Health Care.

Ministry Formation Leadership Competencies



COMPETENCIES

The role of the mission leader covers a wide gamut of responsibilities including ministry formation. More recently, due to its critical significance and expanding role in our ministries, ministry formation leaders are emerging as a stand-alone profession. Given both of these realities, CHA has created Ministry Formation Leader Competencies to help ground and guide this work.

As a complement to the Mission Leader Competencies, a sub-committee of the Ministry Formation Advisory Committee worked diligently to produce competencies that reflect the skills and behaviors that are essential for a successful ministry formation leader at the system, regional and facility levels, now and in the future.

The Ministry Formation Leader Competencies, primarily presentation and facilitation, also provide a resource for sponsors, executive teams and human resources leaders as they shape the responsibilities of mission and ministry formation leaders and set criteria for the selection of future leaders. Appropriate training and succession planning for ministry formation leaders are crucial for the future of Catholic health care. We look forward to collaborating with our members to advance the mission of Catholic health care in serving the common good and developing a just health system that works for everyone.



PRESENTATION

- ✦ Possesses content expertise
- ✦ Creates learning experiences that enable participants to apply learning in specific practical ways to their practice of leadership in their own work context
- ✦ Comfortably presents to a broad and diverse population and easily adapts content and style to his or her audience
- ✦ Gives interesting and well-received formal and informal presentations to large and small groups and organizations
- ✦ Maintains group focus and manages group process during the presentation
- ✦ Articulate responds to unrehearsed comments and questions
- ✦ Uses multimedia and adult learning methodology to engage participants in their own learning and formation



FACILITATION

- + Asks evocative questions and makes connections
- + Appropriately self-discloses, maintains appropriate boundaries, admits one's vulnerability and is able to be vulnerable
- + Creates a welcoming, safe environment conducive to internal reflection
- + Invites participants into their own personal and communal experience
- + Meaningfully engages with and is responsive to others in their experiences
- + Promotes curiosity and inquiry rather than judgment of ideas, situations and persons
- + Catalyzes the dynamic interaction of action and reflection
- + Understands adult learning theory and dynamics of group process



PERSONAL QUALIFICATIONS

- + Well formed in the Catholic tradition
- + Persons of faith who model a collaborative style of servant leadership
- + Committed to the mission and values of their health care organization as a ministry
- + Capable of establishing mutually beneficial relationships with diverse groups of people
- + Living a practical integrated spirituality
- + Knowledgeable about contemporary health care delivery systems and about ethical issues facing the field
- + 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
- + Possesses self-awareness regarding one's own gifts and personal challenges



LEADERSHIP

- + Demonstrates a passion for the organization’s mission and interprets it prophetically and appropriately
- + Inspires others to live out the mission
- + Helps colleagues identify their work as ministry
- + Forms board members and coworkers throughout the organization to integrate the mission in their work using effective group skills and principles of adult learning
- + Mediates and facilitates conflict management processes during formational opportunities
- + Models a leadership style that is collaborative, flexible and goal oriented
- + Develops, supports and engages in a team approach to leadership
- + Displays effective leadership in complex settings marked by religious, cultural and workplace diversity



THEOLOGY

- + Pastoral Theology
 - Integrates Scripture and the basic principles and doctrines of Catholic theology as articulated by Vatican II and subsequent Church teaching
 - Connects faith with life using various reflection processes, such as theological reflection
 - Demonstrates a basic understanding of world religions and an appreciation for different faith traditions, beliefs and cultures
 - Expresses the theological understandings of the organization’s mission and values in multiple and engaging ways
 - Communicates the relevance of theology to the organization’s vision, strategies and operations

continued...

- ✦ Understandings of Church
 - Expresses an authentic understanding and orientation to the Catholic Church as articulated by Vatican II and subsequent Church teaching
 - Articulates the relationship of Catholic health ministry to the broader ministry of the Church
 - Understands and values the significance of sacrament and ritual in the fullness of the healing ministry
 - Is familiar with the plurality of religious beliefs
 - Applies the moral and social teaching of the Church to the healing ministry
 - Supports the implementation of the *Ethical and Religious Directives for Catholic Health Care Services*



SPIRITUALITY

- ✦ Personal Spirituality
 - Lives out a spirituality expressed through prayer and right relationships
 - Supports others in integrating human and spiritual development
 - Finds hope within life's struggles and challenges
 - Provides needed resources based on diverse spiritual traditions and needs
 - Models ongoing spiritual development
 - Speaks with a prophetic and courageous voice
 - Cares with compassion about people in need of healing, who are suffering, and be able to enter into their pain
- ✦ Communal Spirituality
 - Knows the charism and spirituality of the sponsor organizations and integrates that legacy as appropriate through practice and celebration
 - Translates the sponsors' heritage into today's realities, challenges and possibilities
 - Facilitates adult spiritual formation

continued...

MINISTRY FORMATION LEADERSHIP COMPETENCIES

- + Spirituality of Change
 - Fosters genuine hope in the midst of difficulties
 - Assists people to apply the mystery of Christ’s life, death and resurrection to their experience of change, as appropriate
 - Demonstrates compassion and empathy through actions



HEALTH CARE ETHICS

- + Organizational Ethics
 - Helps shape a work culture rooted in Gospel values
 - Educates and informs regarding responsibility to incorporate the *Ethical and Religious Directives for Catholic Health Care Services*
 - Understands and applies values and principles to the business of health care in issues of management, finance, human resources and networking
 - Surfaces spoken and unspoken moral assumptions and habitual ways of acting within an organization
- + Justice
 - Understands and applies the social tradition of the Church to Catholic health care
 - Advocates for special care to and with people in poverty, the underrepresented and/or those with special needs
 - Promotes right relationships throughout the organization and the community
 - Integrates environmental-ecological justice principles within the organization’s role as caregiver, employer, community member and partner



ORGANIZATIONAL MANAGEMENT

- + Communication and Collaboration
 - Invites, listens and responds to the voices of colleagues
 - Exhibits flexibility and collaborates with people throughout the organization
 - Is knowledgeable about the sponsors' role and communicates appropriately on issues related to mission and values within formational opportunities
 - Possesses and uses effective written and oral communication skills
 - Articulates and assists others in ascribing meaning to the organization's mission and values as a credible driving force for the common good
 - Collaborates with leadership/organizational development colleagues on matters pertaining to evaluation, measurement and adult learning principles
- + Business
 - Has a working knowledge of the organization's operations and decision-making process
- + Management
 - Empowers and supports the human potential of colleagues
 - Manages his/her area of responsibility effectively
 - Cultivates future formation leaders

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AS THE CHURCH'S MINISTRY OF HEALTH CARE, WE COMMIT TO:

- + Promote and Defend Human Dignity
- + Attend to the Whole Person
- + Care for Poor and Vulnerable Persons
- + Promote the Common Good
- + Act on Behalf of Justice
- + Steward Resources
- + Serve as a Ministry of the Church

THE SHARED STATEMENT OF IDENTITY *for* THE CATHOLIC HEALTH MINISTRY

We are the people of Catholic health care, a ministry of the church, continuing Jesus' mission of love and healing today. As provider, employer, advocate, citizen – bringing together people of diverse faiths and backgrounds – our ministry is an enduring sign of health care rooted in our belief that every person is a treasure, every life a sacred gift, every human being a unity of body, mind and spirit.

We work to bring alive the Gospel vision of justice and peace. We answer God's call to foster healing, act with compassion and promote wellness for all persons and communities, with special attention to our neighbors who are poor, underserved and most vulnerable. By our service, we strive to transform hurt into hope.



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