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

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Mission Leadership Competencies*

- **Spirituality**
  - Personal
  - Communal
  - Spirituality of Change

- **Health Care Ethics**
  - Organizational Ethics
  - Justice
  - Clinical Ethics

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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
    - Advertising
    - 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