

THE WHO OF THE DEPARTMENT

OBJECTIVES

- Learn ways to structure the department: positions descriptions and career ladder
- Share ideas on individual staff development and team building within the department
- Understand how to hire for the department by strategically working with HR
- Learn how to foster interdisciplinary relationships

Spiritual Care Career Ladder Role Summaries & Salary Matrix Illustrations



3

Spiritual Care Task Force History

- A 5-6 year Ascension Health effort
- Task force made up of Ascension Health Spiritual Care and Mission Leaders
- External members of the committee from:
 - CHI
 - NACC
 - CHA
 - St. Elizabeth Hospital in Kentucky
- Numerous internal/external presenters
- Survey of existing department picture



4

ORIGINAL PURPOSE

- To provide resources that promote excellent Spiritual Care
- To create role summaries/job descriptions to assist Spiritual Care and Mission Leaders



5

DELIVERABLES

- A career ladder approach that attracts and retains certified chaplains
- A suite of job descriptions that:
 - Support the Health Ministries in placing chaplains and department leaders in appropriate jobs
 - Encourage/reward certification
 - Allows for growth of chaplains



6

DELIVERABLES

A Salary Matrix model that:

- Corresponds with the job description requirements and scope of practice
- Considers required education and training
- Attracts new and qualified talent and allows for growth within one's own Health System



7

DELIVERABLES

- A tri-fold Philosophy statement of Spiritual Care
- Metric models
- Department Guidelines of Excellence



8

CHALLENGES

System Differences

- Variations in complexity, acuity, services and systems.
- Hospitals range in size from 25 to 886 beds.
- Varying degrees of Sacramental needs

System Differences

- Diversity of role summaries and job requirements.
- Needs and resources vary geographically
- Same job positions classified differently
 - exempt/non-exempt
 - education/training requirements
 - different pay grades



11

Disparity in Scope of Practice

- Department leadership levels had vast differences in scope of responsibility
 - 1 to 17 different facilities
 - CPE programs
 - Parish Nurses
 - Volunteer Services
- Some individuals served as leader for both Mission and Spiritual Care in various sized ministries.



12

Disparity of Compensation

- Title/position rather than scope of responsibilities determined salary for department leadership positions
- Certified and uncertified chaplains making identical wages (placed in same pay grade)
- Average salary was less than other positions with similar training and education
- Regions of the country cannot attract certified chaplains due to low salaries.



13

Strategies Utilized

- In-depth discussion held with Ascension Health Human Resources department about challenges
- They were able to supply business language to articulate different role responsibilities and scope of practices.



14

Strategies Utilized

- Career ladder began to emerge with appropriate distinctions.
- Use of career ladder will assist others in creating the job appropriate for their situation.
- Allows growth in scope of responsibility.



15

CREATED ROLE SUMMARIES

Sacramental Minister
Flex Chaplain
Associate Chaplain
Chaplain
Coordinator/Team Leader
Manager
Director



16

Role Summary Content

- Positions summaries reflect more theological/spiritual essence of the role
- Position Accountabilities/Job functions reflect more concrete activity
- Positions qualifications reflect requirements for certification
- Position required skills and knowledge reflect certification standards
- NOTE: NACC leadership competencies now completed.



17

Role Summary Statement

The fundamental function of the Chaplain is to make tangible the Presence and Grace of God as he/she provides ministry in the health care setting. The Chaplain offers a safe haven for others to place their burdens, struggles, concerns and joys before God. As a trained professional, the Chaplain is called upon to step into the journey of the other, and hear beyond the spoken words the significance of the other's experience or story while inviting them to discover how God is manifested in their own unique humanness. The Chaplain assists individuals with spiritual and emotional integration of their current health crises/or situation by engaging the other in an encounter with the Sacred in the midst of their experience. The Chaplain invites the other to a deeper discovery of self and recognition of how God is acting in, through and with them and others.



18

Role Summary

The Chaplain participates in a wider dimension of God's healing Presence to humanity by providing leadership and education within the health care setting that contributes to shaping a culture where, the Word of God, is lived out through our thoughts, words and actions which embody spirituality, core values and the mission of the healthcare system.

This role is lived out at an individual level with patients, families, associates, physicians etc. It is also lived out at the organizational, community, and departmental level.



19

Sample Position Accountabilities/Functions

- Assesses, provides, and documents effective pastoral care to patients, families, and staff. This includes but may not be limited to: crisis ministry, grief and bereavement ministry, sacramental ministry, end of life care, and spiritual and emotional support services.
- Provides spiritual care that is informed by and respects cultural religious differences.
- Participates in interdisciplinary delivery of holistic patient care services through rounding, departmental meetings, and family conferences, etc. (Not in Associate Chaplain JD)



20

Qualifications

1. Required Certifications, Registration or Licensure:

Certification required or obtainable within 3 years of hire as recognized by the Spiritual Care Collaborative associations. (Certification not required for the AC)

2. Minimum Knowledge and Education:

- Master's degree in theology, divinity, religious studies, pastoral ministry, or spirituality is required. (AC Bachelors required)
- Four units of Clinical Pastoral Education required. (One unit = 400 hours of supervised clinical training). (AC 2 units required)



21

Required Skills and Knowledge

Example

- Pastoral theology that is both contemporary and functional and integrated into professional practice.
- Current theology, ecclesiology, spiritual and sacramental practices within the Roman Catholic tradition as well as other traditions.
- Ability to function effectively under stress, to cope with crisis situations and to respond creatively to a multiplicity of challenges.
- Working knowledge of family systems and dysfunctions. (Not in AC job description)



22

SACRAMENTAL MINISTER

S1 Sacramental Minister

- Has developed knowledge and skill in own area
- Entry level for those with work experience in a skill area
- Typically functions as an independent practitioner tending only to Sacramental and liturgical needs of patients and LHM

S2 Sacramental Minister

- Has developed specialized skills or is multi-skilled
- Completes work with a limited degree of supervision
- Likely to act as an informal resources for colleagues with less experience
- Contributes to patient care beyond sacraments
- Hired as a staff person for sacramental and liturgical needs

S3 Sacramental Minister

- Has developed expertise in a variety of work processes or activities
- Typically has responsibility for coordinating the work of Volunteer Eucharistic Ministers
- Functions as a colleague with Chaplains and as a fully invested staff member of the Pastoral Care department.
- Contributes to patient care beyond sacraments
- Contributes to strategic initiatives of the department
- Works autonomously within established procedures and practices
- Engages in training and education to develop career

CHAPLAINS

P1 Flex Chaplain

- Entry level for those with work experience in a skill area.
- Completes work with a limited degree of supervision
- Typically functions as an independent practitioner tending only to on-call Pastoral needs.

P2 Associate Chaplain

- Has developed specialized skills or is multi-skilled for Bedside Pastoral Care
- Works autonomously within established procedures and practices
- Possesses ability to discern complex issues and access appropriate resources to facilitate decision making.
- Functions as a member of the interdisciplinary healthcare team.
- Contributes to strategic initiatives of the department
- Completes work with a limited degree of supervision
- Builds knowledge of organization, processes and customers
- Solves a range of straightforward problems.
- Analyzes Solutions using standard procedures, with moderate supervision.

P3 Certified Chaplain

- Recognized as expert within Hospital
- Anticipates business challenges and recommends solutions
- Solves unique and complex problems with broad impact
- Recognized as external thought leader within discipline
- Influences department strategy to address internal issues
- May lead muttidisciplinary projects/initiatives
- Discerns complex issues and is a resources to facilitate decision making.
- Acts as an informal resources for colleagues with less experience.
- Acts as a formal resource for students.
- Teaches and leads information and formational in-services or groups.

MANAGERS/COORDINATORS

M1 Clinical Coordinator/ Team Lead/Supervisor

- Decisions are guided by policies, procedures and plans
- Sets priorities for the team to ensure task completion
- Coordinates and supervises daily clinical activities of Pastoral care staff
- May also spend time performing the work being supervised
- Solves unique and complex problems with broad impact

M2 Manager

- Develops departmental plans
- Decisions are guided by resource available and functional objectives
- Develops and manages departmental budget
- Provides leadership and training to supervisors and/or professional staff
- Typically has responsibility for one department within one LHM
- Accountable for the performance and results of department
- Executes functional or departmental strategy, may contribute to development of strategy.
- Typically has Pastoral Care staff as direct reports
- Serves as a member of the LHM leadership team.

DIRECTORS

D1 (Director Level)

- Has primary accountability for a strategic function (Dept of Spiritual Care)
- Is accountable for long-range planning and major initiatives of the department and/or Health Ministry
- Has budget responsibility for cost centers within their scope of responsibility.
- May have responsibility for a CPE Program

D2 (Executive Director level)

- Has primary accountability for multiple operational departments within 1 Health Ministry or same department with 2-3 Health Ministries
- Typically has other Directors/managers or local Spiritual Care leaders reporting to them.
- Able to facilitate needed contracts with other Health Ministries
- Overall budget responsibility for multiple departments or locations for which they are responsible.
- Accountable for the performance and results of department on System-wide basis

D3 (System Executive Director level)

- Has primary accountability for multiple operational units or same department in 4 or more Health Ministries
- Has overall budget responsibility for multiple departments
- Typically has the Spiritual Care leaders of the local Health System as direct reports.
- Typically works with Health Ministry administrators and Mission Leaders
- Accountable for the performance and results of department on System-wide basis

Salary Matrix

- Ascension Health Human Resources department utilized their available resources to compare:
 - Scope of practice or responsibilities
 - Levels of required education and training
 - Comparable salaries in similar positions
 - Particular area of the country
 - Particular business revenue to create the model



This example is from a mid-size, Midwest ministry that has 700 million in revenue.

Pastoral Care Banding Illustration

Min	Mid	Max	Specialized Ministry	Professional	Management	Executive
			Titles: S1: Contractor S2: Sacramental Minister* S3: Sacramental Minister *Catholic Priest Required	Titles: P1: Flex Chaplain P2: Associate Chaplain P3: Certified Chaplain	Titles: M1. Clinical Coordinator/Team Lead M2. Manager	Titles: D1. Director D2. Executive Director D3. System Executive Director
\$22,000	\$24,919	\$32,000	S1 (Contractor)			
\$25,300	\$28,657	\$36,800	S2			
\$29,095	\$32,955	\$42,320	S3			
\$33,459	\$37,898	\$48,668		P1		
\$38,478	\$43,583	\$55,968		P2		
\$44,250	\$50,121	\$64,363		P3		
\$50,887	\$57,639	\$74,018			M1	
\$58,520	\$66,285	\$85,121			M2	
\$67,299	\$76,227	\$97,889				D1
\$77,393	\$87,661	\$112,572				D2
\$89,002	\$100,811	\$129,458				D3

Elements to Consider

The Salary Matrix illustration is a model for a particular market. Any compensation work happens at the local level and is nuanced by elements like:

- Pay philosophy of your system
- Area of the country
- Cost of Living
- Revenue of particular hospital/system
- Salary and benefits ratios



33

Contact Information

Laura Richter
lrichter@ascensionhealth.org



34