DISCIPLESHIP
Reflecting on and following the mission of Jesus in head, heart and action.

INTEGRITY
Living out the Gospel in all we do.

STEWARDSHIP
Developing and utilizing wisely the gifts and resources entrusted to us.

COMPASSION
Responding to the call of Jesus by sharing the suffering, hope and joy of others.

INCLUSIVITY
Welcoming, honoring and fostering diversity that deepens our unity.

PROFESSIONALISM
Providing competent and effective ministry within the field of spiritual care.

LEADERSHIP
Collaborating to develop and nurture the necessary gifts for the direction of our ministry.

EMPOWERMENT
Encouraging others to use their gifts within and beyond professional spiritual care.

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David A. Lichter, DMin
Executive Director
Jeanine Annunziato
Administrative Specialist/
Education and Renewal of Certification
Mary Ann Barragry
Associate Administrative Assistant
Ramune Franitza
Administrative Specialist/
Communications Project Manager
Andris Kursietis
Administrative Specialist/
Educational Programs

David Lewellen
Vision Editor
Philip Paradowski
Administrative Specialist/
Information Technology and Special Projects
Susan Walker
Finance and Office Director
Linda Yanasak
Administrative Specialist/Membership
Ramona Zeb
Administrative Specialist/Certification
CHAIR
Mary Lou O’Gorman, MDiv., BCC
Retired/St. Thomas Hospital
Nashville, TN

CHAIR ELECT/SECRETARY
Mary T. O’Neill, BCC-S
Retired/Catholic Health Services
Easton, MD

TREASURER/FINANCE
James P. Letourneau, BCC
Director of Mission and Spirituality
Trinity Health
Livonia, MO

Timothy G. Serban, BCC
Chief Mission Integration Officer
Oregon Providence Health & Services
Oregon Region
Portland, OR

Mary M. Heintzkill, BCC
System Director of Pastoral Care and CPE
St. Vincent Health
Indianapolis, IN

Jane A. Mather, MA, BCC
Mather/McQuade
Brooklyn, NY

Rev. Michael R. Saxton
Chaplain Manager, Methodist Hospital
Indiana University Health
Indianapolis, IN

Brian J. Yanofchick
Senior Vice President, Mission
Kentucky One Health
Louisville, KY

EPISCOPAL LIAISON
Most Rev. Donald J. Hying
Bishop - Diocese of Gary
Merrillville, IN

EX-OFFICIO
David A. Lichter, DMin
Executive Director—NACC
BOARD OF DIRECTORS’ REPORT

In 2016, the Board welcomed Tim Serban, who joined NACC members Mary Heintzkill, Jim Letourneau, Jane Mather, Mary T. O’Neill and myself, our Episcopal Advisor, Bishop Donald Hying, and our external Board members, Michael Saxton and Brian Yanofchick.

The Board has sought to ensure that NACC’s activities are consistent with its mission and commitments to NACC members, while addressing current challenges and maximizing organizational function and effectiveness. We have continued to monitor the declining number of certified chaplains and NACC members and the financial implications of this trend, and to explore options for the future.

Additionally, the Board has committed to examine member involvement and recruitment as well as to investigate marketing and fundraising strategies that might grow and sustain the NACC. It has been a privilege to work alongside the dedicated members of this Board, whose wisdom and generosity have characterized their efforts to ensure NACC’s viability, its advocacy for chaplaincy, and the provision of competent spiritual care.

Along with many of you engaged in the work of commissions, committees, task forces, panels and projects, the Board continued to address the four goals identified in the 2012-2017 Strategic Plan:

- **Goal I:** To educate and support association members for the future of professional chaplaincy.
- **Goal II:** To increase awareness of the value of professional chaplaincy among key constituencies.
- **Goal III:** To enhance advocacy efforts with strategic partners.
- **Goal IV:** To advance NACC as a mission-driven, financially stable and resilient association.

At the Fall Board meeting, we decided that Goals I-III are core activities of the NACC and that the 2017 focus should be on addressing Goal IV as well as drafting a new Strategic Plan.

Under the leadership of Bishop Hying in 2016, designated NACC members attended provincial bishops’ meetings in Detroit, Chicago, Atlanta, Hartford, Miami, Indianapolis, and Albuquerque. The presentations and dialogue have enhanced the bishops’ understanding of the role and function of the board-certified chaplain, as well as the challenges confronted by those engaged in this ministry. We plan to expand these meetings throughout the country with the expectation that this will be a three-year process.

In October, NACC hosted a gathering in Milwaukee of 20 persons engaged in pastoral care in a range of settings and representing a range of Catholic ministries. The meeting was funded by the Raskob Foundation. Work groups were formed to address competencies, training/education/formation, and levels of certification and credentialing for various levels and contexts of pastoral care ministry. Participants will reconvene in May 2017.

In collaborations, NACC worked with ACPE, APC, and NAJC to develop joint marketing materials, and we also participated with ACPE, APC, CASC and NAJC in revising the Common Standards for Professional Chaplains and in updating the 2001 White Paper in order
to delineate a current and more expansive description of professional chaplaincy. Also, four workgroups were formed by ACPE, APC, and NACC to explore common challenges and identify strategies to enhance and sustain our ministries.

In June, I attended APC’s National Conference in Orlando and participated in a meeting of leaders of ACPE, APC, and NAJC and NACC. Based on member requests, the Board has committed to a joint NACC/APC Conference for our national meeting in 2018 and a conference with our cognate partners in 2020.

This marks the completion of my and Jane Mather’s tenure on NACC’s Board of Directors after six years. I am delighted to hand off the role of Board Chair to Mary T. O’Neill. Mary T. has been a strong leader in chaplaincy for many years as a CPE Supervisor within ACPE and NACC and within the larger pastoral care/clinical education community. I am confident in her leadership of the Board during these next two years as she facilitates the visioning process of crafting NACC’s new Strategic Plan.

With gratitude for the opportunity,

Mary Lou O’Gorman, Chair
Members: Mary T. O’Neill, Jim Letourneau, Tim Serban, Mary Heintzkill, Jane Mather, Michael Saxton, Brian Yanofchick
Episcopal liaison: Most Rev. Donald J. Hying, Ex officio: David Lichter, Staff Support: Ramune Franitza
EXECUTIVE DIRECTOR’S REPORT

If one word could characterize 2016, it would be collaboration. The NACC partnered with many organizations to advance the chaplaincy profession and strengthen the pastoral care ministry of the Church. I will again use the NACC’s 2012-2017 Strategic Plan as the structure for my 2016 report.

Our Goal I is to educate and support association members for the future of chaplaincy, with initial focus on Objective A, Provide formation and resources for chaplains to be effective ministers and leaders, especially in emerging settings and healthcare systems (both Catholic and other) across the continuum of care. Our 2016 webinars and national conference were again guided by this goal and objective. Along with introducing in January 2016 the Pope’s Year of Mercy, our webinar topics included research, continuous quality improvement, outpatient settings, employee resilience, metrics for spiritual care interventions, the business of health care, ethics issues, and the ritual ministry. More than 900 phone lines were used, nearly one-third more than in 2015. Our 2016 National Conference drew nearly 500 participants and provided topics aligned with Goal I, including research, outpatient settings, chaplaincy taxonomy, interdisciplinary teamwork, preparing volunteers, ethical issues, palliative care, and others. Nearly 230 members participated in nine local events also.

During 2016, we also continued to provide professional development through networking calls, with topics including service settings (e.g. palliative care and hospice, long-term care, correctional, one-person departments, pastoral care directors, outpatient settings) as well as other affinity groups such as deacons, retired/emeritus, 45 and under, African members, and Hispanic/Latino members. The NACC also continues to partner on the CHA Pastoral Care Advisory Committee to address issues such as staff support, chaplain development, and patient services.

Goal II is to increase awareness of the value of professional chaplaincy among key constituencies, with initial focus on Objective A, Develop materials and programs to communicate the value of professional chaplaincy. Early in 2016 we promoted our 50th Jubilee book, Chaplain Encounters, comprised of our members’ stories. We also began in 2016 to collaborate with our cognate partners to revise the 2001 White Paper on Professional Chaplaincy and provide it in a different format. This is an important effort to re-articulate what chaplaincy is today, as well as to provide an update on the many evidence-based research studies on the chaplaincy profession. Since promoting research on chaplaincy is also an objective of Goal II, we made sure there again were research-related workshops at our NACC 2016 National Conference in Chicago, and we are jointly funding with the cognate groups the development of an e-learning module on research literacy. Also, Dr. Lavera Crawley provided an excellent webinar on the topic, How to Speed Read a Research Article: A Beginner’s Guide to Research Literacy, which was very well received and is now being used by some CPE programs.

Goal III is to enhance advocacy efforts with strategic partners. The NACC has been in multifaceted collaboration with its cognate partners throughout 2016. During the first half of the year it completed its task force with ACPE and APC on teaching to and assessing the Common Standards, and a task force to explore future projects and co-marketing. One result was a common narrative document for the Common Qualifications and Competencies to be used by all APC, NACC, and NAJC certification applicants. This will be very helpful to both applicants and CPE supervisors and students. Secondly, five of the founding six cognate groups (ACPE, APC, CASC, NAJC, and NACC) who signed the Common Standards for Professional Chaplains and the Common Code of Ethics revised these two foundational documents, now called the Common Qualifications and Competencies. ACPE, APC, NACC, and NAJC also co-
produced marketing materials to be used together. The NACC also continues its collaborative support of the Transforming Chaplaincy Research initiative of George Fitchett, PhD, and Wendy Cadge, PhD, as well as the international Joint Research Council that includes the major chaplaincy associations of North America, Europe, and Australia, to which Katherine (Kate) Piderman, PhD, BCC, remains our NACC representative on the council.

The new major collaborative venture in 2016 was the Raskob Foundation-funded project that NACC is leading, Partners in Collaborative Planning for Pastoral Care Ministries. It involves several national Catholic ministry associations and organizations that have some part of their ministry devoted to pastoral care. More than 20 pastoral care leaders met in Milwaukee in October 2016 to begin the work of identifying: those with the most critical pastoral needs and the settings where they are most found; the types of pastoral care competencies needed to meet those needs; the diverse ministries (board certified, pastoral associates, volunteers, parish nurses) needed with these competencies; the standards/training/formation required to obtain those competencies; the core elements for professional and volunteer pastoral care formation; and an agreed-upon organization approach to provide the ministry preparation needed. This is an exciting and ambitious project that has the commitment and passion of the participants. The second planning session will in May 2017.

Goal IV is to advance NACC as a mission-driven, financially stable and resilient association with initial focus on continue to assess and adjust our business model, governance, staffing, administrative and financial processes and resources as needed to carry out our mission. Addressing this goal remains in the forefront of each NACC Board meeting, as the profile of the NACC continues to change. In 2016, 123 new members joined NACC. Forty-nine were lay women, twenty-seven lay men, thirty priests, ten sisters, four deacons, one brother, and one of another faith. This total was less than our 2015 total of 137. Our membership profile now is 54.7% lay (39.8% women and 14.9% men), 22.4% sisters, 18.3% priests, and 4% deacons, and 65.0% board-certified.

The NACC ended 2016 in sound financial condition, as you can see in the 2016 Financial Report included in this Annual Report. We began 2016 with a balanced budget, but ended the year with $1,091,571 revenue and total operating expenses of $898,130, thus a $193,441 surplus. Several revenue factors raised this number. We received a $30,000 Raskob Grant. Our 2016 membership revenue was nearly $13,000 over budget, due mainly to deferred revenue from 2015 because of the delay in getting our membership fee process in place. We were $14,746 over our Annual Campaign budget due to several major gifts that came toward the end of the year. Along with the continued generosity of our members, these major gifts were wonderful, much-appreciated surprises. Hopefully these gifts augur well for the future. We also stayed under budget in development, the 2016 conference, and webinars, and we recorded $73,020 in unrealized capital gains (recall that 2015 resulted in $17,426 unrealized capital losses). Also, sound financial stewardship kept our operating expenses at $41,482 under our budget. Overall we are grateful for the year ending well financially.

Goal IV Team continues to develop future scenarios for NACC, including membership categories, partnerships, and educational offerings as part of these scenarios. We realize that our financial forecast shows us we cannot stay a “business as usual” course many more years due to our current pace of membership decline.

We remain so deeply grateful to all of you, our NACC members. You make the NACC the invaluable resource it is to one another through volunteer leadership, networking calls, and providing one another many opportunities to grow spiritually, personally, and professionally. Thank you! Thank you! Thank you! I am blessed to serve with you.

Gratefully,

David A. Lichter, NACC Executive Director
The Governance Committee oversees the NACC’s management and organizational structures. The committee meets quarterly to review current policies, procedures and bylaws and makes recommendations when they no longer seem effective. We also work closely with the Nominations Panel to identify viable candidates for open positions on commissions, panels, and committees. In conjunction with the Board, the Governance Committee reviews the annual report as well as oversees the annual review of the Executive Director.

In 2016, the Nominations Panel worked diligently in identifying potential candidates to fill vacancies on the Board, committees, commissions, and panels. While the Nominations Panel identified great candidates, the fact remains that we are looking for many more members to be involved in the organization. One of the challenges that we struggle with is the low number of nominations of members able to serve in a deeper capacity. The work of the organization is great, and we continue to search for viable candidates who are willing to serve. We welcome innovative ideas in how to attract, invite, create opportunities where members feel invested and engaged in the work of the organization.

A major achievement in 2016 was the election of two new board members. The Nominations Panel identified several excellent candidates, and four were recommended to move forward in the election process, based on a board discussion about the needs and strategic direction of the organization and the gifts and talents of the nominees.

Voter turnout was very low; only 17% of our members voted in the election. The Governance Committee spent time exploring strategies and developing ideas that might help improve participation in the future.

We also recommended and approved the proposal to create a new member status of “Retired Board Certified.” This new membership category was clearly communicated to members and seemed to be widely embraced.

As we consider succession, longevity, and viability of the organization, the Governance Committee, in conjunction with the Board, will be challenged to examine new membership categories and perhaps new associations with other ministerial bodies. We consider this one of the emerging challenges and opportunities for 2017.

Tim Serban, Co-chair, on behalf of Mary Heintzkill, Co-chair
Members: Beverly Beltramo, Hugo Gonzalez, Ex officio: David Lichter, Staff Support: Ramune Franitza
The Nominations Panel, with a full complement of members, began the year with an immediate goal in place: Obtaining a significant number of Board of Directors applications for the two open elected positions, so that the NACC members could have a choice of candidates in the voting process. The panel spent a number of hours contacting potential members who could serve in this important role, and succeeded in presenting to the Governance Committee a slate of seven applicants who met the minimum qualifications and desired to serve. The panel was grateful to all who prayerfully considered this invitation to apply, and especially to our colleagues who put in the time and effort in their applications.

After the panel completed this task, it focused its efforts to the address the rest of the plans set forth in the 2015 report. First, we sought to identify, commissions, committees, and panels that need applicants and appointments, using the succession planning form created by the Board of Directors. Almost all the anticipated open positions due to term limits (and even those unexpected openings) were filled.

As we planned, each Nomination Panel member is now responsible for one or two commissions, committees, and panels and works closely with them to identify the needs and members who can fulfill those needs. Through this relationship-based approach, the panel member learned more about the work of the group and the skills and experience needs for the open positions. It also encouraged discussion on ways to increase the diversity of members for each group, which may increase the diversity of candidates for other leadership roles in the NACC, including the Board of Directors.

The chair regularly communicated with the co-chairs of the Governance Committee after every panel meeting so that the leadership needs of the NACC are known in a timely manner.

Our plan to identify a 2017 chair for the panel remains incomplete. However, the panel will have still have a full complement of members as the two members leaving due to term limits will be replaced with two new members: Mary Lou O’Gorman and Bev Beltramo, who will serve as the liaison to the Board of Directors.

The NACC was very well served by the panel this past year. The NACC membership can expect the panel to continue the work of leadership planning for the success of our organization’s development and ministry.

Theresa Vithayathil Edmonson, Chair
Members: Patrick Bolton, Isidro Gallegos, Cathy Ruiz, Michael Onuoha, Jane Mather (Board Liaison)
Ex officio: David Lichter, Staff Support: Ramune Franitza
FINANCE COMMITTEE REPORT

The Finance Committee has continued to be blessed with talented membership. This year, we welcomed Deacon Jack Conrad and Sr. Dorothy Nkuba. Sr. Dorothy's tenure with the committee was short-lived, unfortunately, due to her assuming a leadership role within her religious community. The committee continues to search for a non-NACC member who can provide additional financial expertise.

This past year, we have been blessed once again due in large part to the stewardship of David Lichter, the national office staff, and all of our members. As we approached the end of our fiscal year (December 31), our revenues were $151,959 over budget (which includes $73,020 of unrealized capital gains), while our expenses were $41,482 under budget. Despite this encouraging news, we know we cannot rest comfortably. Our membership numbers have declined 30% in the last 10 years and they are projected to continue to decline. We know we cannot conduct business as usual and pretend the association will sustain itself. We recognize the responsibility we carry in stewarding the NACC into the future.

With a review of our investment policy and recommendations from our partners at Christian Brothers Investment Services, the Finance Committee decided to redistribute some of its current investments to reflect a cash/equities balance of 60/40. Since June, we have been allocating an additional $10,000 each month from one of NACC’s cash accounts to a fixed equities account where the investment returns have been more favorable. When the association reaches its investment portfolio goals, the Finance Committee will discern what, if any, further direction needs to be taken to maximize NACC's investment returns.

The Finance Committee decided not to increase dues for NACC members for the third year in a row. At the time, we could not justify the increase in dues given how fortunate we have been with our budgeting and stewardship in the last few years.

Having said that, we approved a 2017 budget that anticipates a $13,725 deficit. This was a very difficult decision, but we felt a risk was justified to invest in the future of the association and its membership. Having been blessed with positive returns in our investments in recent years, we felt we could use some of those resources to bridge our financial gap next year.

We anticipate 2017 to be a very pivotal year for the association. NACC is involved in crucial conversations with our partners in ministry which may re-define who we are and what gifts we bring to the Church. That re-definition may impact our membership as well as our revenue stream in the future. The Committee needs to assure that resources are in alignment to support the goals of those conversations.

As this is my last year as chair, I want to thank the wonderful talent on our Finance Committee for their hard work over the last few years!

Jim Letourneau, Chair
Members: Jack Conrad, Mathias Merges, Michael Saxton, Brian Yanofchik.
Ex officio: Mary Lou O’Gorman, Board Chair, David Lichter, Executive Director, Staff Liaison: Sue Walker, Staff Support: Ramune Frantiza
National Association of Catholic Chaplains 2016 Annual Report Financial Overview

### NACC 2016 Revenue

<table>
<thead>
<tr>
<th>Category</th>
<th>Revenue</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership Dues</td>
<td>$508,771</td>
<td>46.6%</td>
</tr>
<tr>
<td>Certification Fees</td>
<td>$75,559</td>
<td>6.9%</td>
</tr>
<tr>
<td>Annual Campaign</td>
<td>$66,747</td>
<td>6.1%</td>
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<tr>
<td>Contributions</td>
<td>$70,800</td>
<td>6.5%</td>
</tr>
<tr>
<td>Education</td>
<td>$231,916</td>
<td>21.2%</td>
</tr>
<tr>
<td>Investments</td>
<td>$86,172</td>
<td>7.9%</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$51,606</td>
<td>4.7%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$1,091,571</td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

### NACC 2016 Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>Expense</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advocating/Promoting Chaplaincy</td>
<td>$79,983</td>
<td>8.9%</td>
</tr>
<tr>
<td>Education</td>
<td>$302,346</td>
<td>33.7%</td>
</tr>
<tr>
<td>Certification</td>
<td>$159,031</td>
<td>17.7%</td>
</tr>
<tr>
<td>Member Support</td>
<td>$57,952</td>
<td>6.5%</td>
</tr>
<tr>
<td>Member Networking/Communications</td>
<td>$71,554</td>
<td>8.0%</td>
</tr>
<tr>
<td>Governance</td>
<td>$99,741</td>
<td>11.1%</td>
</tr>
<tr>
<td>Administration</td>
<td>$127,521</td>
<td>14.2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$898,130</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
We would like to thank our NACC Conference and Institutional Sponsors!

2016 Institutional Partners

PARTNERS

Catholic Health Initiatives
Presence Health
Providence Health & Services
Trinity Health

ENDORSERS

Ascension Health
Dignity Health
Franciscan Missionaries of Our Lady Health System, Inc.
Mercy
PeaceHealth
St Vincent

SUPPORTERS

Avera Health
Bon Secours Health System
CHRISTUS Health
Franciscan Sisters of Christian Charity Sponsored Ministries, Inc.
Mercy Health

ADVOCATES

Covenant Health Systems

AFFILIATES

Essentia Health, St. Mary’s Medical Center

2016 Conference Donors

AMITA Health
Rev. Richard Tessmer Leadership Lecture ~ Carol Taylor, PhD, MSN, RN

Ascension Health
Conference Breakfast

Beaumont Health System – Grosse Point
Conference Workshop (SA14)

Bon Secours Health System Inc.
Conference Workshop (SU8)

Catholic Health Association of the United States
Plenary Speaker ~ George Fitchett, DMin, PhD

Catholic Health Initiatives
Membership Luncheon

Essentia Health, St Mary’s Medical Center
Pre-Conference Workshop (P4)

Franciscan Missionaries of Our Lady Health System Inc.
Pre-Conference Workshop (P1)

Franciscan Sisters of Chicago
Conference Workshop (SU7)

Hospital Sisters Health System
Conference Friend

Leadership Formation Partners
Conference Friend

Loyola Medicine
Conference Friend

Loyola University Chicago, Institute of Pastoral Studies
Plenary Speaker ~ Brother Loughlan Sofield, ST, BA, MA

Mercy Health
Day of Reflection

Presence Health
Awards Banquet

Sisters of St. Joseph of La Grange, Ministry of the Arts
Sculpture
ANNUAL CAMPAIGN DONORS

THANK YOU to all those who supported us in 2016 by donating to our Annual Campaign.

For the gifts given in memory …
For the gifts given in honor….
For the gifts from Organizations, Archdioceses, and Dioceses …
For the gifts from NACC members and friends …

We are very grateful!

For a complete list of the 2016 Annual Campaign Donors please go to
http://www.nacc.org/about-nacc/donors/
STANDARDS COMMISSION REPORT

In 2016, the Standards Commission had to finalize the revision of the Common Qualifications and Competencies, as well as insert the NACC USCCB approved Catholic competencies. We collaborated and coordinated with the Certification Commission for recommendations, leading to final approval by the NACC Board.

To educate members about those revisions, we placed articles in Vision and will offer a workshop at the 2017 conference.

In 2017, we will continue to shift the work of the Standards Commission from an “as needed” approach toward a plan for routine and consistent meetings. We will do further education of our membership on revised Qualifications and Competencies, as well as on the benefits of the Advanced Certification Hospice Palliative Care, Palliative care/hospice certification. Particularly in light of the revised qualifications and competencies, we will seek better collaboration with the Certification Commission.

Nancy Cook, Chair
Members: Robert Barnes, Jennifer Paquette, Sr. Helen Waugh, Marilyn Williams, Cheryl Wilson-Weiss, Mary T. O’Neill (BOD liaison), Kathy Ault (Ethics liaison), Ex officio: David Lichter, Staff Support: Ramune Franitza

<table>
<thead>
<tr>
<th>Standards Commission</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Evaluates, interprets, and recommends standards</td>
</tr>
<tr>
<td>- Develops and interprets glossary of terms</td>
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CERTIFICATION COMMISSION REPORT

The NACC Certification Commission’s 2016 focus was membership education and readiness of certification interview teams for the new NACC Certification Competencies and the Common Qualification and Competencies (CQC).

Feedback from three focus groups held early in 2016 on the new NACC Competencies greatly assisted our understanding of member’s perceptions of the Competencies and our education for their assessment within the certification process.

The materials to be submitted for certification have undergone some revisions to reflect the new Competencies. New formats and a mix of presentations and learning modalities enhance this process:

- An e-Learning module and post test developed in conjunction with the Catholic Health Association related to the Ethical and Religious Directives
- Two separate narratives, distinguishing between the NACC-specific competencies and the Common Competencies
- An Integration Essay covering core theological and sacramental precepts
- A Spiritual Care Encounter demonstrating the applicant’s ministry experience
- Two CPE unit evaluations (from both the applicant and Supervisors) rather than four

Three members of the NACC Certification Commission (Mary Davis, Bonnie McCulley, and Carolanne Hauck) worked collaboratively with members of the Association of Professional Chaplains (APC), the National Association of Jewish Chaplains (Neshama), and the Association for Clinical Pastoral Education (ACPE) to revise the Narrative Writing Guide for the revised CQC.

Two ITE members, Jim Letourneau and Thomas Chirdo, created a recorded PowerPoint webinar explaining the new NACC certification process for NACC members and interview team members. The Certification Commission is deeply grateful to them for their substantial contribution to the education and promotion of certification.

Additionally, the Certification Commission continued to oversee the certification and renewal of certification processes, respond to and review equivalency and recognition requests, and continue to refine the retired chaplain status for renewal of certification. We are indebted to NACC staff members Ramona Zeb, Jeanine Annunziato, and Phil Paradowski who were pivotal to the outcome and timing of the immense changes made within this year.

As we move into 2017, the Certification Commission will continue to provide education to ensure interviewer readiness for applicants’ certification according to the new Competencies, will update forms to correlate to the 2017 CQC, refine a process and timeline for appointing, extending terms, and concluding the terms of Interview Team Educators and interviewers, continue discussions for additional levels of certification, and review the Standards manual for the ACHPC and Supervisor certification levels with the Certification Procedures Manual for greater clarity and correlation.

Overall, the NACC Certification Commission’s goals continue to be maintaining the highest blend of peership and professionalism within the certification and renewal of certification processes and contributing to the ongoing success and development of the NACC.

Mary D. Davis, Chair

The Certification Appeals Panel began 2016 with six members. One member resigned because she retired. Having six members will be inadequate if the panel receives multiple requests for appeals at any given time. However, with the refinement of the interview process, fewer appeals have been submitted, and only one was submitted in all of 2016.

The importance of conducting a professional interview cannot be emphasized enough. Each interviewer, individually and as a team, needs to be aware of the importance of this matter.

We propose that three recommendations be offered when the candidate is not being granted certification. Three recommendations would give the appellant a grasp on how to prepare for the next steps if he or she chooses to take any.

Our goal is to be available to address the appeals according to the standards and the timeline. We have been able to do that because each member is highly committed to the process.

Submitted by Mary R. Skopal, Chair
Members: Joseph Bozzelli, Cathy Connelly, Augustin Orosa, Michele Sakurai, James Willsey, James Yeakel.
Staff Liaison: Ramona Zeb.
NACC STATE LIAISONS AND VOLUNTEERS

For a complete list please go to:
https://www.nacc.org/membership/state-liasons/#447047174357-c7ef4587-0103

NACC STATE LIAISON ROLES, RESPONSIBILITIES & CRITERIA

CONNECTS - state chaplains to the national office and one another

A. Sharing membership/contact information with the Liaison
B. Serves as “go to person” in the state when exploring interstate possibilities for gatherings.

COMMUNICATES – with/among state NACC members

A. Keeps members informed of new members and member events
B. Determines state needs for calls/gatherings

COORDINATES – or delegates intrastate or interstate events

A. Ensures state representation in interstate events
B. Enlists planners for events as desired
Certifications Granted in 2016
(as of 7, 2017)

For a complete list please go to:
http://www.nacc.org/certification/newly-certified-chaplains/

Certified Chaplains Granted Renewal of Certification in 2016
(as of March 1, 2017)

For a complete list please go to:
http://www.nacc.org/certification/renewal-of-certification/renewed-certification/

Certified Supervisors Granted Renewal of Certification in 2016
(as of March 4, 2017)

Rev. John T. Crabb SJ, BCC-S
Ms. Mary Denise Davis BCC-S
Sr. Mary A. Gallagher OSF, BCC-S
Rev. Richard J. O'Donnell MI, BCC-S
Sr. Pat O'Donovan RSM, BCC-S

Certification Volunteers in 2016

For a complete list please go to:
https://www.nacc.org/membership/volunteers/

New Members in 2016
(as of March, 2017)

For a complete list please go to:
www.nacc.org/membership/new/#2015new/
NETWORKING OPPORTUNITIES
Quarterly calls to share your experiences, support, resources and stories

African Chaplains
Age 45 and Younger Members
Ambassadors
Behavioral Health Settings
Bilingual Hispanic/Latino Chaplains
Canadian Chaplains
Correctional Chaplains
CPE Supervisors
Deacon Chaplains
Integrative Health Settings

Long-term Care Settings
New Members
Nurse Chaplain Group
One-Person Department Setting
Outpatient Settings
Palliative Care/Hospice Chaplains
Retired/Emeritus Members
Spiritual Care Directors
State Liaisons
Student Members

VOLUNTEER OPPORTUNITIES

Board, Commissions, Appeals Panels
Board of Directors
Governance Committee
Finance Committee
Ethics Commission
Ethics Appeals Panel
Standards Commission
Certification Commission
Certification Appeals Panel
Nominations Panel

Certification
Interview Team Educators
Interviewers
Site Coordinators

Taskforce
Conference Planning Task Force

Member Support
Ambassadors
Local Event Planning Volunteers
Mentoring
State Liaisons

Advisory Panels
Annual Awards Panel
Editorial Advisory Panel
Education Advisory Panel
Research Advisory Panel
INTERVIEW TEAM EDUCATORS

The main responsibility of the Interview Team Educator is to manage the interview weekends at each interview site. The ITEs supported nine interview weekend sites during 2016 including Indianapolis; Lancaster, PA; Middletown, CT; Milwaukee (twice); Omaha; Portland, OR; and St Louis. ITEs worked with the interviewers on the Presenters Reports Parts I and II as well as providing educational and spiritual support before, during, and after the actual interviews. Overall the feedback from the applicants, interviewers, and local site managers was very positive despite several challenges, such as interviewers dropping out with very short notice. In general, the ITEs managed the interviews with professional and spiritual integrity.

The ITEs met for their annual meeting in Milwaukee in June. The main topic was the Revised Standards and their effect on the certification process going forward. The new standards and processes were thoroughly discussed, with major input from members of the Certification Commission. Two ITEs, Tom Chirdo and Jim Letourneau, volunteered to develop educational material before the new standards and processes took effect for the spring 2017 interviews.

Six ITEs completed their terms by year-end 2016. Replacement candidates were identified by current ITEs, members of the Certification Commission, and other BCCs. These candidates were interviewed in December, and a group of replacements have been recommended to the Certification Commission. This group will increase our diversity and will maintain a good female/male balance. These chaplains should be notified by mid-February 2017 and will be trained during the summer 2017 ITE meeting in Milwaukee.

During 2016, we continued to refine our use of cloud computing in developing the Presenter Reports and distributing the reports to the national office and the Certification Commissioners. These processes will be improved further in 2017. The responsibility for the final editing of the Presenter Reports documents was returned to the ITEs supporting the site interviewers. This improvement has increased the accuracy of the reports, as the ITEs are significantly involved in the writing of the two Presenter Reports for each applicant.

Matthias J. Merges, lead ITE,
ETHICS COMMISSION REPORT

Our purpose is to review formal complaints involving alleged violations of the Code of Ethics in accordance with NACC standards and procedures. In addition, we review and make recommendations when a member is unable to sign the Ethics Accountability Statement as part of the certification and recertification application. We also provide advisory consultation and education as needed.

For 2017, the Ethics Commission gained Jim Huth as new member (2017-2019). Mark McGann was for reappointed for a second term (2017-2019). Mary Heintzkill was reappointed for another year as board liaison.

We had two conference calls, in January and April. A third call that was scheduled for August was canceled because we had a time-intensive case in review.

2016 was busy year for the Ethics Commission. Three members had cases related to signing the ethics accountability form, and one of these cases proceeded to an Ethics Accountability Review. One member applying for certification was found to have violated ethics standards in the application process. Another potential complainant was informed that any potential respondent must be a member of NACC at the time of the potential violations of Standards. No complaint was submitted.

A goal for 2016 was to add to the diversity/location of representation on the Commission. Conversations with Michael Onuoha from the Nomination Committee led to the appointment of Jim Huth, Chair of National Ethics Commission of the Canadian Association of Spiritual Care (CASC) to the NACC Ethics Commission.

There was discussion and some consultation regarding a possible greater alignment with the joint complaint process that APC and ACPE currently have. We also discussed the need for confidentiality statements, a code of ethics for the Commission, and integration of the complaint manual into other handbooks as suggested by the USCCB in their 2014 Notice of Approval.

A need was identified to secure collaboration of all parties involved and opportunities to talk with contact persons in an ethics review. Confidentiality statements for commission members need to be drawn, as suggested by the USCCB.

Cristina Stevens, Chair
Members: Kathy Ault, Leszek Baczkura, Thomas Devaney, Mark McGann, Mary Heintzkill
Ex officio: David Lichter, Staff Support: Ramune Franitza

Ethics Commission

- Review formal complaints involving alleged violations of the NACC Code of Ethics in accordance with NACC Standards
- Receive formal complaints involving alleged violations of the NACC Code of Ethics by any member or group of members of the NACC
- Reviews all grievances filed, gathers information pertaining to grievance, recommends course of action in regard to grievance, renders a binding disposition of the grievance
EDITORIAL ADVISORY PANEL

The Editorial Advisory Panel continued its valuable work in 2016 of providing a pool of writers, article ideas, and feedback for the NACC’s Vision newsletter. The group met five times by conference call and once in person at the 2016 conference in Chicago. Meetings take place roughly two months before the publication of an issue and serve to generate a long list of possible articles and possible writers.

In 2016 we welcomed new members Maggie Finley and Dan Waters. EAP members contributed ten articles to the six issues of Vision. NACC Executive Director David Lichter, an ex-officio member, wrote a column for every issue and contributed several additional stories. Vision Editor David Lewellen provided much of the coverage of the conference in Chicago and wrote two additional stories.

Themes of our 2016 issues were

- **January-February**: New Developments in Palliative Care
- **March-April**: Moral Distress: Awareness and Approaches
- **May-June**: National Conference: Making All Things New
- **July-August**: Leadership and Spiritual Care
- **September-October**: Diversity in Spiritual Care: Across Religions and Cultures
- **November-December**: Mental Health: Issues and Opportunities

The group also provided valuable feedback by email on multiple occasions when David Lewellen had questions about specific articles or general policies, and also weighed in on the NACC’s prayer offerings for World Day of the Sick.

Separately from his work for the NACC, David Lewellen wrote articles about training medical students in spirituality for *On Wisconsin* and for *Penn Medicine*, and contributed two articles to *Health Progress*. This cross-fertilization raises the profile of spiritual care in other publications and offers David new perspective for *Vision*.

For 2017, Bryan Lamberson, Marika Hull, and Mary Heintzkill have rotated off the EAP. New members are Carolanne Hauck and Emmanuel Otiaba.

*David Lewellen, Vision editor*

*Members Elaine Chan, Maggie Finley, Daniel Waters, Austine Duru, Michele LeDoux Sakurai, Carolanne Hauck, Emmanuel Otiaba; Executive Director David Lichter; Staff Liaison Phil Paradowski.*
In 2016, Disaster Spiritual Care celebrated one year as an official internal activity and function of the American Red Cross, fully integrated nationally and now building capacity in every Red Cross chapter across the United States. In the previous 18 years, Disaster Spiritual Care has been an external collaborative partner comprised of nearly all of our professional chaplaincy cognate partners.

Historically, the only way to become part of the Disaster Spiritual Care activity was to participate in a national cognate pre-conference training. However, the process has now been streamlined and integrated. Although we remain committed to offering fundamentals of disaster spiritual care at future national conferences, today it is much easier for any interested chaplain to obtain training in their local Red Cross chapter. In fact, to begin one simply needs to go to RedCross.org complete an online application to be a volunteer and contact their local chapter about next steps.

We witnessed a wide array of complex and heart-wrenching disasters across the United States in 2016. One of the first major responses came in Orlando following the Pulse Nightclub shooting on June 12. Our team of new and veteran DSC colleagues were deployed as part of the Red Cross local and national response. Later in June, West Virginia was hit with massive flooding which resulted in 23 deaths across a vast area of the state. Disaster Spiritual Care leaders and volunteers served across four districts and provided support through interdisciplinary condolence teams to the families of those who were lost.

There were over 10 major fires across California from May through September resulting in eight deaths across the state. Also, a massive flood swamped parts of southern and eastern Louisiana in August. Our Disaster Spiritual Care teams were deployed in what seemed like an endless series of storms and flooding across the region.

The largest request for volunteers came following Hurricane Matthew, which was responsible for nearly 1,600 deaths in Haiti and also hit Florida, Georgia, South Carolina and North Carolina. A request for 88 Disaster Spiritual Care volunteers was initiated across the state of North Carolina, and many of our DSC managers and leaders responded in a tremendous way. We are deeply grateful for the support of NACC, APC, NAJC, and ACPE for their urgent national request to members.

In the first part of 2017, Disaster Spiritual Care has been an integral resource to the Red Cross response in major airports across the country to support foreign-born travelers detained by Immigration and Customs Enforcement. In its role of neutrality, Red Cross volunteers, including our teams, may provide emotional and spiritual support to any person impacted in our nation’s airports at the request of local, regional or national authorities.

We are deeply grateful for the ongoing commitment and support of all who responded in this past year!

Tim Serhan, Disaster Spiritual Care National Volunteer Lead.
Several years ago, The Joint Commission published the monograph “Advancing Effective Communication, Cultural Competence, and Patient-and Family-Centered Care: A Roadmap for Hospitals.” ([http://www.jointcommission.org/assets/1/6/ARoadmapforHospitalsfinalversion727.pdf](http://www.jointcommission.org/assets/1/6/ARoadmapforHospitalsfinalversion727.pdf)) Members of APC participated in creating a crosswalk between relevant standards and the ministry of the chaplain, and this document is an invaluable reference. Although it seemed to lay the groundwork for critical dialogue on spiritual care, it has been noted that surveyors during Joint Commission accreditation visits do not seem to consistently assess or address the provision of spiritual care.

Two years ago, at The Joint Commission liaison meeting in Chicago, Pat Appelhans of APC, Darryl Owens (then APC President) and James Taylor (representing COMISS as well as ACPE) and I met with Joint Commission representatives. We expressed concern about the lack of attention to spiritual care in site accreditation, and the failure to recognize the qualifications of the board-certified chaplain to competently address spiritual needs.

Since that time, David Lichter and I have participated in calls with Pat Appelhans, Jim Taylor, and more recently with Trace Haythorn of ACPE to identify opportunities to engage in education for these reviewers. We have communicated with Anne Bauer, a Joint Commission staff member, about the issues in the accreditation process, and we provided her with materials on chaplaincy and spiritual care. We also explored with her the potential to submit one or more newsletter articles for these accreditation personnel. She has contacted the editor of the Source, a Joint Commission publication for healthcare organizations, as the first step in publishing a document on how to recognize consistent, effective spiritual care. Further, she broached the possibility of sharing this with surveyors for hospitals, home care and hospice. The next step is to submit the article(s), which we hope to do early this year.

Additionally, Pat Appelhans, Trace Haythorn, Jim Taylor and I attended the liaison meeting in August to understand The Joint Commission’s current focus and initiatives, which seem to be on quality and safety, as well as enhancing the accreditation experience for organizations. NACC’s ongoing collaboration with APC, ACPE and COMISS representatives has enabled us to speak with a strong and united voice to The Joint Commission in order to advocate for the provision of spiritual care and the pivotal role of board-certified chaplains.

Submitted by Mary Lou O’Gorman
Distinguished Service Award—Sr. Mary R. Skopal, SSJ, BCC

in recognition of her faithful and generous service to the members of the NACC and the profession of spiritual care through her commitment to the development, improvement, and integrity of the NACC board certification process while serving in many vital roles in that process, including on the Certification Commission and chairing the Certification Appeals Panel. Her gifts of guidance to those preparing for certification, as well as her pursuit of respect, fairness, and integrity in the certification and appeals processes are always grounded in her deep humility and spirituality. Her authenticity, gentleness, and kindness invite others to be transformed in ministry. She teaches others the meaning of chaplaincy and inspires them to live out their gifts in generous service. Sr. Mary contributes to the profession and the mission of the NACC in a significant and lasting way.

Emergent Leader Award—Ms. Kay I. Gorka BCC

in recognition of the ways she has shown leadership by her sense of personal and professional integrity, work ethic, openness and spirited direction while serving in a key leadership role in her workplace. She inspires co-workers and NACC colleagues with personal and optimistic support, balanced with hard data, a commitment to research, and an expectation of excellence—all in the name of quality patient care and faithfulness to the mission and values of this association. Her service to the members of the NACC includes serving on certification interview teams, being a state liaison, assisting with planning local events, writing for Vision, and co-presenting on webinars and a workshop thus showing her commitment to being a leader in professional chaplaincy and the NACC.

Outstanding Colleague Award—Supportive Care Coalition

in recognition of its efforts to change the climate of end-of-life care, not just for those being served but also for the professionals caring for them. The Coalition promotes palliative care, a hallmark of and intrinsic to Catholic healthcare’s healing mission, and its enduring commitment to provide compassionate, high-quality, person-centered care for the seriously ill and their loved ones. In particular, we recognize the Coalition’s partnership with the NACC to elevate the role of the chaplain as both mentor and role model for interprofessional team members, addressing spiritual suffering and drawing upon the spiritual strengths and resources of patients, families, and colleagues to promote healing and to provide whole person care, thus contributing to the advancement of the profession of chaplaincy in a significant and lasting way.
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NACC MISSION STATEMENT

The National Association of Catholic Chaplains advocates for the profession of spiritual care and educates, certifies and supports chaplains, clinical pastoral educators and all members who continue the healing ministry of Jesus in the name of the Church.

NACC VISION

The National Association of Catholic Chaplains (NACC) is cultivating the ministry of chaplaincy and transforming spiritual care locally, nationally and globally to faithfully reflect the healing presence of Jesus Christ by:

- forming life-giving relationships with individuals, families, colleagues and organizations;
- advancing compassionate care through creative educational and spiritual growth opportunities;
- promoting the dignity of persons of every age, culture and state in life.

NACC is a light of hope, whose members are persistently advocating for those dedicated to the spiritual care of people experiencing pain, vulnerability, joy and hope.