



Catholic Identity in the Selection of Board Trustees

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Introductions



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Agenda



- Review of Catholic Identity
- Discuss 'Chain of Mission' as mandate for the Trustees
- Trustees' responsibilities
- Attributes to look for in candidates
- Selection and approval process
- After approval – what?
- What if we chose poorly?
- Best practices
- Handout

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Your Objectives?




- What do you want to get out of this presentation?
- Do you have some specific issues you would like addressed at this session?

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What is Catholic Identity?

- Tradition
- Relationship with the Church and its healthcare Mission
- Defining principles, values
- Spirituality
- Ethics (1)




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Mission of Catholic Healthcare

- Healing ministry of Jesus
- "...continues through the daily work of people from a diversity of faith, social-economic and cultural backgrounds banding together within organizations to be a healing presence by attending to the body, soul and mind of all people."(3)



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Challenge

- Chain of Mission
- The responsibility of ensuring that the operations and resources of the institutions sponsored, advance the Mission and Values of Catholic healthcare
- Requires a process for the selection and evaluation of Trustees and leaders

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Trustees' responsibilities

- Steward the Founder's heritage, (philosophy and resources)
- Ensure Catholic Mission and values of the organization are integrated into services
- Use resources appropriately
- Meet legal and canonical requirements
- Guard reputation of faith-based organizations
- Select the CEO = culture of the organization

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Trustee attributes

- Ability and willingness to support and speak on behalf of the Catholic values of the institution
- Personal values (integrity, good works)
- Personal spirituality
- Skills needed on the board (legal, financial)
- Understanding of the role of Sponsor, Church and governance
- Interest in healthcare, specifically faith-based
- leadership potential

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Selection process



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Selection process

- Source of names (application / identification)
- Background material provided to candidate
- Written and signed application with commitment to values and Mission
- Interview
- Checklist
- References

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Recruitment checklist

- Supportive of healing Mission of the Church
- High personal integrity and values
- Relates Mission and philosophy to strategic plan
- Has understanding of sponsor as 'Members'
- Capable steward of the assets, reputation
- Demonstrated continuous learning

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After the approval...

- Orientation
- Education
- Evaluation
- Leadership potential
- Renewal or not



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Wrong choice!

- Bylaw and policy on removal of trustees
- Due process
- Exercising the reserved powers
- Evaluation of what went wrong



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Best practices

- Sponsor staff/rep on institutional board, Governance and Nominating Committees
- Process for removal of non-performing directors
- Matrix of director skills includes spiritual/social
- Regular board review of Mission/values
- Regular board education of Sponsorship and Mission

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Best practices (continued)

- Clear conflict of interest policy
- Duty of obedience to the Mission– reject proposals that risk Mission; Mission assessment review
- Strategic direction flows from Mission
- Individual directors and chair evaluated annually
- Director and Chair succession plan

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What's next?

- Individual board evaluation and recognition by sponsor
- Relate re-election to evaluation
- Sponsor self evaluation
- Meaningful chair evaluation
- Mandatory mission integration assessment



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References

1. Mission Driven Organizations: A Board and Senior Leadership Guide to Mission, Values, Evaluation and Selection (CHAO, 2002)
2. Guide to Good Governance (OHA, 2005)
3. Sponsorship of Catholic Health Care Organizations (Fr. Michael McGowan, CHAC, 2005)
4. The Governance Institute biennial survey of Hospitals and Health Systems 2005

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