



Report to the Stewardship Board April 2014

1. Introduction

This paper provides the CHA Stewardship Board with information on the background, progress to date and possible future directions of the CHA Leader Formation initiative now known as Pathways. It covers the following areas:

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2. Pathways rationale

In April 2013 CHA hosted the conference “Stewards of the Mission” which brought together 130 senior representatives of Catholic health and aged care ministries and related organisations. A discussion paper was prepared for that conference titled “*Governance and Leadership of the Mission: Towards a 10-Year Plan*”. The paper summarised the major challenges facing trustee, board directors and senior leaders of Catholic health and aged care in the coming decade with respect to their obligations to sustain the mission and Catholic identity of their ministries.

In the context of the prevailing secular culture and in light of the new generation of lay leaders assuming responsibilities which were once the preserve of religious women and men, these challenges were identified as: recruitment of people suitably equipped and disposed to be effective in supporting and sustaining the mission of the Church through their ministries; the diverse range of backgrounds and exposure to Church of lay leaders; the need to clarify scope and conduct of roles critical to supporting an organisations’ capacity to sustain its mission and Catholic identity e.g. trustee and mission leader; the significant mission risk to Church ministries associated with failure to plan and invest appropriately in leader formation; the impending gap in theological expertise to

support leader formation unless steps are taken to encourage and support a new generation of theologians and thought leaders; heightened issues for small, rural or regional and less well-resourced Catholic services.

The outcome of consideration by conference participants of these challenges was a mandate to establish a CHA Taskforce with responsibility for planning and implementation of the strategies and resources necessary to ensure effective governance and leadership of the mission of Catholic health and aged care now and in the future.

3. Pathways progress

Through 2013 the Pathways initiative has evolved to be the vehicle to progress the collaborative approach to leader formation mandated by the April 2013 Governance conference. The focus for all Pathways initiatives is specifically the mission-related dimensions of leadership responsibilities. Capacity and development in other professional capabilities is addressed by individual member organisations.

Membership of the Pathways Taskforce is representative of the large systems as well as smaller aged care groups at trustee, board or executive level. The Taskforce has met four times since establishment. Achievements so far include:

- Agreeing Taskforce terms of reference and scope for the collaboration.
- Clarifying the role of members of the Pathways Taskforce. They are seen as having a significant part in designing the components of the collaborative approach to leader formation as well as in communication and liaison within their organisations.
- Developing a *Communications Plan* including the Pathways brand, name, logo and website.
- Establishing a *Milestones Plan* to guide the stages, strategies and outputs for Pathways.
- Developing a Project Priorities Matrix covering data gathering, gap analysis, consideration of the resources needed in light of the gaps and finally, co-ordination of strategies for development of new resources.
- Conducting a Member Survey to test the relevance of identified projects to the needs and priorities of member organisations.
- Considering the Ministry Leadership Centre, Sacramento model for leader formation resulting in agreement to commit to assessing the value of an international collaboration by sending two people to participate in four sessions of the program.
- Engaging the services of Kerry Brettell from Integroe Partners, to develop a proposal to conduct the data collection and mapping processes necessary to progress the projects identified in the Priorities Matrix.

4. Design of the Project Priorities Matrix

The Project Priorities Matrix was developed to guide the implementation of a collaborative approach to leader formation with a focus on the three key levels of trustee, board director and senior executive. It is understood that effective formation for people in these higher level positions will result in enhanced formation opportunities for other levels of staff within their organisations. The Matrix identifies a range of interrelated strategies to support both incumbent as well as potential, future trustees, board directors and executives and groups these to focus on three core areas.

The Matrix reflects the need for an approach to formation which covers a continuum commencing with clarifying 'workforce' needs, attracting suitably equipped people to Catholic health and aged

care positions, recruitment processes to ensure 'mission fit', orientation, role clarification for emerging positions, ongoing formation in specific areas and finally ensuring theologically trained people to support formation. Implicit in the Matrix is the intention that where resources already exist to support recruitment and formation these will become available to the other Catholic health and aged care ministries.

The Matrix suggests development of two project categories: specific tools for use by members in designing and evaluating their overall approach to formation; and practical content-oriented resources to be accessed by relevant leaders or for integration with a members' own internal formation requirements.

4.1 Understanding Workforce Issues focuses on securing the foundations for the current and future positions required to sustain the mission of Church health and aged care ministries, through a range of integrated strategies. In order to plan effectively for future formation it is necessary to estimate the number of people required across the country in trustee, board director and executives positions and some other mission-related positions. Since some of these roles are relatively new, clarifying the scope of practice and conduct of these emerging roles is necessary to appreciate the nature and most effective means for providing formation. These include the role of PJP trustee, as well as mission leader (both system and service level roles, given the relatively different responsibilities). Effective orientation and ongoing formation of people in key roles is critical to their growth in the mission-related knowledge, skills and disposition needed to guide the mission and Catholic identity of their ministries. Effective ongoing formation will rely on the ability to assess the formation of needs of individuals so as to plan the formation opportunities most suited. Since some roles such as that of mission leader have particular significance for the mission integrity of Catholic ministries, it has been identified as needing specific attention.

4.2 Strengthening Formation covers the range of possible future strategies and resources. These will be considered in light of the feedback and information gathered through the Member Survey conducted December 2013 to March 2014 and the data gathered by Integroe Partners, April to July 2014. It is anticipated this information will clarify what is currently working well and where gaps exist. Where appropriate some existing successful resources will be shared across systems and services. Future projects will focus on the development of new resources agreed as needed to support and extend members' own formation strategies as well as the development of tools to evaluate and communicate the effectiveness of new and existing resources. New resources are intended to be provided in both online and face-to-face formats for integration with the components of an organisation's own formation framework. Some shared formation opportunities will likely be initiated that will enable systems to interact and learn from one another's experience. Ethics education has been consistently identified as an area requiring particular development.

4.3 Engaging Tertiary Institutions suggests some of the efforts needed to ensure there are suitably qualified people available both now and into the future to contribute to formation resource development and other formation activities.

5. Members Survey - Summary

In December 2013 to March 2014 CHA commenced a Member Survey to elicit feedback on the proposed Pathways projects. Organisations were invited to nominate one representative to respond to the survey after consultation within their organisation. At March 31 there were 17 responses and feedback is summarised below.

Organisations view of a collaborative approach to formation through Pathways

Extremely or fairly supportive of Pathways 82.35% % (14/17)

The remainder of respondents (3/17) were unsure or waiting to see what would emerge.

No one indicated 'not at all supportive'.

The right projects have been identified 88.24% (15/17)

(Two were 'not sure')

Top 6 of 24 projects identified as most important (selected by x% respondents):

Develop resources for use by organisations in their own formation programs (65%)

Develop resources to help familiarise personnel with Church, theology and ministry language (59%)

Develop resources to facilitate competence and confidence in the Code of Ethics (53%)

Facilitate a mission leader formation program (53%)

Develop tools for assessment of formation needs of key personnel (47%)

Develop a tool to evaluate effectiveness of formation programs (47%)

Least supported projects were: (selected by 0 respondents)

Facilitate engagement of key institutions in formation

Develop an online academic journal

The following feedback was offered in response to questions about the right projects being identified and other possible projects for focus:

- *I have marked trustee formation [as a priority] but this should include board formation (ie those in governance roles) and also executive formation. (Several similar comments).*
- *It would be essential to focus on senior executives as well as the governance roles (trustee and board) and the other "Strategic A" types roles of DOM, pastoral practitioners and ethicists, so there should be a priority "To facilitate the development of a formation program for senior leaders.*
- *We think there should be an overall [formation] model with a focus on resources, practice and evaluation.*
- *We see these areas as the generic base resources and tools that can help us shape our own formation program for our organisation in line with the charism of our Congregation. (Three of 15 respondents made a similar comment).*
- *In regard to formation it is important that there is a proper balance between deliberate learning and emergent.*
- *While 8 specifies resources for Code of Ethics, we would also like to see the development of future ethicists who are also trained in theology.*
- *CHA and some of the large groups need to look to establish a resource unit of 2-3 theologians in their organisations [who can] be teaching, reflecting, writing and making quality theology available across sector ... so that we see high quality theology as an everyday part of the organisations as much as excellent clinical care and financial management.*
- *Knowing what is effective in mission leadership is important. Activity measures are a distraction to seeing and knowing the real change we are after.*
- *The Taskforce could address the theoretical framework underpinning the teaching/learning paradigm under consideration. It should inform ways in which the Taskforce examines*

existing resources and those it develops. Issues need to be examined against a background of gospel, charism, mission, ecclesiology etc.

The April 11 Taskforce meeting will focus on responding to the survey findings and planning the timeline and strategy for implementing agreed projects.

6. CHA-driven formation resources and opportunities

CHA has been developing formation resources and opportunities across a number of years. The following summarises those currently available

- ACU Graduate Certificate in Leadership & Catholic Culture (4 x 1 week)
- Contemporary Catholic Governance Course (two-day)
- Mission Leader Forum (annual day)
- Ethics Education Seminar (annual day)
- Mission in Focus Webcast Series – 2013, 2014
(12-15 minute presentations available online for internal use)
- *Continuing the Mission: Expectations of Trustees, Board Directors and Senior Executives* (Mission Capability Framework)
- Annual National Conference

The above resources will be supplemented and expanded through future initiatives arising from Pathways.

7. Proposed Integroe consultancy

Establishing baseline data related to governance and leadership roles, recruitment and orientation, formation needs, and existing formation projects is essential to determining the focus, priority and linkages for the proposed Pathways projects. Kerry Brettell of Integroe Partners has submitted a proposal to undertake this information-gathering task between April and July 2014. Her proposal aims to support the next stage of planning by gathering data for five of the twelve work areas in the Matrix: workforce planning, tools for assessment of formation needs, recruitment and orientation processes for trustees, board directors and senior leaders, recruitment strategies for these positions plus mission leaders and pastoral practitioners, and current approaches and availability of formation opportunities.

Information is proposed to be gathered via a survey instrument and face-to-face or phone interviews. Having an independent agent conduct this information-gathering process is seen as strengthening results of the exercise and enhancing communication about Pathways. An initial report will be prepared for the Pathways Taskforce meeting in August followed by refinement and preparation of the Final Report which will be presented to CHA members at a plenary session of the National Conference in August.

8. Ministry Leadership Centre (MLC) formation model

8.1 Rationale

Following presentations by Dr Larry O'Connell at the 2013 CHA National Conference and elsewhere, several systems expressed interest in considering the suitability of the MLC formation program for Australian needs. The matter was referred to the Pathways Taskforce. Following consideration of the relevant issues in February the Pathways Taskforce agreed there is value in sending a minimum two people to assess the MLC program through face-to-face participation in the first four of twelve one and half day sessions to be conducted between June 2014 and February 2014. The rationale for this commitment is based on the following:

- There is an agreed urgency to develop a foundational formation program for those in governance and leadership roles that is non-academic, stand-alone, theologically comprehensive, tailored to people of all faiths and none, and sustainable over the long term. Such a program needs to provide ready access to the fundamentals of the Catholic tradition, including the language and nature of Church, theology and ministry, and be accompanied by practical integration of the Catholic mission and vision with day-to-day governance and leadership responsibilities. It would function as potentially one element of a system or service's broader formation framework.
- Currently there exists no such foundational formation program in Australia offering all the required elements.
- There are limited available internal resources that might be committed to developing such an Australian program or to supporting its growth to maturity.
- Evidence from extensive evaluations suggests that MLC program participants experience a high level of satisfaction with the MLC program, achieve the desired formation goals and importantly at conclusion, are keen to continue their formation journey beyond the twelve-session program.
- There is a firm commitment by MLC to partner with CHA to support development of a version of the program in Australia, adapted to Australian culture and experience.
- Such an international collaboration would enable access to MLC's ten years' experience in program development, evaluation, refinement and evolving program extensions.
- MLC would bring the expertise of a skilled international faculty to the challenge of developing an Australian faculty proficient in the integration of the Catholic tradition with day-to-day professional challenges of leaders of Church ministries.
- The collaboration would enable ready access to the broader international experience of health service delivery and challenges experienced in the Catholic context.
- MLC is currently investing in the translation of their program from its present specific health service focus to other Catholic sectors – social services, education, relief services and dioceses. This development aligns with the growing awareness, both in the US and Australia, of the need for a foundational formation program for staff of all Catholic agencies. A cross-sector collaboration would contribute to the long term viability of an Australian course.

8.2 Program assessment

MLC have undertaken to provide the proposed two CHA participants with additional days of input following completion of each session. This input will background the theory, content, design, process, evaluation and other resources of the MLC program to assist the assessment process and potential future planning for an Australian version.

Issues to be determined during and at completion of the assessment phase include: cultural relevance of the program content and process, scope for adaptation of the program to Australian needs, specific nature of the collaboration with MLC, nature and extent of support to be offered, estimate of anticipated uptake in Australia, identification of likely suitable Australian faculty, consideration of a suitable vehicle for hosting an Australian program, estimate of likely establishment costs and ongoing costs involved, consideration of creation of a funding pool to support the initiative.

8.3 Program implementation

Once the assessment phase is completed in early 2015 a recommendation will be made to the Stewardship Board via the Pathways Taskforce about whether to proceed to establish a partnership with MLC for development of an Australian program. If such a decision is reached, MLC have agreed to commence the planning and implementation of an Australian course in 2015 for intended rollout no later than the start of 2016. The two people assessing the course would be key contributors to the implementation process. In consultation with MLC, consideration will need to be given to the means by which the two participants conducting the initial assessment will be able to experience the remaining eight units of the MLC program.

8.4 Proposal summary

While the development of an Australian version of the MLC program will not resolve all the formation resource needs identified by Pathways, there are significant benefits to be gained in determining the potential value of the MLC program for meeting the foundational formation needs of Australian health and aged care ministries and of Church ministries more broadly. The learnings gained will both clarify the benefit of developing an international partnership and establish the requisite first steps to achieve this, or alternatively provide insights and learnings about the MLC formation model which will contribute to further refinement of Pathways formation projects and planning.

9. Future Pathways funding

The success of Pathways will require investment of considerable new financial resources. The establishment by CHA members of a shared funding pool for formation will need to be canvassed in the near future as a means of securing the commitment of ministries who will be beneficiaries of new formation initiatives and to guarantee the financial resources needed to ensure long term viability. Such a commitment to pooled funding for formation would reflect a new stage in collaboration among CHA members.

Issues to be addressed in establishing a funding pool include determining: the specific projects to be included for development through the pooled funding, the quantum of funds required in the overall establishment phase, ongoing cost of maintenance of relevant projects, governance arrangements, entitlements for contributors to the pool, availability of staff of contributing organisations to assist with development and implementation of new resources, co-payment arrangements for participants of formation opportunities (for both contributing and non-contributing organisations).

10. Pathways - future directions

At its first meeting in August 2013 the Pathways Taskforce undertook to achieve in its first year the tasks of: data gathering, gap analysis, consideration of the resources needed in light of the gaps and, co-ordination of strategies for development of new resources.

By the time of the CHA 2014 National Conference the three preliminary tasks will have been achieved and a plan established for the fourth, the implementation phase. The findings from the information-gathering phase will be communicated to members in the form of a Pathways strategy document which will guide the implementation phase.

The second year of the Pathways initiative will see the rollout of the agreed strategy and associated projects. Critical to the success of this second stage is the commitment of CHA member systems to

ongoing support of Pathways. This support will be evident in commitment to: establish a funding pool for resourcing of new initiatives, participation in the formation programs established, willingness to share existing resources between systems and services, integration of new resources into existing and evolving formation frameworks, liaison regarding between systems and services about formation opportunities that might be shared.

11. Stewardship Board role

Over recent years CHA has committed resources to support members in addressing the growing formation needs of staff including those in governance and leadership roles. This commitment has resulted in the development of a range of courses and other resources, some of which continue to today and others which have languished. The current Pathways initiative results from a renewed focus on formation by CHA. This is a response to the members' mandate which recognised the growing urgency and need for comprehensive, collaborative effort in this area.

The success of the Pathways initiative requires new investment of considerable time, money and personnel both within the CHA Secretariat and by implication, within member organisations. The leadership and support of the Stewardship Board is critical to success. The Board has a significant role in: guiding the Pathways Taskforce, influencing the resolve of individual CHA member organisations to support Pathways, and maintaining the focus, effort and momentum needed for success. This will likely be achieved by the Board: continuing to actively engage with and lead the vision of Pathways, committing resources for implementation of agreed projects, advocating within their member organisations and associated teams for participation in the evolving Pathways initiatives, and communicating the vision of Pathways to other potential stakeholders e.g. bishops, diocesan agencies, other Church ministries.

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