



**CHA Leader Formation Taskforce
Meeting Summary
5 June 2014**

1. Opening Prayer

Susan led a reflection based on “The Blessing of Not Being Perfect” by Joan Chittister and included in meeting summary.

2. Welcome and introductions (apologies)

Invited

Jennifer Stratton

Kevin Mercer

Sr Anne Hetherington

Helen Clarke rsc

Brigid Tracey

Stephen Cornelissen

Kerry Shearer for Stephen Cornelissen

Jan Horsnell

Cath Garner

Rev Dr Joe Parkinson

Rev Dr Gerard Arbuckle SM

Dr Tony Baker

Martin Laverty (Staff)

Susan Sullivan (Staff)

3. Summary of previous meeting

This was accepted with minor amendments. Agenda Item 5, Action Item 3(e) should read “There is a need for scoping and a role description for the mission leader role. At Agenda Item 4 regarding the mission reporting framework it was noted that all members is struggling with this.

4 Pathways Communications Strategy – updated (Attachment 2)

Martin’s recent Member Briefings identified good awareness of and support for Pathways and an appreciation of the value of pooled funding. Discussion with four group CEOs suggests willingness to commit to shared resourcing if a tangible concept and plan for the future can be developed towards which these funds can be directed. It was noted the Member Survey (December to March 2014) suggested the sector is still not thinking collaboratively but in the usual silos. Key messages need to be developed and re-iterated frequently and at every opportunity. For example “The sector has a mission and this mission is shared by the members” as opposed to “the system has a mission”; “we are called to collaborate in a common mission”. We must avoid reinforcing the individualism of each system. This is a counter cultural message. At the same time it is important to enable a sense of ownership of the process by the systems. The lingering attachment by some to the presence of the Sisters as a source of Catholic identity needs to be challenged by a new understanding of Catholic identity. There is a considerable urgency to achieving this appreciation. The fact that the laity are now assuming responsibility offers a new opportunity to leave behind the multiple ‘identities’ of individual orders because by definition lay people have one ecclesial identity rather than an identity within a particular order or charism.

Fr Gerry noted the anthropological problem in people looking back to the past and even the challenge of religious orders and clergy seeking to retain the authority of the past rather than being behind the emerging lay responsibility and authority. SJOGHC appears to be further advanced than most in their commitment to lay formation. Other systems are not yet as aware of the need to commit resources.

To get to where we need to be we must convey the key message that Pathways is developing the solution to an enormous challenge. It was noted that developing our Catholic ethos has the potential to offer a unique competitive advantage which translates to a business advantage. Some ways of conveying the message more forcefully were suggested including: seeking endorsement from the religious institutes/CRA as well as the Bishops Conference; ensuring the August Conference has a recurring focus on Pathways and incorporates other strategies to keep the initiative high profile. Conference suggestions included: a flyer in the Conference satchel; an ancillary meeting for trustees, board directors and CEOs focussed on Pathways; a promotional 'Pop-Up'; someone to be identified consistently as the spokesperson for Pathways and endorsed and delegated by Martin at the CHA Conference.

It will be important to avoid creating the sense that Pathways is a CHA takeover.

5 MLC Assessment - issues to be considered

Discussion took place about what else might need to be considered in the validation of the MLC program. Fr Gerry reiterated his concerns that culture needs to be understood more broadly than is conveyed in the book "Tradition on the Move". He has a Skype-meeting with Larry O'Connell and Jack Shea planned for July to discuss this further. At the heart of culture is the way people *feel* not just what they *do*, and this affects every aspect of learning and practice. The mission leader is an important culture-bearer and carrier of the founding story and it's not sufficient to say "this is everyone's responsibility".

While the ACU Graduate Certificate in Leadership & Catholic Culture (GCLCC) has had very positive impact it is an academic course with a fundamentally different methodology to MLC. MLC is based on a process of theological reflection and making connections directly with work practices. It aims to be transformative more than simply informative. The effectiveness of the GCLCC seems to be very "teacher-dependent". It may be worth considering whether the GCLCC could be adapted in light of the MLC methodology. If however the MLC is seen as a much better program we will have to do the hard work of selling it to members. We need to be mindful of the resource issue if MLC is established as it will likely draw resources away from GCLCC.

6 Pathways projects planning (For reference see Attachments 4, 5)

Each of the five projects was considered in light of the steps needed to make progress.

6.1 Online ethics course (Attachment 6)

The outline developed by Susan was endorsed. The audience is seen primarily as senior managers and senior clinicians, but in time it could be expected that everyone at board director and executive level has completed it. HREC members and pastoral practitioners would also benefit. A Reference Group will be established consisting of Fr Joe Parkinson, Fr Cormac Nagle, Madonna McGahan (both representing CHA Mission & Identity Committee), Maureen Waddington, a DON, a physician (possibly Peter Ravenscroft or Richard Chai). An ongoing and sustainable cohort could be achieved through having the mission leader participate with at least one other colleague. Susan has had preliminary conversations with BBI who are happy to support its establishment with set up costs likely in the order of about \$30,000. An ongoing fee for participation of \$150 per person would be necessary to cover coordinator costs. The process for establishment of the course could enable it to be an exemplar for the Pathways collaborative model. SJOGHC has agreed that the intellectual property they have invested in the "Maintaining Our Ethical Culture" course can be adapted for the CHA online ethics course. The Taskforce agreed that the course should be established through a pooled funding arrangement as this provides another means of modelling a collaborative approach.

6.2 Resource/s to address the issue of language

Tony Doherty's book *So You're Working For the Catholic Church* has been quite well received by non-Catholics who have used it. The target audience is seen as board directors, senior leaders including executives and senior clinicians, rather than bedside clinicians. The goal would be to assist participants feel confident, to feel respected partners in the mission, and fluent in their use of key language and concepts so that this impacts on their communication with those who report to them. A glossary could

be developed for inclusion in the book and be available for separate uploading to CHA website and the websites of members. It is seen as a good sign that this was prioritised in the survey as people have to first want to understand the language.

6.3 Mission Leader Formation program

The goal of this initiative is to help participants to understand the role; build their confidence; assist them to grow in effectiveness and to contribute to articulation of the context of their role (e.g. the large number of staff who are not Catholic, post-modernity). There will be significant differences between different types of services e.g. acute services, aged care. These differences contribute to the context that needs to be examined and understood. The target group is two-fold: current as well as future mission leaders.

Attracting and preparing mission leaders also needs to be considered. There is an urgency to develop the next generation. Developing the executive capacity and the broad understanding of operational matters to enable a mission leader to interact effectively at an executive level is critical so that they have credibility with their colleagues. There needs to be a clear role description and a clear pathway for career development.

A promotional resource for the mission leader role needs to be developed similar to that developed by CHA-USA. This could be available on the CHA website and more widely, to attract interest in being a mission leader, communicating the prophetic nature of the role and the credentials needed.

6.4 Assessment of formation needs

The Taskforce examined the CHA-USA Personal Development Plan which provides reflection questions for each dimension of the mission competencies described for senior leader roles. This was agreed to be a useful model for development of something similar with the CHA Continuing the Mission resource as the basis. It was noted that an effective relationship with HR was seen as integral to mission.

6.5 Evaluate effectiveness of formation programs

The discussion focussed on consideration of how and what would be evaluated and what impacts would need to be measured e.g. what would be identifiable in an organisation as a result of effective formation? What would be identifiable in the person as a result of effective formation? What observable behaviours might there be? Other processes and practices could incorporate this dimension e.g. performance appraisals could incorporate a dimension of reflection on the impact of formation including through 360° reviews. Evaluation should focus on assessing the objectives of formation programs. The process would need to include both a questionnaire and an interview. Interviewers would need to be skilled-up for the task. There might be a group of skilled interviewers somewhat similar to ACHS accreditors who move around the systems to conduct the interviews. Trustees would have a team of such people, as would board directors and executives. The focus would be an evaluation of the effectiveness of what's been done so far and what is needed for future development. This links with the task of assessing formation needs. There could be a similar group of people doing both tasks.

7 Matters for Noting

7.1 Integro consultancy – update

A progress update was provided by Susan. Now that Martin's letter has gone out to group CEOs and other senior people the Integro Team will begin approaching the contacts provided by the Taskforce members. The conversations will be conducted through June and July with an interim report to the Taskforce at the August teleconference and a Final Report presented at the CHA Conference.

7.2 Other initiatives being considered

7.2.1 Elements of a mission integrity/reporting framework (Meeting Minutes 11/4/14)

This task was raised at both the CHA Mission & Identity Committee and the Taskforce. It will be referred to the CHA Mission Committee to lead a response which will be reviewed by the Taskforce.

8.2.2 Framework for establishing formation expectations

This concept is not currently a project identified for development and Susan provided the context and outline for its introduction and perceived urgency, being an outcome of Martin's conversations with key CEO during and following the recent Member Briefings.

There is a perception that four large systems are poised to commit significant funds to Pathways if there is a sufficiently attractive concept as a focus. For consideration is a professional development (PD) guideline with accompanying PD points to motivate participation, similar to the AICD Continuing Professional Development framework and points system. The PD plan would describe the particular formation programs to be completed to fulfil the necessary points. Once this framework is agreed the systems would be invited to commit to a shared resourcing and governance arrangement to achieve its implementation. It is anticipated that the findings from the Integro consultancy will validate the need to be address new resourcing through such a shared arrangement. The Integro consultancy report at the August CHA Conference is expected to provide the substance for the framework i.e. available resources within systems, along with identified gaps. This would be refined and tested further through follow-up member consultation, and finalised for potential mandating at the April Governance Conference.

The Taskforce considered the pros and cons of the proposal and expressed a range of views on the proposed PD framework as the appropriate mechanism to achieve this. It was agreed that we need to identify urgently a mechanism through which the sector will be motivated, and attracted to commit to genuine, ongoing, sustainable collaboration namely via a pooled funding and governance.

There was a perception that: we need to be prescriptive about formation and we need something in place urgently, so we need to be bold at this point; we ought to have something like this in place eventually; the wording would be important e.g. 'expectations' rather than 'requirements'; whether the CHA Governance Course could be the mandated formation requirements along with the online ethics course when developed; whether Bishop Don and/or the Stewardship Board could endorse and legitimise it.

There was also a perception that: it sounded too prescriptive and may not respect/reflect the different approaches to formation of different organisations; small steps are necessary and this would represent a very large step; we don't have sufficient resources in place at present to populate such a framework; it is too early to introduce such a framework and better to get there with a 'softly, softly' approach; it is a very top-down approach which may not be well received by some members and turn them away from Pathways; the logistics of documentation would be enormous; how will systems relying on internal formation opportunities such as the Mercy Institute/Mercy Partners open up their opportunities to others or would they likely rely on their own resources to achieve points and so not really 'collaborate'; how will CHA have the authority to impose such a framework.

8.2.3 Orientation program for new executives (Meeting Minutes 11/4/14)

It was seen as very valuable to have a sector-wide new executive orientation/formation program. If run across the sector rather than within systems would reinforce the concept that they are joining something bigger than an individual system. It could incorporate an introduction to CHA and its resources. It would offer valuable networks for future professional development and support. This initiative will be considered when the first five priorities have been accomplished.

9. General Business

Nil

Pathways 2014 Revised meeting dates

Next meeting:

Tuesday 5 August (By teleconference, 1:30 – 3:30pm AEDT)

Future meeting dates

Thursday 23 October (Face-to-face, Sydney, MAM offices in Bondi Junction, 9:30 – 3:30)

Wednesday 3 December (By teleconference, 1:30 AEDT)

10. Meeting Close

The Taskforce reflected on the words of Pope Benedict, Palm Sunday 2007:

“Love is the only force capable of changing the heart of the human person and of all humanity.”

The meeting closed at 3:30pm.

The blessing of not being perfect

“This is the very perfection of a person, to find out our own imperfections.” –Saint Augustine

Humanity is a mixture of blunders. That’s what makes it so charming, so interesting to be around. Because none of us is complete, we all need one another. It’s only when we convince ourselves that we are the fullness of all that is, that we become spiritually poor.

The nice thing about being human is that you get to fail a lot. Value that; it’s priceless. It gives us such respect for everybody else. The reason clowns and slapstick comedians are so popular is that, if truth were known, we all see in them the parts of ourselves we try too hard to hide. When we take ourselves too seriously, we forget that the only thing we know for sure that’s eternal is God.

Making mistakes is part of the growth process. We must learn to be much gentler about this with other people. We must also learn to be gentler with ourselves. Otherwise what we expect of ourselves, we will expect of everybody else. And that can be tragic. For all of us.

Never be afraid to admit that you “don’t know” or “can’t find” or “couldn’t do” something. Our imperfections and inability are the only thing we have that give us the right to the support of the rest of the human race.

The gift of knowing what we lack is the gift we have to give to the abilities of others. As the Irish proverb says, “it is in the shelter of each other that the people live.”

- **Joan Chittister, *Aspects of the Heart***