

Leadership Skill Sets

- Ability to set/achieve goals & inspire staff
- Ability to fiscally manage a department
- Ability to manage personnel and resources
- Ability to manage/market services
- Knowledge/understanding of organizational dynamics
- Understand quality and evidence based practice
- Ability to plan strategically

Critical Access Hospitals: Combined Ministry

- Spiritual Care and Mission
- Across Settings

Combined Ministry

- Spiritual Care and Mission
- Mission requires additional skill sets of
 - Community Benefit, Ethics, Heritage
 - Creating interdisciplinary teams
 - Educating for purpose of formation

Mission Leadership Competencies*

- **Personal Qualifications**
 - Model Servant Leadership
 - Capable of Establishing Relationships with diverse groups of people
 - Has Integrity, Is Honest and Caring
 - Life Long Learner
 - Inspires and Motivates Others
- **Theology**
 - Pastoral
 - Canon Law
 - Understanding of Church

Mission Leadership Competencies*

- **Spirituality**
 - Personal
 - Communal
 - Spirituality of Change
- **Health Care Ethics**
 - Organizational Ethics
 - Justice
 - Clinical Ethics

Mission Leadership Competencies*

- **Organizational Management**
 - Communication and Collaboration
 - Business (finances, resources)
 - Management (leads change; implements strategies, empowers others)
- **Leadership**
 - Strategic
 - Prophetic
 - Formational

(*CHA; see www.chausa.org (under Mission) for details/resources)

Critical Access Hospitals: Across Settings

- Acute Care Combined with LTC
 - Expanding roles to include provision of
 - Companion Ministry (Steven's Ministry, No One Dies Alone, Faith in Action Ministry)
 - Faith Community Services

Strategically working with HR

- Educate HR Rep as to education/role of chaplains and skill sets
- Partner with HR for:
 - Overall process
 - Advertizing
 - Screening
 - Behavioral Based Interview
 - On-boarding

Tools For Hiring

- Hiring check list
- Behavior Based Interviewing

Behavioral Based Interviewing

- Past dictates future action
- Questions focus on what candidate has done in the past, not on how candidate anticipates acting in the future.

Examples

- Tell us about an important goal that you have set in the past and what you did to accomplish it.
- Describe a time when your work life has conflicted with your personal life and how you managed the conflict.

Pros and Cons

- Pros
 - This style of interviewing gives a clearer picture of the candidate
 - Scoring is easier as it is based on evidence based rather than theoretical information
- Cons
 - Most behavioral based interview packages do not include questions specific to pastoral care

Interdisciplinary Relationships

- Building Common Understanding
 - Explore understanding of role
 - Educate
 - In-services
 - As part of reflections
 - Debriefing an event
 - Model
 - Presence
 - Acceptance
 - Ritual Response

Interdisciplinary Teamwork

- Know the Boundaries of Chaplaincy and the Your Boundaries as a Leader
- Explore with the Interdisciplinary Team the Common Goals
- Look for Opportunities to Enhance Service and Teamwork
 - Rounding
 - Change of Shift Report
 - Committees

Leader to Leader Teamwork

- Identify shareholder leaders to collectively design how to respond to need (ie bird flu or disaster; Joint Commission Chapter)
- 2 worlds
 - Management versus bedside
 - process versus decision focus
