

Catholic Health, Mission-Differentiated Leadership Competency Model, Figure 1

Mission Competency	Emerging Leaders	Managers	Directors	Vice Presidents	Executives
Spiritually Grounded	<ul style="list-style-type: none"> • Participates in spiritual formation opportunities such as retreats or reflection sessions. • Seeks guidance from mentors to integrate spiritual values into their leadership practices. • Displays self-awareness of personal values and spiritual purpose. 	<ul style="list-style-type: none"> • Clearly communicates decisions and their ethical rationale. • Encourages team participation in spiritually based activities and reflection. • Supports team members' individual spiritual needs and ensures an inclusive environment for diverse beliefs. 	<ul style="list-style-type: none"> • Advocates for policies and goals that reflect Catholic spiritual teachings and values. • Facilitates regular reflections on spiritual values and the organizational mission with their teams. • Mentors and develops others in spiritual and leadership practices. 	<ul style="list-style-type: none"> • Ensures alignment between the broader health system's culture and its Catholic identity. • Champions organizational initiatives that reflect Catholic social teachings, spirituality and ethical standards. • Serves as a visible and authentic role model of the spiritual values and Catholic faith. 	<ul style="list-style-type: none"> • Leads efforts to integrate spiritual principles into long-term strategies. • Promotes a vision of health care that includes spiritual well-being as a core component. • Fosters partnerships with faith-based and community organizations to drive and uphold the organization's spiritual mission and values.
Mission and Values Integration	<ul style="list-style-type: none"> • Exhibits a personal commitment to the Catholic health system's mission and values. • Demonstrates behaviors that support the organization's core values, even when it is difficult to do so. • Actively participates in mission-related training and development programs and reflection. 	<ul style="list-style-type: none"> • Leads by example in integrating Catholic Health system's mission into daily operations and patient care practices. • Motivates the team to demonstrate mission-driven behaviors in all interactions by recognizing and rewarding mission-driven behaviors. • Supports team members in prioritizing and seeking out mission-related activities. 	<ul style="list-style-type: none"> • Takes responsibility for embedding the Catholic mission and values into the strategic goals of their department or unit. • Promotes interdepartmental collaboration, ensuring that all teams work together in the spirit of Catholic Health's core values to improve patient care. • Coaches and mentors others on how to effectively integrate the mission and core values into leadership and daily routines. 	<ul style="list-style-type: none"> • Integrates the Catholic mission and values into the organization's operations and strategic planning, ensuring alignment with organizational goals. • Serves as a sponsor for mission-aligned initiatives, advocating for resources and partnerships that support the organization's core values. • Holds the team accountable for creating a workplace climate that reflects a strong, mission-driven culture. 	<ul style="list-style-type: none"> • Ensures that the Catholic mission is embedded in the long-term vision and strategy of the broader organization. • Extends the Catholic Health system's mission and values into society through public statements and community events. • Upholds an organizational culture that prioritizes the mission and core values through role modeling and championing initiatives that exemplify the mission.
Values-Based Decision-Making/ Decision Quality	<ul style="list-style-type: none"> • Makes decisions based on ethical principles derived from the organization's core values. • Ensures decisions focus on the health, dignity and overall well-being of patients. • Makes sound, independent decisions by considering various inputs, criteria and trade-offs. 	<ul style="list-style-type: none"> • Demonstrates good judgment in deciding when to escalate an issue, while committing to fairness in decision-making. • Leads with empathy and compassion in decision-making, focusing on the social impacts on patients and team members. • Evaluates the ethical implications of decisions and facilitates team discussions on moral dilemmas, encouraging team members to incorporate data in making decisions. 	<ul style="list-style-type: none"> • Leads with a focus on the ethical implications across the department, developing policies and procedures that reflect Catholic values. • Coaches others to ensure patient care and well-being are central to every leadership decision. • Makes decisions with sustainable solutions in mind, prioritizing long-term business impacts and aligning with the Catholic commitment to stewardship and care for future generations. 	<ul style="list-style-type: none"> • Champions and advocates for organizational policies that reflect Catholic teachings. • Strives to balance the needs of various stakeholders, ensuring decisions serve both organizational goals and the broader community, aligning with Catholic social teachings. • Fosters an environment that encourages cross-functional analysis and decision-making, while assessing the long-term impact of decisions on the mission and values. 	<ul style="list-style-type: none"> • Leads transformative initiatives that shape health care policies, collaborating with stakeholders and creating positive organizational impact. • Considers the external impact of decisions, ensuring initiatives and partnerships support community health equity. • Role models ethical decision-making in visible, complex, high-stake situations (for example, financial and resource decisions).

Care for the Poor and Vulnerable Persons	<ul style="list-style-type: none"> • Educates self and others on community resources, financial assistance programs and social services offerings. • Participates in community outreach programs and engages in continuous learning regarding social determinants of health. • Addresses the unique needs of vulnerable patients with empathy and respect, ensuring they receive holistic care. 	<ul style="list-style-type: none"> • Advocates for allocating resources to programs that target support for low-income and vulnerable patients. • Works closely with social workers, community organizations and other support services to connect vulnerable patients to necessary resources beyond health care. • Ensures relevant care practices are inclusive and tailored to the unique needs of vulnerable groups and encourages team involvement in serving vulnerable populations. 	<ul style="list-style-type: none"> • Partners across departments to implement holistic policies that prioritize care for the poor and vulnerable, ensuring strategies reflect Catholic values. • Builds partnerships with community organizations, churches and charities to extend care and resources to vulnerable patients. • Creates care delivery models that address medical, social, emotional and economic challenges faced by vulnerable populations. 	<ul style="list-style-type: none"> • Embeds health equity as a core component of the organization's long-term goals, including identifying metrics to measure success. • Identifies creative solutions to provide resources to underserved populations, ensuring financial barriers do not limit access to necessary services. • Engages in public health initiatives and advocates for policy changes aimed at reducing disparities and promoting the well-being of vulnerable populations. 	<ul style="list-style-type: none"> • Uses the organization's influence to advocate for systematic changes that address social and economic justice and support the health and well-being of vulnerable populations. • Establishes and nurtures relationships with government agencies, nonprofit organizations and other health systems to support vulnerable communities. • Holds the organization accountable to its mission of serving the poor and vulnerable, ensuring resource allocation, care models and policies align with the organizational strategy.
Servant Leadership	<ul style="list-style-type: none"> • Actively listens to others' ideas, concerns and needs, creating an environment where everyone feels heard and valued. • Acts with honesty and humility when interacting with others. • Seeks feedback to improve service and leadership skills. • Demonstrates compassion and empathy in patient and team member interactions. 	<ul style="list-style-type: none"> • Recognizes and addresses the needs of both patients and the team, prioritizing their well-being and ensuring they feel supported in their roles and tasks. • Leads with transparency and humility, encouraging others to do the same. • Offers regular support to team members, helping them grow and providing development opportunities. • Provides support to others during challenging times. 	<ul style="list-style-type: none"> • Actively seeks input from diverse groups, ensuring that the voices of all stakeholders are heard and that decisions reflect inclusivity and equity. • Fosters a sense of trust and safety across the department by displaying transparency and humility. • Promotes the success of others by actively identifying and removing barriers to their success. • Advocates for team member work-life balance and develops processes that support team needs. 	<ul style="list-style-type: none"> • Prioritizes the well-being of others and the organization, even when it conflicts with personal interests. • Fosters a sense of trust and safety across departmental boundaries by promoting collaboration, transparency and humility. • Empowers others at all levels by advocating for resources to help others reach their potential. • Inspires a culture of empathy, service and respect across the organization and ensures policies and procedures reflect servant leadership principles. 	<ul style="list-style-type: none"> • Embraces leadership as a commitment to serving others, guiding decisions and actions to prioritize the community. • Leads the organization with transparency and integrity, prioritizing the moral responsibility to serve others above all, and inspires others to do the same. • Champions the development of leaders across the organization through mentorship and coaching and holds others accountable to practicing servant leadership. • Engages with the community and stakeholders empathetically.