

Catholic Health Care: Ministry or Business?

PRESENTED BY:

Charles Bouchard, O.P., S.T.D.
Senior Director, Theology and Ethics
Catholic Health Association

How Can I Serve?

Basic Theological Questions

- What do we mean by “church?”
- What does it mean to say that Catholic health care is “faith based,” “church-related,” or that we “act in communion with the Church?”
- What is “ministry?” How is Catholic health care a ministry?

Will Our Ministries Just Fade Away?

There are “troubling questions as to whether these ministries can remain alive, vibrant and formative, given the powerful forces arrayed against it. [Our facilities may not close] but over time they may lose their religious character...”

➤ Bill Cox, “How to Sustain Catholic Health as a Ministry”

the CULTURE ENCOUNTER

Why Are We In This To Start With?


“Governance must be formed in the “why” of mission if it is to be an effective force in the culture of Catholic health care. The “why” of mission is the transcendent purpose, the greater good of God’s love and God’s healing presence that motivates and amplifies these ministries. When trustees fail to understand the ‘why,’ lesser and more proximate goods will drive the engine of Catholic health care...

➤ Kenneth Homan, “Formation and Governance”

the CULTURE ENCOUNTER

How Do Catholics Understand “Church?”

- “Church” is an “ekklesia,” a communion of believers.
- But churches – or any faith community – “stand in the world” in different ways



the CULTURE ENCOUNTER

How a Church “Stands in the World”

- Ethical Imperialist
- Sectarian
- Accommodationist
- Persuasive Collaboration



the CULTURE of ENCOUNTER

What Does it Mean to Say Catholic Health Care is a Ministry?



© 2010 Catholic Health Association of the United States

the CULTURE of ENCOUNTER

The Traditional View of “Ministry”



© 2010 Catholic Health Association of the United States

the CULTURE of ENCOUNTER

Dramatic Evolution in Our Understanding of “Ministry”

- Use of the generic term “ministry” is new to Catholics
- Use of “ministry” as *applied to health care* is even newer
- In both cases, theology has not kept up with usage




© 2010 Catholic Health Association of the United States

the CULTURE of ENCOUNTER

Ministry in General

- Doing something publicly
- On behalf of the Gospel (or to promote the Reign of God)
- Authorized by and in the name of the Church



© 2016 Catholic Education Resource Project

the CULTURE of ENCOUNTER

Requirements for Authentic Ministry

- **Gifts** (“charisms”)
- **Recognition** of those gifts by the community (church)
- **Formation** of those gifts to make them effective
- **Authorization** of those gifts for the good of the community (“ordering”)

© 2016 Catholic Education Resource Project

the CULTURE of ENCOUNTER

Institutional Ministry as Incarnational

- “Central to the Catholic Christian view is the insistence that God relates to us and we to God through *concrete communal experience in time and space*. This is why institutionalization of the various aspects of the Church’s mission is necessary.”
- “To neglect institutions is a form of docetism”

➤ Michael Himes, “Church Institutions: A Theological Note”

© 2016 Catholic Education Resource Project

the CULTURE of ENCOUNTER


MINISTRY	
Individual One person designated to act on behalf of the church	Corporate A group organized around a particular apostolic work
Internal Directed <i>primarily inward</i> , toward sanctification and building up of church membership	External Directed <i>primarily outward</i> , toward the world and the common good, and by extension to the Reign of God

© 2014 Christian Education Resources, Inc.

the CULTURE of ENCOUNTER

“Internal” Ministry


Ministry directed inward, toward the sanctification or building up of the community of believers itself (preaching, pastoral care, music, education)



© 2014 Christian Education Resources, Inc.

the CULTURE of ENCOUNTER

“External” Ministry



- Directed **primarily outward**, to the world, for the common good and the Reign of God
- The common good foreshadows the Reign of God – it is a “sacrament” of the Reign of God
- Not all churches do this – only “public churches”

© 2014 Christian Education Resources, Inc.

the CULTURE of ENCOUNTER

Beyond "The Seven": Ministry *as Sacramental*



Sacrament: a tangible reality that *mediates* grace ("causes" God to be present here and now)

the CULTURE of ENCOUNTER

What Counts as a Sacrament?

- Jesus Christ is the primary sacrament
- Persons, made in the image of God, are sacraments
- The church is a sacrament
- Groups or communities can be sacraments
- Human actions can be sacraments
- Institutions – even brick and mortar – can be sacraments

the CULTURE of ENCOUNTER

Sacramentality *ad extra*

"Sacramentality also looks *outward*. It represents the mission and identity of Catholic health care. In this representation it connects with Catholic social teaching and the Church's responsibility to be a *transforming presence* in the community -- a message that there is healing, that there is hope, that there is passion for justice..."

➤ Clark Cochrane, "Renewing the Sacramental"

The “Identity Dilemma”

Integrity Amidst Pluralism

© THE CATHOLIC HEALTH ASSOCIATION

Institutional Culture

- “Culture” is a richer concept than merely “identity”
- Culture requires
 - **Content**: beliefs, values, norms
 - **Symbols**: “without expressive events, a culture will die”
 - **Actors**

© THE CATHOLIC HEALTH ASSOCIATION

The Board and Institutional Culture

- Culture must be *distinguishable* and *inheritable*
- Cultural actors
 - **Citizens**: live and process the culture
 - **Catalysts**: role models, knowledge experts and heroic figures who enable adaptation
 - From Melanie Morey and John Piderit, *Catholic Higher Education: A Culture in Crisis*

© THE CATHOLIC HEALTH ASSOCIATION

What Do We Mean By “Formation?”

“Formation” is a transformative process rooted in theology and spirituality which connects us more deeply with God, creation and others.

Through self-reflection it opens us to God’s action so that we derive meaning from the work we do, grow in awareness of our gifts, see our work as vocation, and build a communal commitment to the ministry of health care.

Board Formation “Curriculum”

What boards need to know theologically

- Health Care: Ministry or Business? (Ecclesiology)
- Why Formation? Personally and Institutionally
- Catholic Social Teaching: Human Dignity and the Common Good
- Catholic Social Teaching: Subsidiarity, Solidarity, Justice and the Meaning of Work
- Ethical Foundations of Catholic Health Care (where did we get the ERDs?)
- Spirituality: Virtues for Governance

Integration and Personal Development Plan

If health care ministry governance is unique, how do board members prepare for it?

Personal Development Plan

- What evidence of culture do you see at your ministry?
- What kind of culture would you *like* to see?
- Are there strengths or skills you need to develop in order to be an excellent board member - a cultural catalyst - for your ministry?

Deeping Your Vocation

- The place where your deep gladness meets the world's need
 - Parker Palmer, *Let Your Life Speak*
- Vocation as a “call to purpose”
- Vocation as an integrating principle: that around which I organize the rest of my life
- Vocation as a purposeful use of my gifts
- Vocation as God's plan for me

Organizations Have Vocations, Too

“Vocation doesn't only mean individual purposes. It also means mutual purposes... At the root of the creative institution is a shared sense of vocation, or if you prefer, a common calling.... evident in a *corporate sense of identity* and a *unifying loyalty to a set of purposes*....”

➢ Neely Dixon McCarter

Board Formation: The Payoff

- Make board members' work more satisfying and effective for the ministry by deepening spiritual awareness
- Acquire "theological fluency" and ability for "theological reflection"
- Bring board members "up to speed" with leadership formation that is already occurring for executive, senior and middle management leaders
- Enable board to be "leaven" that will enhance distinctiveness, strengthen the spiritual climate of the *workplace* and ultimately, provide a better *patient experience*
