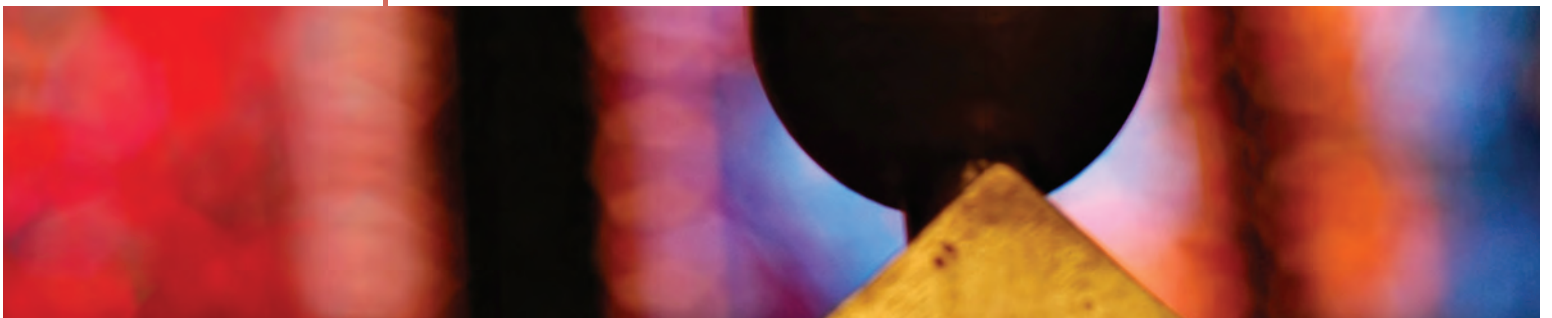




## Core Competencies of Sponsor





*“Incorporated in the church, each  
member of the People of God is inseparably  
a disciple and a missionary.”*

POPE FRANCIS  
SPEAKING TO A MARCH 2014  
CONFERENCE ON THE LAITY



## INTRODUCTION

Sponsors are responsible for carrying out the healing mission of Jesus in the world today and for stewarding the health ministries of the Catholic Church. As such, sponsors are accountable for maintaining Catholic identity and fidelity to Gospel teaching of the Church's health ministries in service to the common good and care for persons in need, particularly those who are poor and vulnerable.

Being a community of faith is intrinsic to the very nature of sponsorship. Sponsors act not only in the name of a particular health institution or system, but also on behalf of the faith community that bears witness to Jesus' call for love and healing.

In concert with the Second Vatican Council's call to the laity to actively engage in the life of the Church, Catholic health care has embraced the growing role of the laity in all facets of leadership. In the United States, this leadership includes serving as Members of a canonical sponsor known as a Juridic Person of the Church's health care apostolate.

Although the structure of a particular Juridic Person may vary in light of the charism or characteristics of its ministry, all Juridic Persons must have core competencies to fulfill the canonical responsibility of building up the faith community. These competencies are vital due to the complex role sponsors play in stewarding the Church's health ministries through the dynamic and turbulent environment for health care in the United States.

In light of the growing role of the laity in sponsorship, the Catholic Health Association of the United States has engaged members and leaders of sponsored health ministries to develop core competencies to guide Members of Juridic Persons in their responsibility for the Church's health ministry now and into the future.

This work is particularly timely considering the increasing complexity of health care in the United States and the formation of partnerships with diverse businesses and secular groups to meet emerging needs of communities and populations.

These competencies are designed to assist with ...

- + Improving the clarity and effectiveness of the role of sponsor
- + Preparing new Members and ensuring the ongoing formation of current Members
- + Identifying and selecting potential new Members of the Juridic Person

The competencies presented in this CHA document represent the ideal. They are intended to guide and inspire Juridic Persons in their canonical responsibility to shepherd the healing mission of Jesus in the world.

## ROLE OF THE JURIDIC PERSON AND INDIVIDUAL MEMBERS

As a group, the Juridic Person holds the *Collective Knowledge* that is foundational to the ministry's Catholic identity as it is refined and expressed by contemporary experience and ongoing theological reflection.

The Juridic Person has expertise in its own right or sufficient knowledge of the following areas to know when to engage expert resources for counsel and guidance....

- + Scripture
- + Catholic Moral Tradition
- + Catholic Social Teaching and its preferential option for those who are poor and vulnerable
- + Tradition, mission, and values of the ministry, including the charism and history of the founding congregations
- + What it means to be a ministry of the Catholic Church and the workings and structure of the Church

- † Complexities of providing services for the health and well-being of individual persons, diverse communities, and the Earth
- † *Ethical and Religious Directives for Catholic Health Care Services*
- † Reserved powers of the Juridic Person
- † Relationships of the Juridic Person to the Holy See, local bishop, governance, and management
- † Civil law as it directs health care and canon law as it pertains to a ministry of the Church

Members embrace the call to advance the work of the Juridic Person in carrying out Jesus' mission of love and healing in the world. Each person freely shares his/her talent, expertise, and perspective to support the Juridic Person in its responsibility for the health ministry of the Church.

Each Member of the Juridic Person....

- † Is a witness and advocate for holding sacred the flourishing of the healing ministry of Jesus as expressed in Catholic health care, especially for those who are poor and vulnerable
- † Is, as a person of faith, integrity, and spirituality, committed to continual personal growth and the ongoing formation of a loving, prayerful, and discerning community of Members
- † Deals thoughtfully with complex issues for the good of the ministry and welcomes others into the space between the current reality and a hope-filled vision of the future
- † Brings hope and courage to the work of the ministry



CORE  
COMPETENCIES  
OF SPONSOR



## CORE COMPETENCIES OF SPONSOR

The Juridic Person is responsible for stewarding the health ministry of the Catholic Church in fidelity to Gospel teachings and Catholic identity in its service to the common good and persons in need, particularly those who are poor and vulnerable. As a thriving community that embraces change and diversity, the Juridic Person is a strong moral voice for justice and compassion in advancing the health and well-being of diverse employees, patients, families, communities, and the world.

To faithfully exercise their responsibility, the Juridic Person and Members of the Juridic Person possess the following core competencies demonstrated by the ability to...

- 1 Identify OPPORTUNITIES & CHALLENGES to Catholic health ministry
- 2 Generate thoughtful DIALOGUE and theological REFLECTION on issues key to the ministry
- 3 Provide clear guidance and direction on issues related to the areas listed as *COLLECTIVE KNOWLEDGE*
- 4 Foster RELATIONSHIPS within the ministry, with diverse groups, and within the Church for the vitality of the ministry in carrying out the mission
- 5 Participate in ONGOING FORMATION and ensure robust formation for ministry leaders
- 6 Exercise complexity of thought and DECISION MAKING
- 7 Hold the ambiguity and tension between what the ministry is today and a VISION for what it is being called to become
- 8 Form a VIBRANT AND PRAYERFUL COMMUNITY and sustain the vitality and diversity of that community for the future

No individual Member of the sponsoring group is expected to be proficient in all areas as each person brings particular competencies to the role of sponsor by virtue of his or her expertise, gifts, and perspective. It is through the shared experience of Members and the ongoing formation of the group that the Juridic Person collectively grows and deepens into a prayerful community that shepherds the healing mission of Jesus in the world.





## APPENDIX: SUPPORTING ABILITIES FOR SPONSOR COMPETENCIES



### IDENTIFY OPPORTUNITIES AND CHALLENGES TO CATHOLIC HEALTH MINISTRY

This competency relies on the abilities to...

- + Continually attend to and evaluate the ministry, the community, health care, and the world through the lens of *Collective Knowledge*
- + Recognize and name opportunities and challenges to further realization of the ministry
- + Assess and evaluate the core principles of Catholic identity as expressed in the ministry
- + Articulate a vision that always focuses on realizing the Gospel call for justice and compassion



### GENERATE THOUGHTFUL DIALOGUE AND THEOLOGICAL REFLECTION ON ISSUES KEY TO THE MINISTRY

This competency relies on the abilities to...

- + Identify critical contemporary issues in light of *Collective Knowledge*
- + Invite into prayerful dialogue and discernment key persons who represent diverse thought, experience, and stakeholders on critical issues for the ministry
- + Respectfully ask probing questions to ensure fidelity to Catholic identity, mission, values, and the common good
- + Create an atmosphere of openness and willingness to embrace change
- + Assure that important and relevant aspects of *Collective Knowledge* are present and understandable in order to support the group's dialogue and reflection
- + Initiate and participate as appropriate in formal discernment process on critical issues





PROVIDE CLEAR GUIDANCE AND DIRECTION ON ISSUES  
RELATED TO *COLLECTIVE KNOWLEDGE*

This competency relies on the abilities to...

- + Determine when guidance and direction are required
- + Ensure the necessary *Collective Knowledge* guides discernment and decision making
- + Articulate a clear position when necessary
- + Call for and support others in risk-taking for the sake of those who are poor and vulnerable



FOSTER RELATIONSHIPS WITHIN THE MINISTRY, WITH DIVERSE  
GROUPS, AND WITHIN THE CHURCH FOR THE VITALITY OF THE  
MINISTRY IN CARRYING OUT THE MISSION

This competency relies on the abilities to...

- + Listen appreciatively, ask key questions, generate respectful dialogue, and work toward consensus when it is appropriate
- + Explore possibilities and proactively engage institutional Church for the sake of advancing ministry
- + Ensure voices that represent diverse interests and needs of the community are present, heard, and valued in all dialogues
- + Educate partners on Catholic Social Teaching and the role of the Juridic Person
- + Advocate for care for persons who are poor and vulnerable and place the common good at the heart of all activities and relationships
- + Assess and evaluate the appropriateness of potential partners in the ministry



PARTICIPATE IN ONGOING FORMATION AND ENSURE ROBUST  
FORMATION OF MINISTRY LEADERS

This competency relies on the abilities to...

- + Assure there is an effective formation program for the ministry
- + Champion active participation in the ministry's formation program
- + Mentor and companion others in ministry leadership



#### EXERCISE COMPLEXITY OF THOUGHT AND DECISION MAKING

This competency relies on the abilities to...

- + Hold many, diverse, and often conflicting interests in balance
- + Focus on core polarities: the practical/aspirational; long-term/short-term; local/broader needs; ministry/ business environment
- + Analyze and think strategically, conceptually, and systemically
- + Envision unimagined possibilities and resolutions to problems
- + Engage and bring others to values-based decision making



#### HOLD THE AMBIGUITY AND TENSION BETWEEN WHAT THE MINISTRY IS TODAY AND A VISION FOR WHAT IT IS BEING CALLED TO BECOME

This competency relies on the abilities to...

- + Hold the tension of key polarities that are at the heart of the ministry; e.g., what is today/prophetic future, honoring core traditions/adapting to new realities
- + Invite others into these polarities and ambiguities as essential components of discernment and ministry leadership
- + Courageously assert that the ministry's identity will continue to find new forms that are faithful to the healing ministry of Jesus Christ



#### FORM A VIBRANT AND PRAYERFUL JURIDIC PERSON AND SUSTAIN THE VITALITY AND DIVERSITY OF THAT COMMUNITY FOR THE FUTURE

This competency relies on the abilities to...

- + Pray together and engage in rigorous theological reflection when appropriate
- + Remind each other continually of the shared commitment to persons who are poor and vulnerable
- + Listen to each other so that the richness of the *Collective Knowledge* is present in all dialogue
- + Hold each other accountable for speaking courageously for the good of the ministry and the Church
- + Treasure the history and traditions of the ministry and be eager for their evolution to more fully realize the healing ministry of Jesus Christ
- + Identify and nurture candidates for sponsorship
- + Choose and select new sponsor Members with particular attention to enriching the Juridic Person through diversity that reflects the communities we serve
- + Actively participate in ongoing sponsor formation



*“The laity, dedicated as they are to  
Christ and anointed by the Holy Spirit,  
are marvelously called and prepared  
so that ever richer fruits of the Spirit may  
be produced in them.”*

DOGOMATIC CONSTITUTION ON THE CHURCH,  
CHAPTER IV. NO 34

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