

The Changing Structure of Mission Naming Our New Reality

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Table process

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What structural changes have you seen in your organization as a result of the changing health care environment?

How has mission integration been impacted structurally and programmatically by these changes?

The Changing Structure of Mission:
Naming Our New Reality



CHRISTUS Health

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CHRISTUS Santa Rose Health System, San Antonio, Texas

CHRISTUS Health



Our Mission: Why We Exist



To extend the healing ministry of
Jesus Christ

Our Vision



CHRISTUS Health, a Catholic health ministry, will be a **leader**, a **partner** and an **advocate** in the creation of innovative health and wellness solutions that improve the lives of individuals and communities so that all may experience God's healing presence and love.



Core Values



Dignity

Respect for the worth of every person with special concern for the poor and underserved.

Integrity

Honesty, justice and consistency in all relationships.

Excellence

High standards of service and performance.

Compassion

Service in a spirit of empathy, love and concern.

Stewardship

Wise and just use of talents and resources in a collaborative manner.

CHRISTUS Health Fact & Figures



Headquartered in Irving, Texas



Assets of \$6.2 billion



Approximately 42,000 Associates



Almost 14,000 Physicians on medical staffs throughout the system

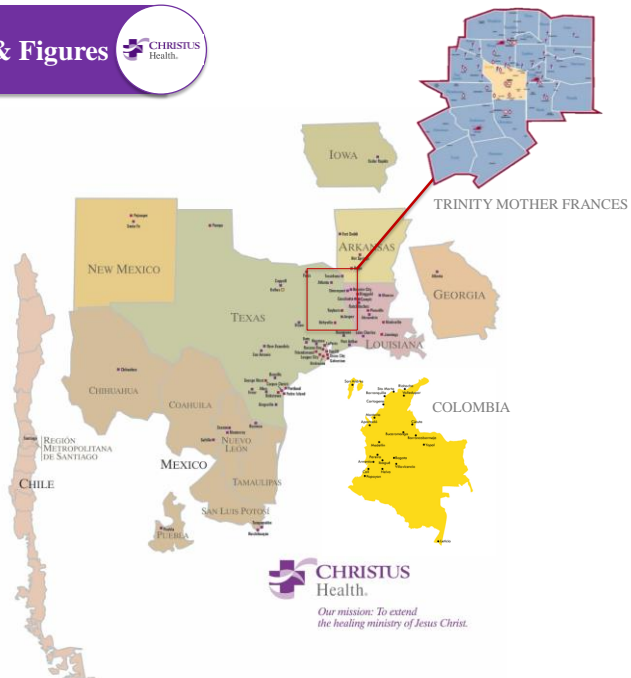
CHRISTUS Health Fact & Figures



Comprised of almost 350 services and facilities, including more than 60 hospitals and long-term care facilities, 175 clinics and outpatient centers, and dozens of other health ministries and ventures.

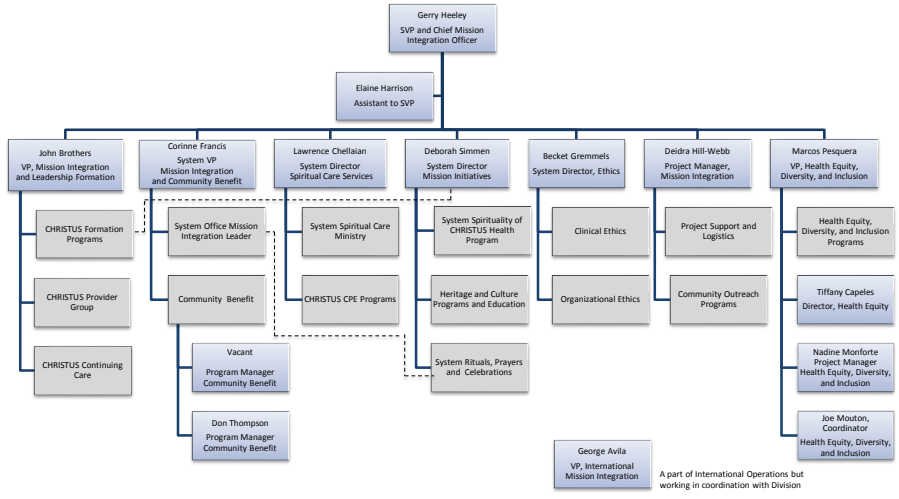
Located in more than 70 cities in six U.S. States, including Texas, Arkansas, Iowa, Louisiana, Georgia, New Mexico.

Located internationally in six states in Mexico, Chile and Colombia.





Mission Integration Division



EH/10-17-16

CHRISTUS Santa Rosa



Red de Salud UC-CHRISTUS



Red de Salud UC-CHRISTUS



Context:

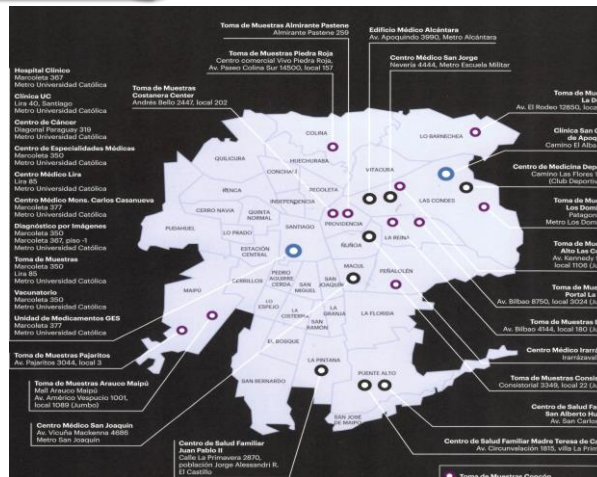
- 2 Hospitals in the capital City
 - 500 beds in Marcoleta
 - 103 beds in CSC
- 7 Clinics
- 17 Sampling Units
- 4800 associates

Patient Mix:

- 37% Public (FONASA)
- 63% Private (ISAPRE)

Annual Activity (without ANCORA Clinics)

- Discharges: 29,400
- Consultations: 798,000
- Procedures: 63,000



What are the similarities or differences between the way mission is structured in your organization and what you heard?

As a result of what you have heard, what are the implications and applications you see for your organization?

The Changing Structure of Mission:
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Ascension Health

TIMM GLOVER
Senior Vice President, Mission Integration

JONATHAN FORD
Chief Mission Integration Officer, Ascension Texas

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Chief Mission Integration Officer, Ascension Michigan
Vice President, Ascension Health

The Changing Structure of Mission Integration

Implications and Applications

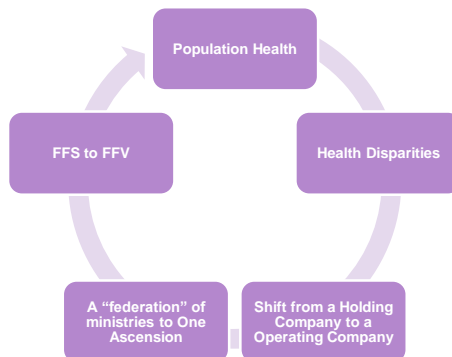
Ascension Health

Jonathan Ford, MAHCM, Chief Mission Integration Officer, Texas Ministry Market
Linda Root, RN, MAHCM, Chief Mission Integration Officer, Michigan Ministry Market
Timothy Glover, M.Div., Senior Vice President, Mission Integration, Ascension Health

One Mission. One Integrated Ministry. One Ascension.



A Frame of Reference



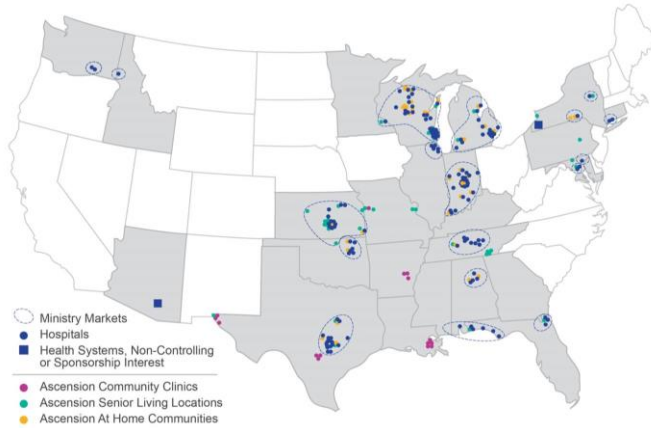
Ascension

Ascension Healthcare

- Ministry Markets organized according to Large, Mid-Size and Small designations
- Includes:
 - Ascension Medical Group
 - Ascension Senior Living
 - Ascension Home Health
 - Ascension Care Management
 - Ascension Community Health Centers

Ascension Solutions

- Ascension Information Services (AIS)
- Ascension Clinical Holdings
- Ascension Global Mission
- Ascension Holdings
 - The Resource Group
 - Ascension Holdings International
 - Medxcel Facilities Management
- Ascension Ventures
- Ascension Investment Management
- Ascension SmartHealth Solutions
- Ascension Leader Institute
 - Ascension Leadership Academy
- Ascension Ministry Service Center



Ministry-Wide Functions: Enhancing Capabilities & Expertise



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CONFIDENTIAL DRAFT

Ministry-Wide Mission Integration purpose and key attributes

Ascension Mission Integration provides leadership and services to sustain, deepen awareness of, and fully realize the identity of Ascension as a ministry of the Catholic Church, and to support Ascension's broad strategic and organizational commitment to our Mission



To achieve our purpose, we believe Mission Integration must:

- Possess professional and theological expertise that is highly credible both in the eyes of the Church and the organization
- Enable and equip leaders and associates to engage in theological reflection that sustains the identity of Ascension as a ministry of the Church, with particular commitment to serving persons living in poverty and those most vulnerable
- Clearly articulate the theological, ethical, and spiritual grounding and implications of strategic and operational decisions and actions
- Be strategic and collaborative with other leaders
- Deliver high quality services in a highly-responsive manner

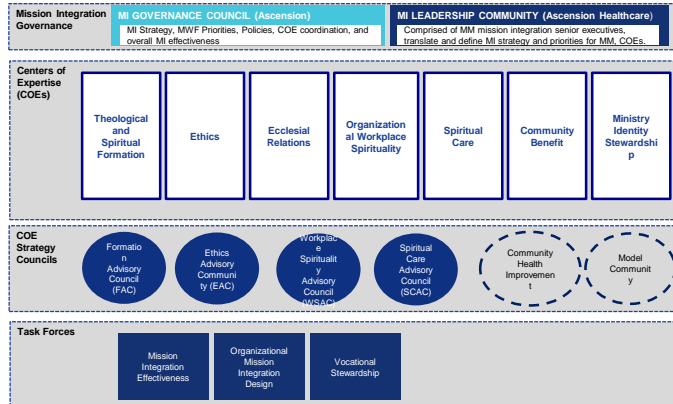
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Ministry-wide Mission Integration Centers of Expertise

Theological and Spiritual Formation	Organizational Workplace Spirituality	Ethics	Ecclesial Relations	Spiritual Care	Community Benefit	Strategic Integration and Collaboration
<ul style="list-style-type: none"> Provide leadership to assure theological & spiritual integrity of programs and processes Develop and provide theological & spiritual resources Design, develop, and deliver multi-level programs Provide consultation and resource local formation efforts Provide education, formation, and supervision of facilitatory/formation leaders Advance theory and practice of formation (R&D) 	<ul style="list-style-type: none"> Embed Ministry spirituality and Values in culture through collaboration in organizational development and HR processes & programs Provide resources to support the prayer life of the organization Ritualize key events in organizational life Spread and promote ministry-wide practices of excellence 	<ul style="list-style-type: none"> Proactive Ethics Integration <ul style="list-style-type: none"> Strategic input Standards of Ethics Excellence Policy Review & Development Values Compatibility Consultation <ul style="list-style-type: none"> Clinical Organizational HR & IRIs Education, Research & Formation <ul style="list-style-type: none"> Clinical Issues ERDs and CST Catholic Identity Analysis of affiliations & partnerships w/ non-Catholic entities 	<ul style="list-style-type: none"> Support Ascension in acting as a ministry of the Church Strengthening Relations with Ordinaries (Diocesan Bishops) Strengthening the larger Catholic health ministry 	<ul style="list-style-type: none"> Embed capabilities for an integrated spiritual care model across all settings Professional education and development of chaplains and lay spiritual care providers Training of caregivers Research and development in the field of professional chaplaincy 	<ul style="list-style-type: none"> System policy and procedure oversight Establish expectations for care of persons in poverty Collaborate in: <ul style="list-style-type: none"> Community health needs assessment Creating, monitoring, and reporting Community Benefit Implementation Plan Tax filings 	<ul style="list-style-type: none"> Catholic Identity Matrix Organizational Ethics Discernment Process Person-centered Care Palliative Care Due Diligence Processes Model Community Other Centers of Expertise
Stewarding Ministry Identity Partner with others to strategically integrate and manifest ministry identity in all organizational functions						
Mission Integration Administration Overall administration and management of Mission Integration function; Developing and fostering standards of excellence						
Research and Consultation Services Advising related to Mission Integration for partners throughout the organization and outside of Ascension						
Mission Leadership Development Supporting Health Ministry Leaders and VPs of Mission Integration to sustain and deepen Ministry identity						

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GOVERNANCE STRUCTURE



Implications for the Future

- Are we structured in a way that truly leverages functioning in order to bring impact through our Centers of Expertise? Have we been transformational?
- How do we own stewardship and cost management as a MWF?
- How do we structure ourselves in ways that evolve how the work gets done while leveraging centralization, standardization and consolidation at the national level of our MWF?
- How do we evaluate and address variability in our MWF across the national ministry? Can we define an optimal, standard organizational structure or parameters for mission integration based upon ministry cohort?

25 October 20, 2016

What are the similarities or differences between the way mission is structured in your organization and what you heard?

As a result of what you have heard, what are the implications and applications you see for your organization?

Large group discussion

What similarities and differences did your table discuss after you heard these two systems present?

What were some of the implications and applications that were raised at your table?