Mission Leadership for the Catholic Health Ministry: Challenges and Opportunities

Sr. Carol Keenan, DC
President and Chief Executive Officer
Catholic Health Association
The *challenge* is to be what we claim to be

The *opportunity* is to make a huge positive difference in the lives of millions
Catholic health care can be very prophetic or it can be a scandal –

For those of us in leadership, this is an awesome responsibility
You play a key role that often requires being the prophet and that is often not a comfortable role.
Mission Leadership for the Catholic Health Ministry

Some of the major challenges and opportunities we see today …
Major Challenges

- Affordable Care Act (ACA)
- Clinical Ethical Issues
- Non-Clinical Issues
  - Church Relations
  - Human Resources
  - Tax-Exempt Concerns
  - Governance and Sponsorship
Major Challenges

• Clinical Ethical Issues
  • Nutrition & Hydration
  • Care of dying persons
  • Emergency Contraception
  • Conscience
Major Challenges

• Non-Clinical Ethical Issues
  • Partnership
  • Maintaining strong ethics committees
• Supreme Court rulings
  • ACA, HHS accommodation
Major Challenges & Opportunities

20+ million Americans have gained coverage
(New England Journal of Medicine)

ACA – now “the fabric of health care in America”

Photo Credits: The White House
The ACA has reduced the number of uninsured Americans and improved access to health care.

Those who have been most at risk of lacking health insurance – young adults, Latinos, and those with low and moderate incomes – are making the greatest gains in coverage.

States that have decided not to expand eligibility for Medicaid are leaving large shares of low-income adults without health insurance.

A majority of adults with new coverage hold positive views of their new insurance.

A majority of adults are using their new health plans to get health care; most said they could not have afforded or accessed this care prior to getting their new insurance.
Uninsured – Adults Ages 19-64
Commonwealth Fund

<table>
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<tr>
<th>Period</th>
<th>Number</th>
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<td>July–Sept 2013</td>
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<td>Apr–June 2014</td>
<td>15</td>
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<td>Mar–May 2015</td>
<td>13</td>
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<td>Feb–Apr 2016</td>
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More than half of adults who enrolled in marketplace plans or Medicaid were uninsured before getting their new plan.

Status of current marketplace and Medicaid enrollees prior to getting new plan (Mar–May 2015)

- Uninsured: 59
- Employer Coverage: 25
- Individual Coverage: 8
- Medicaid: 2
- Marketplace Coverage: 1
- Other: 1
According to the Commonwealth Fund . . .

In states that have not expanded Medicaid, more than twice as many low-income adults are still uninsured compared with states that have expanded.
Ethical Issues

- Nutrition and hydration
- Care of the dying / assisted suicide initiatives
- Emergency contraception after rape
- Conscience issues
- Partnerships / Catholic identity
- Maintaining a strong ethics committee
- Supreme Court rulings
- ACA, HHS accommodation
Major Challenges and Opportunities

Church Relations

- Pope Francis
- Vatican
- National
- Local
Major Challenges and Opportunities

Human Resources

- Provider shortages in clinical areas
- Provider shortages in Catholic specific areas – mission, pastoral care, ethics
- Creating and enhancing a sense of mission ownership among staff at all levels
- Effects of downsizing
Major Challenges and Opportunities

Organized Labor

- Challenging history
- Church teaching
- Labor document
- USCCB – labor – CHA
- Attacks on rights of organized labor in the states
Major Challenges and Opportunities

Tax Exempt Issues

Mission leadership is critical
Major Challenges and Opportunities

Governance and Sponsorship

- Lay leadership
- Preparation
- Continuing education
- Are formation programs working?
How will we assure viable and thriving Catholic health care into the future?
## Ministry Statistics 1968 - 2016

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<td>Catholic hospitals</td>
<td>796</td>
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<td>Catholic hospitals in systems</td>
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<td>Single-sponsor hospitals (System and free-standing)</td>
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<td>641</td>
<td>603</td>
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<td>Multi-sponsor system hospitals</td>
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<td>Lay CEOs (Hospital)</td>
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<td>Religious CEOs (Hospital)</td>
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<td>Sponsor (Congregations of women)</td>
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<td>Sponsor (Congregations of men)</td>
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<td>Dioceses serving as sponsors</td>
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<td>Other sponsor models</td>
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<td>11</td>
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This change has lots of implications for Catholic health care . . .

Many opportunities and challenges

Photo Credits: Sisters of Providence, Bon Secours Health System, CHA
Catholic Health Ministry: A New Vision for a New Century

We have a history and track record of responding well
New membership bylaws approved at CHA Centennial Assembly

More inclusive criteria

Three-year effort – with focus on Catholic identity – now concluded
New era in Catholic health care that we have to shape using our best values and the realities of current health care technology and financing, as well as the pluralism of our country.

No small task
Much still not clear
Huge challenges but great opportunities to really impact:

- Quality of care of the sick
- Outreach to the poor
- Treatment of caregivers
- Witness of Catholic ethics in health care
- Health care that is focused on the needs of patients and their families
- Witness to the Gospel
What is the role of the Mission Leader as organizations are dealing with these issues?

- With sponsors
- With boards
- With executive leadership
- With middle management
- With staff
- With the larger community, Church, local organizations, community groups
What are the gifts / talents you need to do this?

- Grounded in faith
- Committed to mission
- Educated in Church teaching on ethics / social teaching
- Communications skills
- Sense of humor
Mission Leadership for the Catholic Health Ministry

Same dedication and commitment drive us today

1915 Assembly: Milwaukee

2015 Assembly: Washington, D.C.
Same partners drive us today:

- Church
- Country
Most importantly, the same faith that inspired and sustained us in the early days is alive and well today.
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