A Self-Assessment Tool for the Mission Leader Competency Model
In June 2009, CHA completed the revision of its Mission Leader Competency Model. The first competency model was introduced in 1999. The revision process for the new 2009 competencies included consultation with more than 200 mission leaders, sponsors and CEOs utilizing online surveys, in-person and web-based focus groups and individual interviews.

This assessment tool reflects the 2009 competency model, which is available at [www.chausa.org/missionleadercompetencies](http://www.chausa.org/missionleadercompetencies). It may be utilized by current mission leaders or those considering mission leadership to assess their proficiency in each category, and can be used in dialogue with a supervisor, mentor or trusted coworker to identify areas for future growth.

The model identifies a set of personal qualifications important for a successful mission leader as well as specific skill sets.

**Using the Self-Assessment Tool**

The assessment process may be completed using the following steps:

1. Choose a self rating for each competency.
2. Briefly describe some evidence or indicator that supports the self-rating.
3. Briefly describe some steps, if needed, that may be taken to improve the rating.
4. Transfer scores to the summary sheet at the end of the assessment document.
5. Choose up to three areas for improvement.
6. Develop a growth plan for achieving those improvements, identifying needed resources, people who may help in the process, and a timeline for completion.

If the self-assessment is done in conjunction with a supervisor, it may be helpful to work in collaboration with the supervisor to categorize the competencies based on those most important for success in a specific work situation.

As an additional aid for developing a growth plan, note that references are added at the end of each section that refer to a listing of CHA publications, programs and resources provided at the end of the document. Once priorities for growth are identified, these resources may used as a support in the growth plan development.

Download this tool and complete it electronically and access additional information and related resources at [www.chausa.org/missionleadercompetencies](http://www.chausa.org/missionleadercompetencies).
PERSONAL QUALIFICATIONS: Mission leaders are talented, faithful and competent executives who embody holistic and healthy qualities which enable them to make a positive and lasting impact on their organizations.

1. Well formed in the Catholic tradition.
   EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High
   EVIDENCE: ____
   ACTION STEPS: ____

2. Persons of faith who model a collaborative style of servant leadership.
   EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High
   EVIDENCE: ____
   ACTION STEPS: ____

3. Committed to the mission and values of their health care organization as a ministry.
   EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High
   EVIDENCE: ____
   ACTION STEPS: ____

4. Capable of establishing mutually beneficial relationships with diverse groups of people.
   EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High
   EVIDENCE: ____
   ACTION STEPS: ____

5. Living a practical, integrated spirituality.
   EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High
   EVIDENCE: ____
   ACTION STEPS: ____
6. Knowledgeable about contemporary health care delivery systems and about ethical issues facing the field.
EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High
EVIDENCE: _____
ACTION STEPS: _____

7. Manifesting personal presence characterized by honest, integrity and caring.
EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High
EVIDENCE: _____
ACTION STEPS: _____

8. Inspiring and motivating others to be committed to the organization’s mission, values, vision and goals.
EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High
EVIDENCE: _____
ACTION STEPS: _____

EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High
EVIDENCE: _____
ACTION STEPS: _____
LEADERSHIP: Mission leaders bring strategic direction, thinking and guidance as well as a collaborative spirit to the organization to ensure that it is faithful to its purpose, identity and values.

1. Strategic Leader
   a. Articulates and makes operational the organization’s mission and values as a credible driving force for the common good.
      EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High
      EVIDENCE: ___
      ACTION STEPS: ___
   b. Models a leadership style that is collaborative, flexible and goal oriented.
      EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High
      EVIDENCE: ___
      ACTION STEPS: ___
   c. Clearly sees how the mission is integrated within the organization, and has a vision of where it needs to go.
      EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High
      EVIDENCE: ___
      ACTION STEPS: ___
   d. Develops, supports and engages in a team approach to leadership.
      EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High
      EVIDENCE: ___
      ACTION STEPS: ___
   e. Displays effective leadership in complex settings marked by religious, cultural and work style diversity.
      EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High
      EVIDENCE: ___
      ACTION STEPS: ___

Readings (page 24): 13, 15, 24, 37, 40, 60, 61  CHA Programs (page 28): 1, 5, 7  CHA Resources (page 30): 1, 4, 5, 13, 23, 24
2. **Prophetic Leader**
   a. Demonstrates a passion for the organization’s mission and interprets it prophetically and appropriately for varied audiences, both internal and external.
   
   EVALUATION:  
   - Very Low
   - Low
   - Moderate
   - High
   - Very High
   
   EVIDENCE: ____
   
   ACTION STEPS: ____

   b. Inspires others to live out the mission.
   
   EVALUATION:  
   - Very Low
   - Low
   - Moderate
   - High
   - Very High
   
   EVIDENCE: ____
   
   ACTION STEPS: ____

   c. Acts with practical knowledge, courage and prudence in conversations and decision making at the executive level of the organization.
   
   EVALUATION:  
   - Very Low
   - Low
   - Moderate
   - High
   - Very High
   
   EVIDENCE: ____
   
   ACTION STEPS: ____

3. **Formational Leader**
   a. Helps colleagues identify their work as ministry.
   
   EVALUATION:  
   - Very Low
   - Low
   - Moderate
   - High
   - Very High
   
   EVIDENCE: ____
   
   ACTION STEPS: ____

   b. Forms board members and co-workers throughout the organization to integrate the mission in their work using effective group skills and principles of adult learning.
   
   EVALUATION:  
   - Very Low
   - Low
   - Moderate
   - High
   - Very High
   
   EVIDENCE: ____
   
   ACTION STEPS: ____

*Readings (page 24): 9, 10, 11, 38, 47, 55, 64, 65, 67  CHA Programs (page 28): 1, 7  CHA Resources (page 30): 18, 19, 25, 28, 31, 36*
c. Analyzes and assesses the organization’s health, particularly related to mission and values.
   EVALUATION:  
   ☐ Very Low  ☐ Low  ☐ Moderate  ☐ High  ☐ Very High
   EVIDENCE: _____
   ACTION STEPS: _____

d. Mediates and facilitates conflict management processes, as appropriate.
   EVALUATION:  
   ☐ Very Low  ☐ Low  ☐ Moderate  ☐ High  ☐ Very High
   EVIDENCE: _____
   ACTION STEPS: _____

Readings (page 24): 8, 9, 14, 16, 17, 18  CHA Programs (page 28): 1, 2, 7, 8  CHA Resources (page 30): 6, 30, 33, 34, 36
THEOLOGY: Mission leaders have a working knowledge of Catholic theology and are acquainted with the plurality of religions that will be encountered among the employees, physicians, trustees, patients and others who are served within our institutions.

1. **Pastoral Theology**
   a. Integrates Scripture and the basic principles and doctrines of Catholic theology as articulated by Vatican II and subsequent church teaching.
      
      EVALUATION:  
      - Very Low
      - Low
      - Moderate
      - High
      - Very High
      
      EVIDENCE: ____
      
      ACTION STEPS: ____

   b. Connects faith with life using various reflection processes, such as Theological Reflection.
      
      EVALUATION:  
      - Very Low
      - Low
      - Moderate
      - High
      - Very High
      
      EVIDENCE: ____
      
      ACTION STEPS: ____

   c. Demonstrates a basic understanding of world religions and an appreciation for different faith traditions, beliefs and cultures.
      
      EVALUATION:  
      - Very Low
      - Low
      - Moderate
      - High
      - Very High
      
      EVIDENCE: ____
      
      ACTION STEPS: ____

   d. Expresses the theological understandings of the organization’s mission and values in multiple and engaging ways.
      
      EVALUATION:  
      - Very Low
      - Low
      - Moderate
      - High
      - Very High
      
      EVIDENCE: ____
      
      ACTION STEPS: ____
e. Communicates the relevance of theology to the organization’s vision, strategies and operations.

EVALUATION:  □ Very Low  □ Low  □ Moderate  □ High  □ Very High

EVIDENCE: _____

ACTION STEPS: _____

Readings (page 24): 48, 49, 65  CHA Programs (page 28): 1, 2, 5, 6, 7  CHA Resources (page 30): 8, 11, 17, 18, 22, 32

2. Understanding of Church

a. Expresses an authentic understanding and orientation to the Catholic Church as articulated by Vatican II and subsequent church teaching.

EVALUATION:  □ Very Low  □ Low  □ Moderate  □ High  □ Very High

EVIDENCE: _____

ACTION STEPS: _____

b. Articulates the relationship of Catholic health ministry to the broader ministry of the church.

EVALUATION:  □ Very Low  □ Low  □ Moderate  □ High  □ Very High

EVIDENCE: _____

ACTION STEPS: _____

c. Understands and values the significance of sacrament and ritual in the fullness of the healing ministry.

EVALUATION:  □ Very Low  □ Low  □ Moderate  □ High  □ Very High

EVIDENCE: _____

ACTION STEPS: _____

d. Is familiar with the plurality of religious beliefs.

EVALUATION:  □ Very Low  □ Low  □ Moderate  □ High  □ Very High

EVIDENCE: _____

ACTION STEPS: _____
e. Applies the moral and social teaching of the church to the healing ministry.

   EVALUATION:  □ Very Low  □ Low  □ Moderate  □ High  □ Very High

   EVIDENCE: _____

   ACTION STEPS: _____

f. Supports the implementation of the Ethical and Religious Directives for Catholic Health Care Services.

   EVALUATION:  □ Very Low  □ Low  □ Moderate  □ High  □ Very High

   EVIDENCE: _____

   ACTION STEPS: _____

g. Fosters a collegial relationship with the diocesan bishop and connects with other diocesan leaders as appropriate.

   EVALUATION:  □ Very Low  □ Low  □ Moderate  □ High  □ Very High

   EVIDENCE: _____

   ACTION STEPS: _____

3. Canon Law

   a. Uses and searches out resources as needed to apply Canon Law to Catholic health care.

   EVALUATION:  □ Very Low  □ Low  □ Moderate  □ High  □ Very High

   EVIDENCE: _____

   ACTION STEPS: _____

Readings (page 24): 19, 21, 22, 24, 27, 63  CHA Programs (page 28): 1, 2, 4, 5, 8  CHA Resources (page 30): 14, 29, 35, 37

Readings (page 24): 23, 24, 27, 29, 46, 50, 51, 57  CHA Programs (page 28): 1, 2, 4, 5, 6, 9  CHA Resources (page 30): 20, 21, 22, 27
SPIRITUALITY: Mission leaders bring strategic direction, thinking and guidance as well as a collaborative spirit to the organization to ensure that it is faithful to its purpose, identity and values.

1. **Personal Spirituality**
   a. Lives out a spirituality expressed through prayer and right relationships.
      
      EVALUATION:  
      | Very Low | Low | Moderate | High | Very High |
      
      EVIDENCE: _____
      
      ACTION STEPS: _____

   b. Supports others in integrating human and spiritual development.
      
      EVALUATION:  
      | Very Low | Low | Moderate | High | Very High |
      
      EVIDENCE: _____
      
      ACTION STEPS: _____

   c. Finds hope within life’s struggles and challenges.
      
      EVALUATION:  
      | Very Low | Low | Moderate | High | Very High |
      
      EVIDENCE: _____
      
      ACTION STEPS: _____

   d. Provides needed resources based on diverse spiritual traditions and needs.
      
      EVALUATION:  
      | Very Low | Low | Moderate | High | Very High |
      
      EVIDENCE: _____
      
      ACTION STEPS: _____

   e. Models ongoing spiritual development.
      
      EVALUATION:  
      | Very Low | Low | Moderate | High | Very High |
      
      EVIDENCE: _____
      
      ACTION STEPS: _____
f. Speaks with a prophetic and courageous voice.
   EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High
   EVIDENCE: _____
   ACTION STEPS: _____

Readings (page 24): 11, 19, 32, 35, 36  CHA Programs (page 28): 1, 4, 5, 7, 10  CHA Resources (page 30): 26, 34, 35, 36

2. Communal Spirituality
   a. Develops spirituality in work place practices based on the organization’s mission and core values.
      EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High
      EVIDENCE: _____
      ACTION STEPS: _____

   b. Knows the charism and spirituality of the sponsor organizations and integrates that legacy as appropriate through practice and celebration.
      EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High
      EVIDENCE: _____
      ACTION STEPS: _____

   c. Translates the sponsors’ heritage into today’s realities, challenges and possibilities.
      EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High
      EVIDENCE: _____
      ACTION STEPS: _____

   d. Facilitates adult spiritual formation.
      EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High
      EVIDENCE: _____
      ACTION STEPS: _____

Readings (page 24): 2, 7, 8, 10, 20, 21, 23, 35, 36  CHA Programs (page 28): 1, 4, 5, 7, 10  CHA Resources (page 30): 26, 34, 35, 36
3. **Spirituality of Change**
   a. Walks with people during challenging personal and organizational times of change.
   
   EVALUATION:  
   - [ ] Very Low  
   - [ ] Low  
   - [ ] Moderate  
   - [ ] High  
   - [ ] Very High
   
   EVIDENCE: _____
   
   ACTION STEPS: _____

   b. Fosters genuine hope in the midst of difficulties.
   
   EVALUATION:  
   - [ ] Very Low  
   - [ ] Low  
   - [ ] Moderate  
   - [ ] High  
   - [ ] Very High
   
   EVIDENCE: _____
   
   ACTION STEPS: _____

   c. Assists people in applying the mystery of Christ’s life, death and resurrection to their experience of change, as appropriate.
   
   EVALUATION:  
   - [ ] Very Low  
   - [ ] Low  
   - [ ] Moderate  
   - [ ] High  
   - [ ] Very High
   
   EVIDENCE: _____
   
   ACTION STEPS: _____

*Readings (page 24): 7, 14, 23, 35, 36, 44  CHA Programs (page 28): 1, 4, 5, 7, 10  CHA Resources (page 30): 26, 34, 35, 36*
HEALTH CARE ETHICS: Mission leaders are effective in promoting the development of ethical decision-making behaviors throughout the organization in three areas within the context of the Catholic moral tradition.

1. **Organizational Ethics**
   a. Helps shape a work culture rooted in Gospel values.
      
      **EVALUATION:**
      - [] Very Low
      - [] Low
      - [] Moderate
      - [] High
      - [] Very High
      
      **EVIDENCE:** ___
      
      **ACTION STEPS:** ___
   
   b. Informs and promotes dialogue around the *Ethical and Religious Directives for Catholic Health Care Services*.
      
      **EVALUATION:**
      - [] Very Low
      - [] Low
      - [] Moderate
      - [] High
      - [] Very High
      
      **EVIDENCE:** ___
      
      **ACTION STEPS:** ___
   
   c. Facilitates corporate discernment and mission based decision-making processes.
      
      **EVALUATION:**
      - [] Very Low
      - [] Low
      - [] Moderate
      - [] High
      - [] Very High
      
      **EVIDENCE:** ___
      
      **ACTION STEPS:** ___
   
   d. Understands and applies values and principles to the business of health care – issues of management, finance, human resources and networking.
      
      **EVALUATION:**
      - [] Very Low
      - [] Low
      - [] Moderate
      - [] High
      - [] Very High
      
      **EVIDENCE:** ___
      
      **ACTION STEPS:** ___
   
   e. Surfaces spoken and unspoken moral assumptions and habitual ways of acting within an organization.
      
      **EVALUATION:**
      - [] Very Low
      - [] Low
      - [] Moderate
      - [] High
      - [] Very High
      
      **EVIDENCE:** ___
      
      **ACTION STEPS:** ___
f. Makes moral, mission-based assessments of conditions which impact the workplace and helps shape a just working environment.

EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High

EVIDENCE: ____

ACTION STEPS: ____

Readings (page 24): 1, 6, 25, 28, 33, 53, 59 CHA Programs (page 28): 1, 2, 5, 8, 10 CHA Resources (page 30): 2, 17, 25, 29, 37

2. Justice

a. Understands and applies the social tradition of the church to Catholic health care.

EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High

EVIDENCE: ____

ACTION STEPS: ____

b. Advocates for special care to and with people in poverty, the under-represented and/or those with special needs.

EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High

EVIDENCE: ____

ACTION STEPS: ____

c. Promotes right relationships throughout the organization and the community.

EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High

EVIDENCE: ____

ACTION STEPS: ____

d. Integrates environmental/ecological justice principles within the organization’s role as caregiver, employer, community member and partner.

EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High

EVIDENCE: ____

ACTION STEPS: ____

Readings (page 24): 4, 5, 33, 41, 52, 54, 58 CHA Programs (page 28): 1, 2, 3, 5, 7, 8 CHA Resources (page 30): 2, 9, 10, 11, 12, 13, 15, 17, 29, 37
3. **Clinical Ethics**
   a. Assists in interpreting the *Ethical and Religious Directives for Catholic Health Care Services* in relationship to clinical issues.

   EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High

   EVIDENCE: _____
   ACTION STEPS: _____

   b. Works with a variety of health care professionals in identifying values and principles that guide ethical decision making in clinical matters.

   EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High

   EVIDENCE: _____
   ACTION STEPS: _____

   c. Develops and monitors appropriate policies and their implementation.

   EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High

   EVIDENCE: _____
   ACTION STEPS: _____

*Readings (page 24):* 3, 6, 12, 25, 34, 39, 43, 45  *CHA Programs (page 28):* 1, 2, 5, 7, 8  *CHA Resources (page 30):* 2, 11, 17, 25, 29, 37
ORGANIZATIONAL MANAGEMENT: Mission leaders have the management competencies needed to be recognized as productive contributors to the organization. They understand the interrelationship of shared beliefs, behaviors and assumptions of the organization.

1. **Communication & Collaboration**
   a. Invites, listens and responds to the voices of colleagues.
      EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High
      EVIDENCE: _____
      ACTION STEPS: _____
   
   b. Exhibits flexibility and collaborates with people throughout the organization.
      EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High
      EVIDENCE: _____
      ACTION STEPS: _____
   
   c. Is knowledgeable about the sponsors’ role and communicates appropriately on issues related to mission and values.
      EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High
      EVIDENCE: _____
      ACTION STEPS: _____
   
   d. Possesses and uses effective written and oral communication skills.
      EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High
      EVIDENCE: _____
      ACTION STEPS: _____

*Readings (page 24): 22, 26, 42, 56  CHA Programs (page 28): 1, 4, 5, 6, 7, 9  CHA Resources (page 30): 7, 18, 19, 20, 21, 22, 30, 34, 35, 36*
2. **Business**
   a. Has a working knowledge of the organization’s operations.
      EVALUATION: □ Very Low    □ Low    □ Moderate    □ High    □ Very High
      EVIDENCE: _____
      ACTION STEPS: _____
   
b. Makes executive decisions based on the organization’s mission and a functional knowledge of the business and financial realities.
      EVALUATION: □ Very Low    □ Low    □ Moderate    □ High    □ Very High
      EVIDENCE: _____
      ACTION STEPS: _____
   
c. Integrates the mission throughout the culture of the organization, using a systems approach.
      EVALUATION: □ Very Low    □ Low    □ Moderate    □ High    □ Very High
      EVIDENCE: _____
      ACTION STEPS: _____

   Readings (page 24): 24, 31, 55  CHA Programs (page 28): 1, 4, 5, 6, 9, 10  CHA Resources (page 30): 6, 16, 18, 19, 22

3. **Management**
   a. Leads change and manages the organization effectively with other executives through changing times.
      EVALUATION: □ Very Low    □ Low    □ Moderate    □ High    □ Very High
      EVIDENCE: _____
      ACTION STEPS: _____
   
b. Organizes and implements actions around the organization’s goals, strategies and priorities.
      EVALUATION: □ Very Low    □ Low    □ Moderate    □ High    □ Very High
      EVIDENCE: _____
      ACTION STEPS: _____
c. Empowers and supports the human potential of colleagues.
   EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High
   EVIDENCE: ______
   ACTION STEPS: ______

d. Manages his/her division effectively.
   EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High
   EVIDENCE: ______
   ACTION STEPS: ______

e. Engages in effective succession planning.
   EVALUATION: □ Very Low □ Low □ Moderate □ High □ Very High
   EVIDENCE: ______
   ACTION STEPS: ______

Readings (page 24): 14, 16, 17, 30, 60, 66   CHA Programs (page 28): 1, 4, 5, 6, 10   CHA Resources (page 30): 3, 4, 16, 18, 19, 27, 36
From the preceding pages, indicate assessments for areas of competence and personal qualifications. Use this page as a guide for planning your development activities.

<table>
<thead>
<tr>
<th>Personal Qualifications</th>
<th>Very Low</th>
<th>Low</th>
<th>Mod-erate</th>
<th>High</th>
<th>Very High</th>
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<td>5. Living a practical, integrated spirituality.</td>
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<td>6. Knowledgeable about contemporary health care delivery systems and about ethical issues facing the field.</td>
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| 2. Prophetic Leader                                                       |               |
| a. Demonstrates a passion for the organization’s mission and interprets it prophetically and appropriately for varied audiences, both internal and external. |          |      |           |       |           |
| b. Inspires others to live out the mission.                               |          |      |           |       |           |
| c. Acts with practical knowledge, courage and prudence in conversations and decision making at the executive level of the organization. |          |      |           |       |           |
### Competencies for Mission Leaders

<table>
<thead>
<tr>
<th>Competency</th>
<th>Very Low</th>
<th>Low</th>
<th>Moderate</th>
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<tbody>
<tr>
<td><strong>3. Formational Leader</strong></td>
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<tr>
<td>d. Mediates and facilitates conflict management processes, as appropriate.</td>
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### Theology

#### 1. Pastoral Theology

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<tr>
<th>Competency</th>
<th>Very Low</th>
<th>Low</th>
<th>Moderate</th>
<th>High</th>
<th>Very High</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Integrates Scripture and the basic principles and doctrines of Catholic theology as articulated by Vatican II and subsequent church teaching.</td>
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<tr>
<td>b. Connects with faith and life using various reflection processes, such as Theological Reflection.</td>
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<tr>
<td>c. Demonstrates a basic understanding of world religions and an appreciation for different faith traditions, beliefs and cultures.</td>
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<tr>
<td>d. Expresses the theological understandings of the organization’s mission and values in multiple and engaging ways.</td>
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<tr>
<td>e. Communicates the relevance of theology to the organization’s vision, strategies and operations.</td>
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#### 2. Understandings of Church

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<tr>
<th>Competency</th>
<th>Very Low</th>
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</thead>
<tbody>
<tr>
<td>a. Expresses an authentic understanding and orientation to the Catholic church as articulated by Vatican II and subsequent church teaching.</td>
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<tr>
<td>b. Articulates the relationship of Catholic health ministry to the broader ministry of the church.</td>
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<tr>
<td>c. Understands and values the significance of sacrament and ritual in the fullness of the healing ministry.</td>
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<td>☐</td>
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<tr>
<td>d. Is familiar with the plurality of religious beliefs.</td>
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<td>☐</td>
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<tr>
<td>e. Applies the moral and social teaching of the church to the healing ministry.</td>
<td>☐</td>
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</tr>
<tr>
<td>f. Supports the implementation of the <em>Ethical and Religious Directives for Catholic Health Care Services</em>.</td>
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<tr>
<td>g. Fosters a collegial relationship with the diocesan bishop and connects with other diocesan leaders as appropriate.</td>
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#### 3. Canon Law

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<tr>
<th>Competency</th>
<th>Very Low</th>
<th>Low</th>
<th>Moderate</th>
<th>High</th>
<th>Very High</th>
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</thead>
<tbody>
<tr>
<td>a. Uses and searches out resources as needed to apply canon law to Catholic health care.</td>
<td>☐</td>
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</table>
### Spirituality

<table>
<thead>
<tr>
<th>Spirituality</th>
<th>Very Low</th>
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<th>Moderate</th>
<th>High</th>
<th>Very High</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Personal Spirituality</strong></td>
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</tr>
<tr>
<td>a. Lives out a spirituality expressed through prayer and right relationships.</td>
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<tr>
<td>b. Supports others in integrating human and spiritual development.</td>
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<tr>
<td>c. Finds hope within life’s struggles and challenges.</td>
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<tr>
<td>d. Provides needed resources based on diverse spiritual traditions and needs.</td>
<td>☐</td>
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<tr>
<td>e. Models ongoing spiritual development.</td>
<td>☐</td>
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<tr>
<td>f. Speaks with a prophetic and courageous voice.</td>
<td>☐</td>
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<tr>
<td><strong>2. Communal Spirituality</strong></td>
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<tr>
<td>a. Develops spirituality in work place practices based on the organization’s mission and core values.</td>
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<tr>
<td>b. Knows the charism and spirituality of the sponsor organization(s) and integrates that legacy as appropriate through practice and celebration.</td>
<td>☐</td>
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<tr>
<td>c. Translates the sponsors’ heritage into today’s realities, challenges and possibilities.</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>d. Facilitates adult spiritual formation.</td>
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<tr>
<td><strong>3. Spirituality of Change</strong></td>
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</tr>
<tr>
<td>a. Walks with people during challenging personal and organizational times of change.</td>
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<tr>
<td>b. Fosters genuine hope in the midst of difficulties.</td>
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<tr>
<td>c. Assists people in applying the mystery of Christ’s life, death and resurrection to their experience of change, as appropriate.</td>
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### Health Care Ethics

<table>
<thead>
<tr>
<th>Health Care Ethics</th>
<th>Very Low</th>
<th>Low</th>
<th>Moderate</th>
<th>High</th>
<th>Very High</th>
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</thead>
<tbody>
<tr>
<td><strong>1. Organizational Ethics</strong></td>
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</tr>
<tr>
<td>a. Helps shape a work culture rooted in Gospel values.</td>
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<tr>
<td>b. Informs and promotes dialogue around the <em>Ethical and Religious Directives for Catholic Health Care Services</em>.</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>c. Facilitates corporate discernment and mission-based decision-making processes.</td>
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<tr>
<td>d. Understands and applies values and principles to the business of health care – issues of management, finance, human resources and networking.</td>
<td>☐</td>
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<tr>
<td>e. Surfaces spoken and unspoken moral assumptions and habitual ways of acting within an organization.</td>
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<tr>
<td>f. Makes moral, mission-based assessments of conditions which impact the workplace and helps shape a just working environment.</td>
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## Competencies for Mission Leaders

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<tbody>
<tr>
<td><strong>2. Justice</strong></td>
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<tr>
<td>a. Understands and applies the social tradition of the church to Catholic health care.</td>
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<tr>
<td>b. Advocates for special care to and with people in poverty, the under-represented and/or those with special needs.</td>
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<tr>
<td>c. Promotes right relationships throughout the organization and the community.</td>
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<tr>
<td>d. Integrates environmental-ecological justice principles within the organization’s role as caregiver, employer, community member and partner.</td>
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<tr>
<td><strong>3. Clinical Ethics</strong></td>
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</tr>
<tr>
<td>a. Assists in interpreting the <em>Ethical and Religious Directives for Catholic Health Care Services</em> in relationship to clinical issues.</td>
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<td>☐</td>
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<tr>
<td>b. Works with a variety of health care professionals in identifying values and principles that guide ethical decision making in clinical matters.</td>
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<tr>
<td>c. Develops and monitors appropriate policies and their implementation.</td>
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### Organizational Management

#### 1. Communication & Collaboration

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<tr>
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<th>Very Low</th>
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<th>Very High</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Invites, listens and responds to the voices of colleagues.</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>b. Exhibits flexibility and collaborates with people throughout the organization.</td>
<td>☐</td>
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<tr>
<td>c. Is knowledgeable about the sponsors’ role and communicates appropriately on issues related to mission and values.</td>
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<tr>
<td>d. Possesses and uses effectively good written and oral communication skills.</td>
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#### 2. Business

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<tbody>
<tr>
<td>a. Has a working knowledge of the organization’s operations.</td>
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<tr>
<td>b. Makes executive decisions based on the organization’s mission and a functional knowledge of the business and financial realities.</td>
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<tr>
<td>c. Integrates the mission throughout the culture of the organization, using a systems approach.</td>
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#### 3. Management

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<tbody>
<tr>
<td>a. Leads change and manages the organization effectively with other executives through changing times.</td>
<td>☐</td>
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<tr>
<td>b. Organizes and implements actions around the organization’s goals, strategies and priorities.</td>
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<tr>
<td>c. Empowers and supports the human potential of colleagues.</td>
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<tr>
<td>d. Manages his/her division effectively.</td>
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<tr>
<td>e. Engages in effective succession planning.</td>
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Growth Plan

The Growth Plan should reflect areas of needed improvement identified in the self-assessment. These may be identified by the user alone or in dialogue with a supervisor, mentor or trusted co-worker. As you develop your plan, take into account qualities or skills that are important to success in your work situation. Not all competencies included in this model may be of equal importance in your work environment.

Because of the complexity of the competency model it is possible to choose a whole sub-category of skills, such as “communication and collaboration” under organizational management. Or, it may be more helpful to choose specific skills from one or more sub-categories for improvement. Be sure to review the resource listing for the categories you choose to include in your growth plan. The steps for improvement should be specific, for example, attending a specific workshop or program. The steps should also include any needed resources and a timeline for completion.

Competency: ________________________________________________________________

Steps for Improvement
______________________________________________________________________
______________________________________________________________________
______________________________________________________________________

Competency: ________________________________________________________________

Steps for Improvement
______________________________________________________________________
______________________________________________________________________
______________________________________________________________________

Competency: ________________________________________________________________

Steps for Improvement
______________________________________________________________________
______________________________________________________________________
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READINGS / BIBLIOGRAPHY REFERENCES:

   http://www.chausa.org/WorkArea/link.aspx?LinkIdentifier=id&ItemID=2147484103

2. “Can Ministry Members Collaborate for Formation of the Next Generation of Sponsors?”
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   http://www.chausa.org/WorkArea/link.aspx?LinkIdentifier=id&ItemID=5380


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http://www.chausa.org/WorkArea/linkit.aspx?LinkIdentifier=id&ItemID=5561


CHA PROGRAMS:

1. **Annual Catholic Health Assembly**
   The Catholic Health Assembly is the largest annual convening of Catholic health care leaders. It draws executives, governance leaders and religious women and men who sponsor Catholic health care organizations for two-and-a-half days of education, networking and spiritual renewal.

2. **Catholic Health Care Ethics (Loyola)**
   This program, co-sponsored by CHA and The Neiswanger Institute for Bioethics & Health Policy at Loyola University Chicago Stritch School of Medicine, brings together leading moral theologians and health care ethicists to provide a primer in Catholic health care ethics, to apply conceptual resources to current problems and to confront moral challenges on the horizon for Catholic health care providers.

3. **Community Benefit 101**
   Planning and reporting community benefit are now key functions of Catholic-sponsored and other not-for-profit health care organization. The Catholic Health Association, the leader in the community benefit field for 20 years, offers a one-and-a-half day seminar that covers the basics of community benefit.

4. **Ecclesiology and Spiritual Renewal Program**
   Conducted in Rome, this program for senior leaders of Catholic health organizations delivers historical and practical knowledge of the institutional structure and ministries of the Roman Catholic Church. Also, through experiences of prayer and ritual and visits to sacred sites in Rome and Assisi, participants explore their own spirituality and how it affects their leadership. This program is invitation only.

5. **Foundations of Catholic Health Care Leadership (In Person Event and Online Event)**
   This introduction to the foundations of the church's health ministry will help senior managers, especially those who are new to Catholic health care, as well as managers in partner organizations, to more effectively carry out their responsibilities as ministry leaders. Participants will engage in interactive presentations, dialogue and reflections that address concepts critical to leadership in Catholic health ministry.
6. **Holding in Trust: Governance in the Catholic Setting**

   Trustees of Catholic health care ministry must ensure fidelity to the mission of the organization as a ministry of the Catholic Church, in addition to exercising their fiduciary responsibilities. This program provides fundamental sessions on governance as a structural reflection of teaching and tradition. The curriculum has been developed with new trustees in mind — especially those at the local board level — but also will be helpful for those serving on system boards. In addition, sponsors are invited to attend — especially corporate members and those new to leadership or institutional sponsorship responsibilities.

7. **Prophetic Voice**

   This program is designed specifically for new mission leaders and those considering entering the ministry of mission. The goal of Prophetic Voice is to assist mission leaders in achieving greater effectiveness in their responsibilities in the organizational life and daily operations of the Catholic health ministry.

8. **Theology and Ethics Colloquium**

   This annual event for theologians and ethicists provides a valuable opportunity to reflect and engage in complex ethical issues affecting the Catholic health ministry in today's rapidly changing health care environment. The interactive forum features presentations, panel discussions and group dialogue. This program is invitation only.

9. **Sponsorship Institute**

   The institute examines the issues facing sponsors today in light of the meaning and requirements of being a church ministry. At this event, lay and religious sponsors/corporate members, trustees and those involved in the ministry of sponsorship gain critical knowledge and build effective networks with peers to support them in the fulfillment of their responsibilities.

10. **System Mission Leadership Forum**

    This annual invitation-only gathering is designed for mission leaders at the system and large region levels. The forum allows leaders optimal time to network with each other, share successful practices and other information and address current challenges in mission for the Catholic health care ministry.
CHA RESOURCES:

   https://servicecenter.chausa.org/ProductCatalog/Product.aspx?ID=531

2. Ethics Webinar: “Is There Really a Right to Health Care?”
   https://servicecenter.chausa.org/ProductCatalog/Product.aspx?ID=403

3. Catholic and Other-Than-Catholic Collaboration: Lessons from the Field
   https://servicecenter.chausa.org/ProductCatalog/Product.aspx?ID=511

   https://servicecenter.chausa.org/ProductCatalog/Product.aspx?ID=400

5. Community Benefit Audio/Webinar Event: Communication-Based Strategies to Eliminate Health Disparities in Diverse Populations (December 9, 2008)
   https://servicecenter.chausa.org/ProductCatalog/Product.aspx?ID=429

   https://servicecenter.chausa.org/ProductCatalog/Product.aspx?ID=444

7. Mission Assessment and Measurement Tool
   http://www.chausa.org/missionassessment/

8. Ethics Webinar: "Is There Really a Right to Health Care?"
   https://servicecenter.chausa.org/ProductCatalog/Product.aspx?ID=403

   https://servicecenter.chausa.org/ProductCatalog/Product.aspx?ID=2062

10. Act Justly: Facing the Challenges of Disparity and Diversity (4 CD Set)
    https://servicecenter.chausa.org/ProductCatalog/Product.aspx?ID=421

11. Physicians: Partners In Mission
    https://servicecenter.chausa.org/ProductCatalog/Product.aspx?ID=401

12. Healthcare: Essential Building Blocks for a Free Society
    https://servicecenter.chausa.org/ProductCatalog/Product.aspx?ID=473

    https://servicecenter.chausa.org/ProductCatalog/Product.aspx?ID=2059

14. Leadership: A Call to Service
    https://servicecenter.chausa.org/ProductCatalog/Product.aspx?ID=2266

15. Ethics Lab 3: Facing Disparities in Health Care
    https://servicecenter.chausa.org/ProductCatalog/Product.aspx?ID=499

    https://servicecenter.chausa.org/ProductCatalog/Product.aspx?ID=516

17. One Vine, Different Branches: Sponsorship and Governance in Catholic Ministries
    https://servicecenter.chausa.org/ProductCatalog/Product.aspx?ID=536
18. Beyond Charity Care: Mission Matters for Tax-Exempt Health Care PDF
https://servicecenter.chausa.org/ProductCatalog/Product.aspx?ID=419

https://servicecenter.chausa.org/ProductCatalog/Product.aspx?ID=425

20. Leadership Formation Module: Catholic Social Tradition (CD)
https://servicecenter.chausa.org/ProductCatalog/Product.aspx?ID=2207

21. The Hospital-Based Spirituality Initiative: Creating Healing Environments (DVD)
https://servicecenter.chausa.org/ProductCatalog/Product.aspx?ID=487

22. Water Will Find a Way: The Ministry of Sponsorship Will Find a Way
https://servicecenter.chausa.org/ProductCatalog/Product.aspx?ID=488

23. Dignity and Vulnerability
https://servicecenter.chausa.org/ProductCatalog/Product.aspx?ID=434

24. Understanding the Ethical and Religious Directives for Catholic Health Care Services: Seeking Understanding, A Collection of Selected Readings
https://servicecenter.chausa.org/ProductCatalog/Product.aspx?ID=518

25. A Shared Statement of Identity for the Catholic Health Ministry (DVD Video)
https://servicecenter.chausa.org/ProductCatalog/Product.aspx?ID=484

26. Building Blocks for Effective Legislative Advocacy
https://servicecenter.chausa.org/ProductCatalog/Product.aspx?ID=452

27. Pastoral Care Audioconference: The Chaplain as Provider of Holistic Care (February 2008)
https://servicecenter.chausa.org/ProductCatalog/Product.aspx?ID=442

28. Sponsorship as a Unique Ministry: A Presentation by Sr. Juliana Casey, IHM, PhD, STD
https://servicecenter.chausa.org/ProductCatalog/Product.aspx?ID=485

29. A Call to Care (DVD Only)
https://servicecenter.chausa.org/ProductCatalog/Product.aspx?ID=489

30. A Sign of Hope: A Pastoral Letter on Healthcare by Joseph Cardinal Bernardin
https://servicecenter.chausa.org/ProductCatalog/Product.aspx?ID=544

31. Food for the Journey: Theological Foundations of the Catholic Healthcare Ministry
https://servicecenter.chausa.org/ProductCatalog/Product.aspx?ID=520

32. Understanding and Applying the Ethical and Religious Directives
https://servicecenter.chausa.org/ProductCatalog/Product.aspx?ID=518
This document was prepared by the Mission Services Department of the Catholic Health Association in collaboration with The Reid Group, and in consultation with mission leaders, sponsors and chief executive officers of CHA-member institutions.

For additional information, please go to www.chausa.org/missionleadercompetencies.