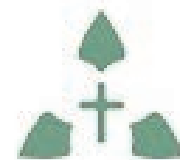


Formation for Board Directors in Catholic Health Care

*To articulate and integrate the Catholic
health care tradition*



Catholic Health
Sponsors of Ontario

Introduction

Catholic Health Sponsors of Ontario (CHSO) regards ongoing Board formation in the mission, values and heritage of Catholic health care to be critical to the identity and organizational performance of all CHSO organizations. Understanding the foundations of Catholic health care ministry is an essential competency for all those entrusted with governance and leadership responsibility in the organizations sponsored by CHSO. Therefore, it is a Sponsor expectation that a Board will regard the establishment of a rigorous program of formation to be a necessary priority.

What is Formation?

Formation is often confused with leadership development. *Leadership development* most often focuses on knowledge, skills and competencies as well as the external environment. *Leadership formation* concentrates on internal dispositions, values, motivation, mission and the spiritual dimension of the person.

Formation broadens what we see. Formation programs should offer a powerful personal experience, enabling participants to gain a broader perspective or viewpoint on both their role as a Director and their personal lives, and to develop a deeper sense of personal purpose and calling.

Formation deepens what we seek. Central to the formation experience is the opportunity to reflect on the legacy of Catholic health care and the mission of the local organization. Who are we? Why do we do this work? What drives our actions? As such, formation is integral to effective mission integration.

Goals of Formation for Board Directors

Through their involvement in a program of formation, Board Directors should be able to:

- express the relationship of the ministry of Jesus Christ to the work of Catholic health care.
- describe the elements that define Catholic health care as a ministry of the Church.

- identify the key elements of the Catholic spiritual, ethical and justice traditions.
- identify the key principles of Catholic social teaching.
- understand the central place of ethics at both the clinical and governance levels.
- apply the *Health Ethics Guide* when making governance decisions.
- articulate important challenges on the horizon for Catholic health care.
- develop a plan for ongoing development as ministry leaders in Catholic health care.

“Trustees... hold in trust the mission and values of the organization. They also serve as stewards for the organization they govern and lead. In light of these commitments, the trustees... create the environment that translates the mission and values into policies, programs and strategic direction. Through their insight, vision and strength, the mission and values of the Sponsor and Catholic health care become tangible to individuals and communities.”

See Recruiting, Interviewing & Recommending Directors
CHSO

CHSO Guides to Action

- CHSO expects Board Chairpersons and Directors to be committed to ongoing formation as a foundational element of the role and function of the Boards of all CHSO organizations.
- CHSO will provide materials and recommend faculty and expertise to the Boards to ensure thorough formation processes are put in place.
- CHSO will participate in a working group, comprised of representation from the Board of the sponsored organization, to design a formation process and ensure it is carried out.
- CHSO will ensure that formation is an ongoing process and that it is integrated into all work of the Boards of the sponsored organizations.
- It is a Sponsor expectation that the Board of each CHSO organization will conduct an annual review of its formation program in order to work toward continuous improvement, and so that learnings can be adapted for other CHSO organizations.

The Core Elements of Catholic Health Care Formation

In 2016, CHSO worked with other Sponsors in Canada to identify the core elements of formation in Catholic health care. The project identified ten foundational elements that inform Catholic health care's distinctive mission (see accompanying diagram). As Sponsor, we believe these ten concerns to be core to the culture of Catholic health care.

Formation provides a means for exploring these core elements. Directors deepen their understanding and participation in the culture of Catholic health care by gaining a working knowledge of these foundational concerns and by articulating and integrating that knowledge into their governance role and activities.

A critical element in effective leadership formation for Catholic health ministry is to realize that it is an ongoing process. While it involves learning and understanding of new information, it goes beyond that to elicit commitment to lived values and to continuing a tradition.

A variety of approaches and models have been developed for delivering the formation experience. It is the role of the working group of each sponsored organization, with assistance from CHSO, to establish a process, set priorities, identify appropriate speakers and resources, and build this learning into the ongoing work of the Board.

Ultimately, formation shapes and transforms the individual, the organizational culture and the broader community.

