

Standards of Excellence in Mission Integration

Organizational Identity

Catholic Health Initiatives (CHI) is deeply rooted in Sacred Scriptures, its heritage and Catholic Social Teachings. CHI understands itself through the Emmaus story found in Luke's Gospel (Lk 23:13-33). The story's challenges to recognize the stranger, to be open to possibility, to provide hospitality, to recognize God's presence among us, are the challenges presented to CHI as a faith based, Mission driven organization.

The question found in the Emmaus story "Have you not heard or seen what has been happening"? compels CHI to continually read the signs of the times, and like the founding sisters, search for new ways to meet needs by building healthier communities. The role of Mission is unique in faith based healthcare. The Mission Integration function helps the organization see itself as God's healing presence in the world.

Standard 1. Catholic Health Initiatives' heritage, Catholic Social Teachings, Mission and core values inform and shape the organization's vision, strategic plans and operational decisions.

- 1.1 Strategic planning, budgeting and capital decisions are made consistent with the organization's legacy of Catholic Social Teachings and its Mission and core values and reflect values based discernment to assure alignment.
- 1.2 CHI's Mission and core values are demonstrated in operations and experienced in the organization's culture.
 - 1.2.1 Policies support, reflect and advance CHI's Mission and core values in both content and process.
 - 1.2.2 Formation occurs to assure Mission is integrated throughout the whole of CHI. Every effort is made to support leaders to align their leadership practices with the ministry focus of Catholic health care.

Standard 2. All leaders and key constituencies understand and advance the Catholic Social Teachings, CHI's Mission, core values, heritage and the **Ethical and Religious Directives for Catholic Health Services (ERDs)**, as well as the organization's relationship with the Catholic Church.

2.1 A designated member of the regional/divisional senior executive team, with professional preparation in Mission leadership, is accountable for Mission integration including organizational identity, workplace spirituality and culture, ethics, formation and healthy communities.

- 2.1.1 The Mission Integration leader must possess professional and theological expertise and demonstrate competence in the work of Mission integration.
- 2.1.2 Hiring of the regional/divisional Mission Integration leader is done in conjunction with the national office. Hiring of the local Mission Integration leaders is the responsibility of the regional/divisional Mission Integration leader.
- 2.1.3 The Mission Integration leader must enable and equip leaders and associates to engage in formation and theological reflection that enhances the understanding of Mission and helps sustain the identity of CHI as a ministry of the church.
- 2.1.4 The Mission Integration leader must be prepared to clearly articulate the theological, ethical, and spiritual grounding and implications of strategic and operational decisions and actions.
- 2.1.5 Wherever there is an executive leadership group within CHI, there is a professionally prepared and competent Mission Integration leader on the team. CHI uses the competencies developed by CHA as its guide and measure of competency. Designated individuals in the national and regional ethics role must meet the CHA qualifications and competencies for ethicists.
- 2.2 The infrastructure of competencies, standard work, mechanisms, performance oversight and quality indicators is managed at the national level; with the enhancement, integration and delivery oversight residing at the regional level.
- 2.3 In key decision making throughout CHI, an ethical discernment process is used with the Mission Integration leader as its sponsor.

Standard 3. CHI employs a variety of approaches, including advocacy, innovation and philanthropy to address the social, political and economic structures that affect the health of persons, especially those most vulnerable.

- 3.1 While the Mission Integration leader may or may not have direct responsibility for the areas mentioned in this standard; by virtue of the integrative role of Mission

Integration, the Mission Integration leader participates in and complements the functions.

Standard 4. Following in the footsteps of our founding sisters, CHI exercises responsible stewardship of the environment and partners with others to advance ecological initiatives.

- 4.1 The Mission Integration leader participates in the education and understanding of the necessity to care Mother Earth and whenever and wherever possible takes a leadership role in the stewardship of natural world.

Spirituality and Culture

Among the most obvious distinctions of Catholic health care is that of its attention to spirituality and culture. Both are reflections of Catholic Social Teachings, a rich heritage, history and tradition; and both, spirituality and culture, serve to ensure the commitment to continue the legacy of the founding sisters into the future.

Concepts such as diversity and hospitality are more than mere fashion, they are rooted in Scripture, Catholic Social Teachings and tradition. A special concern for those who are poor and vulnerable, attention to building healthier communities, hospitality and compassion, Reverence and Integrity are all rooted in Scripture, the social teaching, tradition and the heritage of the founding sisters.

Spirituality gives meaning and purpose to work and helps individuals build community and connect to the common good.

Standard 5. CHI promotes an understanding of the human person as body, mind and spirit; embraces the spiritual dimension of life, promotes the importance of living the core values of Reverence, Integrity, Compassion and Excellence and the core values' cultural attributes.

5.1 Mission Integration fosters workplace spirituality by embedding the Mission, core values and cultural attributes within the culture through formation, organizational development, spiritual care and HR processes and programs.

- 5.1.1 The regional/divisional Mission Integration leader pays special attention to the charisms of the founding congregations using them to educate and form a culture reflective of the heritage.

5.2 CHI's formation program provides leadership that assures theological and spiritual integrity of agreed upon content, programs and processes. Performance oversight, standard work, quality indicators and development of core content for CHI formational opportunities and resources is managed at the national level; with the enhancement, integration and delivery oversight residing at the regional level.

5.2.1 Mission Integration leaders are the formation leaders at the corporate and regional/divisional levels of the organization.

5.2.2 The design, development and delivery of agreed upon formation content and programs are promulgated, both, at the corporate and regional/divisional levels.

5.2.3 Under the auspices of the Mission Integration leader, board members, physicians, advanced practice providers, leaders, directors, managers and employees receive initial orientation, on-going education and formation opportunities to learn about the heritage, social teachings, Mission, core values, cultural attributes and the ERDs.

5.3 Under the guidance of the Mission Integration leader, CHI attends to the spiritual needs of patients, residents in senior living facilities, their families and staff, with professionally certified chaplains.

5.3.1 Chaplains are certified in ACPE, NACC, APC and other NACC approved accredited programs and participate in on-going education.

5.3.2 Chaplains are required to have four units of CPE and eligible for certification.

5.4 The provision of spiritual care is integrated with patient/resident care processes and is sufficiently staffed to provide effective care.

5.4.1 Professional chaplains participate in patient/resident care including care conferences, quality improvement and multidisciplinary care planning.

5.4.2 Spiritual care departments establish practices, policies and procedures that assure the provision of spiritual care services, including sacraments and rituals of the Catholic Church and other faith traditions.

5.5 Spiritual Care services support the variety of beliefs of those served by demonstrating respect for the breath of spiritual and religious beliefs.

Standard 6. CHI fosters a just work environment characterized by reverence for all person, celebration of diversity, and opportunities for growth and development.

6.1 The Mission Integration and Human Resource functions work together in the development of policies and procedures, especially those related to selection, diversity and leadership development.

6.1.1 Mission Integration leader, along with HR leader, helps the organization understand and appreciate all forms of diversity especially that of religious and cultural diversity.

6.1.2 The Mission Integration leaders plays an active role in the selection of leaders for the organization. Along with other leaders, the regional/divisional Mission Integration leader, interviews candidates for leadership positions and has influence on the decision of the final candidate.

6.2 Mission Integration function participates in the orientation of all new employees; and continues ministry education through various formation opportunities.

6.2.1 Adequate resources are invested in leadership education and ministry formation of physicians, advance practice providers, leaders and associates.

6.4 Mission Integration leadership marks special occasions and heritage days with rituals and reflections that affirm the spiritual dimension of the community of work. In places that were founded by a religious congregation, special attention should be paid to enhancing the original charisms.

6.4.1 Under the sponsorship of the Mission Integration leader, all significant gatherings and meetings begin with a reflection/prayer that helps those gathered and assists them to connect with the deeper purpose and meaning of their work.

Striving for Excellence

One of CHI's foundational documents suggests the key roles of Mission Integration leaders are: the ability to proclaim, build communities, integrate perspectives, inspire, advocate, share responsibilities and form others. Roles that are a reminder to continually strive for excellence on both a personal and organizational level. Mission Integration at its heart is about relationships. Ethical integrity helps binds the organization to its belief systems by enhancing those relationships and helping the organization be true to who we say we are.

Standard 7. CHI promotes ethical integrity in organizational and business practices. CHI nurtures this legacy with its emphasis on theology and its implication for ethics: where it is seen to form leaders in ethics competencies, integrate key systems and structures, and facilitate discernment of key ministry questions

7.1 CHI is a Catholic ministry and honors the moral traditions in its practices. Physicians, advanced practice providers, leaders, associates and partners are adequately prepared to know, understand and respond to the ethical challenges that arise in our ever changing health care environment.

7.2. In collaboration with the appropriate people at the national and regional level, the Mission Integration leaders maintains an on-going communication with bishops in the diocese where CHI has a presence.

Standard 8. The ethics mechanism are in place within the spectrum of the health ministry to address ethical issues and foster an ethical culture. It is the responsibility of the Mission integration leader, in collaboration with other leaders to sponsor and support the development of ethics mechanisms.

Standard 9. Church relations involve different types of role involvements at a national or regional level and on a case by case basis. At the regional/divisional level the Mission Integration leader collaborates with the CEO to ensure good local church relations.

12.1. The Mission Integration leader aids individuals within the organization in collaborating with state and local government agencies especially regarding health policy.

Community Health and the Common Good

In the Christian tradition, to bring about the reign, or the kingdom of God is akin to building community. For believers, community is a place where the commandment to ‘love one another’ can become a reality, where the “King will answer and say, truly I say to you, to the extent that you gave to the hungry, the thirsty, the naked, the sick, the imprisoned or to one of my brothers and sisters, even the least of them, you did it for me.” (Mt 25:35-40)

Standard 13. Creating healthy communities is a foundational element of CHI’s Mission and vision and a key responsibility of the Mission Integration leader. CHI is committed to working in collaboration with local communities to improve community health status and build community capacity, with a special concern for those who are poor and vulnerable.

13.1 A hallmark of CHI’s commitment to healthy communities is the Mission and Ministry Fund, which provides grants to CHI facilities and participating religious congregations for creating healthy communities. The Mission Integration leader champions the process.

13.1.1 In solidarity with our brothers and sisters around the world, CHI’s call to create healthy communities extends to fostering global ministry relationships, especially in service to those who are poor and vulnerable.

13.2 Under the leadership and guidance of the Mission Integration leader, CHI provider organizations document and report their efforts to improve community health through a standard community benefit reporting progress in compliance with federal and state regulations.

13.3 The Mission Integration leader works very closely with Strategy assuring the strategic plan is tied to the community needs assessment.

Emerging Markets

The idea of emerging markets flows from a deeper understanding of our name, Catholic Health Initiatives. From its beginnings, the vision of the founders flowed from the Vatican II challenge “to read the signs of the times”. For the founding sisters, the word “Initiatives” rather than ‘system’ spoke of their vision to look beyond buildings and sick care to finding ways to build healthier communities. As an organization, we are compelled to look beyond the obvious so we can see what needs to be done to bring about healthier communities and participates in the building of the Kingdom of God.

Standard 14. The Mission Integration leader serves as a catalyst for identifying emerging markets and when the markets are identified, the Mission Integration leader becomes part of the executive team, helping to influence and discern needs and strategies.