

much more pressing than it used to be.

Regina Clifton, CHA senior associate for mission integration, described the work of CHA's Benchmarking



Regina Clifton

Task Force, which is developing a method that leaders of Catholic healthcare can use to gauge how closely their organizations are hewing to their missions. Clifton listed seven constitutive elements of Catholic identity drawn from the *Ethical and Religious Directives*

for Catholic Health Care Services, statements from Catholic healthcare systems, and CHA's fall 1998 regional meetings of system sponsors and CEOs:

- ▶ Promote and defend human dignity
- ▶ Attend to the whole person
- ▶ Care for the poor
- ▶ Promote the common good
- ▶ Act on behalf of justice
- ▶ Steward resources
- ▶ Act in communion with the Church

CHA associate **Julie Jones** talked about the benchmarking project's three phases: developing measures of Catholic identity, developing an assessment tool, and actually benchmarking performance at Catholic healthcare organizations. The task force hopes to begin benchmarking in July 2000, Jones said.

Cathy Sullivan Clark, vice president, Jennings Ryan & Kolb, Hadley, MA, asked session participants to suggest ways to strengthen the task force's work. One group said that the seven constitutive elements might be more easily communicated if they were illustrated by personal stories. Another group said that poets or professional communicators should be asked to help improve the language involved.

Session participants disagreed when Clark asked whether CHA should work with members to write a "trans-system, trans-congregational" statement. Yes, said one participant: "We need a stronger national voice on Catholic identity. We need it because so many systems and facilities have put out their own statements, and this has caused a lot of confusion." But another argued that it was too soon for such a statement. "We've brought together a lot of material," she said. "We need to refine it now."

Sr. Mary Rose McPhee Receives First Lifetime Achievement Award



Photo by John LaFata

Sr. Mary Rose McPhee, DC

In her 56 years of service to the Catholic health ministry, Sr. Mary Rose McPhee, DC, has sustained a life-long passion for ministering to the poor and underserved. That passion, combined with a legion of significant accomplishments, brought her CHA's first lifetime achievement award.

Sr. McPhee entered her community in 1941, interrupting her nursing studies to become a Daughter of Charity. She has demonstrated service and leadership as a nurse, a hospital administrator, a visitatrix, a CHA board member, and a regional executive. She has served as the CEO of Mary's Help Hospital, San Francisco; DePaul Hospital, St. Louis; Seton Medical Center, Austin, TX; and Hotel Dieu Hospital, New Orleans. During her stint as the first executive of the West Central Region of the Daughters of Charity Health System, she organized a modernization program that centralized purchas-

ing, financial programs, and management services for the seven-hospital region. Today she is executive director of Seton Cove, a not-for-profit interfaith center for spirituality rooted in Judeo-Christian beliefs.

As a mentor to many people in healthcare, she is known as a compassionate, humble executive who lives the Gospel values in her everyday life. In her role as a congregational leader, she was a catalyst for recruiting lay executives to top-level positions and for the development of management skills among many Daughters of Charity. A philosophy of "mission first, people always" characterizes all of her undertakings.