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## NACC members honor the gift of streamed conference speeches

By David Lichter

The Fiftieth Anniversary Planning Team and the 2015 Conference Planning Task Force sought to honor the gift of our association, of you, and of the ministry itself at our conference in Arlington, VA, in March. I pray, as you read the contributions to this issue, that you are also brought to gratitude for the NACC, for your ministry, and for the way God has invited us to be instruments of compassion and healing.

We did not anticipate the very rare snowstorm on the day before the conference that impeded many participants' arrival and, unfortunately, kept some from arriving at all. However, at our opening prayer service, the aura of reverence, solemnity, and awe enveloped the hall, and we were drawn into the mystery of God's ministry that we have been honored to live out.

We were deeply grateful that we were able to stream the opening prayer service and all the plenary speakers. While the planning task force had considered this, it was only in the final weeks that we were able to make this happen. Thanks to a donation from the University of Vermont Medical Center that covered half the expense, we were able to make this available without cost to members, and the videos are still stored [here](#). Here are some comments from members who took advantage of this streaming:

"I am listening to the videos every day, wonderful and great job. May God bless the wonderful work you are doing."

"Thanks ... for this generous gift. I really wanted to attend conference, but was unable. As someone who could not attend in person, this was indeed a wonderful gift. I felt like I was right there. Thank you so much."

"The opportunity to be part of this wonderful celebration is appreciated. ... Not only were the presentations a worthy event but the question and answer expanded the viewing and participation in a helpful way. The ability to participate without charge is a gift that came at a time most appreciated. The NACC history was of particular interest as the synchronism with our personal spiritual journeys lead to an eventual meeting/intersecting of timelines in achieving NACC Board Certification. The Spirit moves in a most awesome and miraculous way. Again, thank you!"

"I am so grateful. Thank you so much, be blessed!"

"I also want to thank you for extending the opportunity to see the presentations. We are having our Community chapter of affairs and election of new Provincial Council this week. I was not able to take advantage of the streaming of conference plenary sessions. Thanks so much for arranging these for our viewing."

"Thank you for making the videos available; I was able to view Saturday and Sunday's sessions, which were excellent! I look forward to viewing the ones I missed."

"Thank you for your generosity and thoughtfulness!"

"As one who followed some online, I am very grateful! Thanks to all who made the live-streaming possible. I look forward to watching those presentations I missed in the next couple of weeks."

"Thank you for your kindness and thoughtfulness in making available for our viewing the streamed live plenaries... Brought back many beautiful memories of hard work, support and food for the journey."

While the conference took place in early March, we are marking our 50th anniversary throughout the year in various ways. In each NACC Now we have included two items to highlight the year. One item shares NACC's history and reflections on the profession, and the other provides our members reflection on an experience of their ministry. At the end of the year, we will collect these all in one volume for our members.

Blessings on your ministry,  
David A. Lichter, D.Min.  
Executive Director

## NACC Conference – Guided by the Spirit

By Beverly Beltramo

I feel like I am finally coming back to earth — these past weeks (and months!) of planning and worry have come to completion, and the NACC conference is behind us.

So many people told me what a great conference it was — and I agree. As much as I give credit to the awesome planning team we had (shout-out: Jack, Rich, Tom, Bridget and Vickie!) , I am also mindful that there was so much that we had absolutely no control over— there were moments when the spirit interceded, and it was magnificent!

Allow me to share just a few of those moments...

The first was watching that beautiful altar cloth carried in as part of the opening procession. I knew about it, had seen it, but I, and many others, had tears in our eyes as we watched this elegant symbol brought forward. It became a leitmotif for the conference, woven through our prayer and our speakers, always present with us. The spirit was powerfully at work.

The second was in January, when Wendy Cadge (who had to cancel her speech to us in 2014 due to her pregnancy) contacted David Lichter to reiterate she would love to come speak to us someday if there was ever an opening. Two days later, one of our plenary speakers cancelled, and we found ourselves with an opening! Those who attended the conference know the rest of that story and how wonderfully she was received. Spirit at work.

When Rich and Tom went to pick up the 100 carnations we had ordered, somehow they didn't have any. So we had to content ourselves with 100 of the most beautiful yellow roses I have ever seen (one of them somehow made it home in my carry-on bag and is resplendent on my windowsill). Spirit at work.

I know there were more — and probably many I am not aware of. I was so moved by the beautiful words of our four award recipients, and so touched by the power (and humor!) of our plenary speakers. There is much that lingers in my heart. I came away feeling that our time together was blessed, truly sacred space that we shared. Thank you — every single person who attended — for that gift we gave one another.

For those who could not attend, please do two things. First, get yourself some popcorn and watch the plenaries online at **[livestream.com/accounts/268253/NACC2015](http://livestream.com/accounts/268253/NACC2015)**. Second, be watching for the announcement for next year's conference, mark your calendar, and begin saving your pennies so that you can attend.

*Beverly Beltramo, BCC, is director of spiritual support services at Oakwood Healthcare in Dearborn, MI and was chair of the 2015 conference planning task force.*

## Driscoll thanks NACC for memories, charting new ground

By David Lewellen

*Vision* editor

Fifty years after the close of the Second Vatican Council, the National Association of Catholic Chaplains is no longer an experiment, Fr. Joseph Driscoll said.

Driscoll, returning to an NACC gathering for the first time in 12 years, addressed the conference on the implications of a church in which ministry is open to anyone who is baptized rather than ordained —implications that continue to evolve.

When Pope Francis was elected two years ago, Driscoll said, “he asked the world to bless him before he blessed the world. Remember that?” Driscoll recalled praying that night, “Lord, I asked you for this, but I didn’t think you could do it.”

The word “profession,” Driscoll said, originally meant the professing of vows, and was later extended to guilds of craftsmen. For chaplaincy, he said, “profession” has now extended to “the other half of the priesthood, the priesthood of the baptized.”

In the course of discussing mission and ministry, Driscoll said he often asks, “Who believed in you?” One student, he said, answered, “My bus driver,” recalling her childhood in rural Kentucky. “If that man ever knew how important he was in her life,” Driscoll said, “that’s where we get our sense of vocation.”

The closing of Vatican II in 1965, the same year the NACC was founded, may be seen as an auspicious coincidence, but the NACC had to work long and hard to catch up to its peer organizations. “I believe there was an experiment in the church,” Driscoll said, “and it was the NACC. But I don’t think those men, and they were men, had that design in mind.”

The association evolved in succeeding years, as sisters and laypeople were accepted into its ranks. But across the entire church, the ‘80s and ‘90s were times of retrenchment and struggling to hold onto the changes that had occurred.

Driscoll told many stories about his time as president of the NACC from 1992 to 2003, as he advocated to bishops in the United States and Rome for acceptance of lay chaplains. “Most bishops were delightful. Most appreciated the work we did,” he said. The late Cardinal Joseph Bernardin of Chicago, Driscoll said, told him that chaplains should be able to anoint the sick, but “it’s not going to happen easily.” Another unnamed bishop, he remembered, once said, “Hell, Joe, (chaplain) should be giving absolution. They listen to all the confessions anyway.”

But at one point, he said, he got a letter from the Vatican that would have effectively dissolved the NACC. He lobbied the board of the USCCB to intervene, telling the roomful of bishops what would be lost without the ministry of spiritual care. There was a long silence before one of the conservative bishops asked, “Joe, what can we do?”

“In that moment of silence,” Driscoll said, “the hierarchical church saw the gift of *Lumen Gentium* ... and recognized it, even the most conservative among bishops.”

The answer to the bishop’s question, it turned out, was to separate certification (for the NACC) and ecclesial endorsement (for the local bishop). Paraphrasing the landmark Vatican II document *Lumen Gentium*, Driscoll called the NACC “a bright light on the countenance of the U.S. church” and “the greatest experiment in Vatican ecclesiology.”

In response to a question about the role of women in the church, Driscoll said, “What gives me hope is the women I see in this room. You’ve hung in there.”

Looking ahead, Driscoll said that at one time he had hoped that the NACC could merge with other spiritual care organizations, while at the same time retaining a Catholic identity. Another possibility, he said, might be joining the CHA.

The association’s progress, he said, “was the design of the Holy Spirit. ... Trust the joy of the Spirit.” Speaking of the decline in the number of priests, he said. “You think the Holy Spirit is not working in the shortage?”

## Plenary speaker Garrido finds meaning in administration

By David Lewellen

*Vision* editor

Few people think much about the spirituality of administration, which may be why Ann Garrido had an attentive audience for her plenary speech at the NACC conference.

Garrido, a professor of homiletics at St. Louis University, now spends much of her time in office work, and considering the meaning of her work led her to write "Redeeming Administration" in 2013. She told the assembled chaplains that in her past she had done one unit of CPE, but "much of my day is now spent at a computer making tables and charts," which drew a rueful chuckle.

Administration is "not what I'd been prepared to think of as a ministry," she said, and she was shocked to think that maybe this was her mission. And there are few examples to draw from — the exhaustive theological library at her university, she said, has five floors of books, including one about "a man who sat on top of a pole for 30 years, but very few examples of people who followed this kind of work." It is seen as something that "takes us away from what we thought we'd be doing, what called us into ministry in the first place."

Garrido found some comfort when she considered the Latin roots of the word — "ad" means to or toward, so "administer" can be "toward ministry," the thing that enables ministry to happen. But defining spirituality, she said, was harder. Most books implicitly associate it with silence and reflection — but "God loves stuff," she said, and "the stuff of daily life can be revelatory." She concluded that spirituality is "the particular way that God is working out my salvation in this world." But even so, the question remains that in the middle of email, schedules, budgets, and meetings, "how is God working in them?"

Administrators, she said, "know stuff," have a sense of the institution and how the parts fit together. Like God creating the world, they can create an environment in which people can flourish.

A survey of administrators, she said found that they feel they have too much responsibility, and too little authority to make changes. "Does that resonate with you?" she asked, and got nods in return. But, she said, that situation offers "a more authentic picture of yourself. If CPE didn't do that for you, your job now will." Whatever a person's flaws may be, they will be seen, but "humility is not putting yourself down; it's knowing yourself truthfully."

Administration requires courage, too, but "the gap between me and what the role requires will be filled by the Holy Spirit," she said. "Just because it's a furnace doesn't mean I can't live here."

"In administration, you die a thousand deaths for the good of the whole," Garrido said, such as the death of one's own ego, control, or productivity. She told of a conversation with a mentor whom she relied on, and was startled to realize that the mentor also relied on her. "I'm here because of you, and you're here because of me," she said. "But that's the way it's always been. ... God, in God's very being, is relationality."

During the question period, Garrido said that she defines "management" and "administration" similarly, but "leadership" is different; it involves setting a vision that administration carries out. "I'm not aware of any freelance administrators," she joked.

Whatever the job, it is important to see it as a ministry, she added. "The way we preserve our Catholic identity is in how we answer the phone, how we send an email," she said. But she worried about the decline in vocations of priests and sisters whose "spirituality permeated every fiber of their being." As lay people have moved into more important Catholic jobs, "there is a tremendous heritage that we have yet to fully allow to permeate our own lives."

Finally, Garrido warned, "Be careful what you pray for. ... How will you grow in patience unless you're in a situation where patience is required? Now I just pray to God that God's will be done — if you could just be gentle. And be gentle with yourself."

## Vatican reporter describes pillars of the Francis agenda

By Mary Chalupsky

Veteran Vatican reporter John L. Allen Jr. offered insights into the Francis papacy during the closing plenary session of the NACC national conference. Pope Francis "is today by far the most popular religious leader on the planet, and one of the most popular leaders of any sort," he said.

"This Holy Father, like John Paul II before him, is an absolute magnet for humanity," he said. Recalling that Pope Francis drew a crowd of 6 million people last January in the Philippines, an incredulous Allen added, "And there was a typhoon that day."

"There is something so electrifying about this figure, a ferment around him that is so palpable, that any attempts to bottle it up or fence it in are going to fail," said the former Vatican correspondent for *The National Catholic Reporter*. Fresh from publishing his 10th book "The Francis Miracle: Inside the Transformation of the Pope and the Church," Allen provided chaplains with insights gained from his 20 years of covering the Vatican and three popes.

"I am by training and experience what Italians call a Vaticanista," said the associate editor of *The Boston Globe* and its new Catholic-news website, [crux.com](http://crux.com), "which means that it is my full-time professional work to keep my eyes on the pope."

From magazine covers to being named *Time's* Person of the Year to his "homespun pastoral language," this is a pope who has captured the attention of Catholics and non-Catholics alike. "But I would submit to you that there is something deeper," Allen said, "that somehow Catholics and non-Catholics alike have recognized that there is steak beneath the sizzle, that there is fire beneath the smoke ... driven by a serious substantive commitment to core principles."

Those principles, he said, are leadership as service, a deeply missionary conception of the Church, and mercy as the core Christian message.

In the days after Francis' election, it was the pope's gestures of "personal simplicity and humility that captured the imagination of the world" — from asking people to pray for him, passing on a limo to take the bus, and driving a used 1984 Renault, to shunning the papal apartments, and paying his own hotel bill. But, Allen added, "Beneath that simple exterior lies the mind of a brilliant Jesuit politician. This pope knows what he is doing at all times. He has a game plan ... there is always a plan.

"Fundamentally, what Pope Francis wants is that when people see the symbols of authority in the Catholic Church, he wants them to think instinctively not in terms of power or privilege, but instead in terms of service." And he wants all in administrative authority, "anyone who speaks on behalf of the Church," to do the same.

Second, Allen said, the pope sees himself fundamentally as a missionary. "He wants to be the missionary-in-chief of the Catholic Church," he said. Among mantras the Pope uses, he said, are he "wants to stimulate the Church, he wants to light the fires of the Church, to get it out of the sacristy and into the street, making itself relevant in the lives of real people."

"He has blasted the globalization of indifference to migrants and refugees" and what he has described as "a throw-away culture" in which whole categories of humanity — the elderly, the infirmed, immigrants, the poor, the unborn — are regarded as basically disposable, said Allen.

The third pillar is that "mercy is the core Christian message." Allen noted that a signature phrase that has

emerged from this Francis papacy is "The Lord never tired of forgiving."

"Mercy is this pope's motto," he said, pointing out the pope's passion for the sacrament of confession. "My prediction is that Francis will be remembered as the pope of mercy," and it's reflected in everything he's been doing, from reform of the Vatican bank to pastoral care for the divorced and remarried.

*Mary Chalupsky, BCC, is a chaplain at Yale-New Haven Hospital-Saint Raphael Campus in New Haven, CT.*

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## Allen Honors the Gift of Chaplaincy

Sixteen years after his own encounter with the ministry of chaplaincy, John Allen honored the profession's gift during his speech.

"In my experience, chaplains are a bit like lawyers," said Allen, "in that you never really appreciate them until you actually need them."

In January 1999, he said, his 62-year-old mother was in a hospital in Kansas dying of emphysema, and a lay chaplain guided him through the process. "At the time, I wasn't particularly appreciative," he admitted. "I thought it was a bit intrusive." But looking back, "It was clear to me that I would have been a complete shipwreck without the kind of steadfast decency and kindness and interest and keen unwavering belief that God's mercy somehow was at work in this horrific experience that I was living.

"In the end, when my mom finally passed, I was so overwhelmed ... I never really had the opportunity to thank this chaplain."

Allen continued, "As somebody who has been in the trenches, who has seen what you do and how profoundly important it is, I want you to hear these two words from me this morning and I suspect they are two words you do not hear nearly often enough. And those two words are 'Thank you.' Thank you for who you are and for what you do. ...

"I know that on my best days, I chronicle the life of the church; but you are the people who make it come alive. I know that without you out there standing with people in their most vulnerable, their most broken, their weakest moments, and extending the loving hand of God to them, that all this great talk about the mission of the Church would signify nothing. So ladies and gentlemen, please hear me from the bottom of my heart: thank you, thank you, thank you."

## Sociologist discusses chaplaincy's current place in healthcare

By David Lewellen  
*Vision* editor

Until chaplains have a licensing system, they probably face a losing struggle to define their profession in the eyes of society, according to Wendy Cadge.

"Anyone can be a chaplain, or be hired as a chaplain," said Cadge, a sociologist at Brandeis University. "I don't know any hospital that would hire a volunteer nurse," because nurses need licenses and chaplains don't. "Until the market is closed, until there's something you have to have, you're going to have this problem." That also extends to the practice of CPE students offering spiritual care. Cadge drew applause when she said, "Medical students wouldn't be alone in a room with a patient."

Cadge spoke to the NACC conference about the research in her 2013 book, "Paging God: Religion in the Halls of Medicine." To produce it, she interviewed staff at major academic hospitals and spent a year observing one chaplaincy department.

Most coverage of religion and medicine is about conflict, Cadge said, such as cases about parents who refuse treatment for their children because of religious beliefs. "It happens, and it's tragic, and it's important," she said. "But when it's all doctors and nurses can talk about, in my opinion they're missing the boat."

Cadge briefly traced the history of professional chaplaincy and CPE, beginning with Protestants in the 1920s. The Joint Commission has always required that patients' religious beliefs be respected, but there have never been details, or sanctions for noncompliance, and the percentage of hospitals with some kind of spiritual care presence has remained fairly steady at around two-thirds for the past 30 years.

The speaker showed some intriguing slides of dedicated spiritual spaces in hospitals from different eras. Older facilities tend to have very specific settings — Bellevue Hospital in New York has three separate rooms that look strongly like Protestant, Catholic, and Jewish sanctuaries. Newer spaces, however, either allow for specific symbols to be moved in and out, or look simply like "fancy waiting rooms," Cadge said. She added that her students voice a preference for "all the religious stuff in a closet, and take out what you need. ... That's a perfect example of religious individualism."

Comparing the percentage of various faiths represented among certified chaplains to the entire population, Cadge found some strong disparities: Mainline Protestants and Jews are overrepresented, evangelical and African-American denominations are underrepresented. In general terms, chaplains now offer a theology of hope and of healing, in the sense of being made whole.

However, Cadge went on, the profession struggles to have its contributions recognized, and she said that existing research does not offer much evidence for patient outcomes with spiritual care.

"The relationship between religion and health is so complicated, and there are so many factors," Cadge said, but patient satisfaction scores are the most promising.

Talking about nurses and other professional staff's relationship with religion, Cadge spent some time on emergency baptisms in the NICU. One nurse, she said, reported, "Any baby that's going to code, we baptize it, whether the parents want it or not. If they don't want it, we don't have to tell them." That attitude points out the disjunction between chaplains who think in terms of spirituality and staffers who think about religion, Cadge said, and there is little systematic training for staff. Professional chaplains "think that spirituality solves the problem of religious diversity," Cadge said, but she is not convinced.

Chaplains must also fight the perception of being associated with death. When she was studying spiritual care in hospitals, Cadge said, staffers would refer to her as “the end-of-life girl,” even though she had never specifically asked about that — which drew murmurs from the audience. But, she pointed out, “Almost none of you spend time on the birth side of the hospital.”

During table discussion, chaplains admitted that training staff is a problem, but staff turnover contributes to the problem — particularly at long-term care facilities.

During the question period, Cadge suggested that chaplains make an active effort to introduce themselves, and produce picture boards of everyone in the spiritual care department, including CPE students, to help staff get to know them, similar to what nursing departments do when new medical residents come in. Spiritual care should also have a presence at new staff orientation. “By caring for the staff, the staff will get to know you,” she said.

It would also be helpful, she said, if medical students followed chaplains on rounds during their first semester, before their physician mindset solidifies.

## Conference honors the gift of 50 years of ministry

By David Lewellen  
*Vision* editor

The NACC had much to be thankful for and many gifts to honor at the annual conference March 6-9 in Arlington, VA.

"Honoring the Gift," the theme of the conference and of the yearlong 50th anniversary celebration, was dramatically embodied at the opening prayer service with the presentation of an altar cloth inscribed with the names of more than 500 deceased members. "I see a mantle woven by our organization's history," said Mary T. O'Neill. "Assume it. Be wrapped in it. Feel its warmth, and yes, feel its weight."

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At Sunday night's awards banquet, Austine Duru and Caterina Mako were honored with the first Emergent Leader Awards. Duru has led workshops, served as an interviewer and ITE, and has led the effort to find research articles for *Vision*. He thanked his employer, CHI Health, and family and mentors, and quoted his 5-year-old daughter's definition of a chaplain for her younger sister: "It's like a doctor who helps make people well from the inside."

Mako has been a certification interviewer and regional liaison and organized a research project that became a seminal paper published in the *Journal of Palliative Medicine*. "Healthcare is in the biggest transformation of my lifetime, and so is the church," she said. "We cannot be spectators in this transformation. We need to be energetic partners, and we need to be leaders."

Sr. Barbara Brumleve, SSND, received the association's Distinguished Service Award for her years of contributions, including service on the Certification Commission and the Board of Directors, including two years as chair. "As an advocate, as a visionary, and as a change agent, she has proclaimed the good news," said Marilyn Williams in her introduction. "She has worked to include all of the NACC's membership, especially the younger members. Many can answer Father Joe Driscoll's question, 'Who believed in me?' by saying Barbara Brumleve."

In her acceptance speech, Brumleve thanked her students, patients and colleagues, and said, "God loves us, pulls us, calls us, and says, 'Please, please.' ... I want each of us to honor our own story."

Fr. Joseph Driscoll, who led the NACC from 1992 to 2003 and gave Friday's plenary speech, received the Outstanding Colleague Award. Alan Bowman, former chair of the Board of Directors, praised Driscoll's "gift to see the goodness in the other" and for raising the reputation and the professionalism of the organization.

"I love meeting people, and I loved meeting you," Driscoll said in acceptance. "If I'm an outstanding colleague, it's because I'm with you as outstanding colleagues."

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At the conclusion of Wendy Cadge's plenary speech, she announced a major new project to increase research literacy among healthcare chaplains.

Cadge, a sociology professor at Brandeis University, and George Fitchett, director of research in the department of religion at Rush University Medical Center, will lead a four-year, \$4.5 million project to advance research literacy among the nation's healthcare chaplains, "Training Research-Literate Chaplains as Ambassadors for Spirituality and Health." The program, funded by a grant from the John Templeton Foundation, has three major components:

- A fellowship program will provide 16 future chaplaincy leaders training in research by completing a two-year, research-focused MS or MPH degree in epidemiology, statistics, or public health. Fellows will also complete a for-credit online course, "Understanding Research on Religion, Spirituality and Health" and receive mentoring.
- A grant program, "Integrating Research Literacy into Chaplaincy CPE Residency Programs," will incentivize 70 CPE programs to make research literacy part of their curriculum.
- With matching funds from APC, ACPE, NACC, and NAJC, an online continuing education course, "Religion, Spirituality and Health: An Introduction to Research," will be made available at no cost to all practicing chaplains who are members of these organizations.

Phase 1, project planning, will last through June 2016. Phase 2, implementation, will run through June 2019. Together these initiatives will create over 800 research-literate chaplains strengthening understandings of religion, spirituality, and health and transforming chaplaincy as a profession. For more information, visit [www.researchliteratechaplaincy.org/](http://www.researchliteratechaplaincy.org/).

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Workshop topics at the conference's three breakout sessions ranged from the Indian flute to reading a research article.

In a session about how to use narration in a patient's chart, CPE supervisor Gordon Hilsman asked, "Who are you writing that note to?" The answer, he said, is not for your manager or the next chaplain on duty — "it's the nurse coming in after you leave, and you need something substantial to say."

A study at Massachusetts General Hospital, where Hilsman works, found that 70% of nurses read a chaplain's chart note, and that members of the interdisciplinary team rated chaplain notes a 7 on a scale of 1 to 10 in usefulness. Hilsman said that doctors are more likely to read the notes if a patient is very sick.

"What you say to the staff about patients is important, and what you write is important," said Anne Butler, a nurse practitioner at George Washington University. "And it's not easy."

In an example of how not to do things, Butler singled out a note that the patient "seems agitated," and the chaplain referred the problem to the nursing staff. But "you have a phenomenal capacity to treat agitation" she told the audience of chaplains, "in ways that I could not come anywhere near."

Butler urged avoiding medical-speak in chart notes. "Be true to you, your calling, your gifts," she said. "There's something in your calling that we in medicine hunger for."

In a session on "Making the Case for Chaplaincy," NACC Executive Director David Lichter described how chaplains can talk to CEOs and CFOs to persuade them of their value. Co-presenter Laura Richter, senior director of mission integration for Ascension Health, said, "Every time, wherever you can, tell the story — and it's never enough." It's everyone's job, not just the director's, she said, and chaplains need to "have a pocketful of stories you can pull out on a regular basis."

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Conference attendees got a sneak preview of a major documentary on spiritual care that is scheduled to air on PBS in April. Filmmaker Martin Doblmeier, who has made more than 25 documentaries on religion and faith, said that "Chaplains" studies the work of spiritual care providers in many arenas, including corporations, the military, prisons, police departments, and sports, in addition to the healthcare setting most familiar to most NACC members.

Most members of the public, Doblmeier said, don't have any mental image of a chaplain, unless he reminds them of Fr. Mulcahy from the TV series "M.A.S.H."

## Anointing service offers profound reassurance

By Austin Duru

WOMEN: *Be still and know that I am God*

MEN: *Be still and know that I am God...*

The alternating voices of men and women rang out in a rhythmic melody of heartfelt song in this unique annual ritual of prayer service and sacrament of the sick at the NACC conference. The celebration carried new meaning and an even more potent significance as members of NACC — old and new, living and deceased — converged in a true communion of saints to give thanks and pray for the sick and ailing members.

2015 marks the 50th anniversary of NACC. The national conference in Arlington, VA, in March was the highlight of this golden jubilee celebrating the presence and gifts that NACC brings and honoring deceased members who have walked this journey and are now resting in God's Kingdom. The names of over 500 NACC members inscribed on the cloth that drapes the altar powerfully symbolize the memory of these men and women. At this prayer service and sacrament of the sick, their memory and presence was invoked to help intercede for current members of NACC struggling with illness or disease.

The words of the psalmist, "Be still and know that I am God" put to a song by Barbara Bridge, powerfully captured the mood in the sacred space. The lights were dimmed, the curtains drawn, and the stage was set for a remarkable spiritual experience. The choir from St. Camillus Church in Silver Spring, MD, led by Tracy McDonnell, sang so beautifully that I felt touched by an angel. Their singing lifted the spirit to draw down God's blessings upon all present and made the "balm of Gilead" flow freely.

The Rev. Joseph M. Monahan and others assisting at this liturgy processed in to Bernadette Farrell's song "Christ, Be Our Light." The blessing of water and sprinkling rite was accompanied by the good old African-American spiritual "Wade in the Water." The message here as we wade in the water is, when God troubles the water, the troubles in our lives will flee.

Jane Mather gave an inspiring reflection on the theme of healing, following the scripture reading (Romans 8: 31-35, 37-39). Mather remarked, "In our service as chaplains, we train ourselves to enter the rooms and the lives of those we serve, clothed in hope and grace and wholeness on behalf of those who believe that they are broken and hopeless. We walk with them, we pray with and for them, we strive to serve them and lift them up — to help shine the light of Christ in their darkest moments. But tonight might we also align ourselves them — not just alongside but AS them. With them, we are broken and wounded and despairing in some ways. Our minds are weary; some have whole bodies that do not work as they once did, or parts of our bodies that seem like rebellious children that no longer obey our commands!"

To nods of agreement and murmurs that seemed to say amen, Mather continued, "Some of us may be struggling with burdens of loss and loneliness too seemingly heavy to bear in our hearts — of families in crisis, spouses who have left us feeling as if our very identity has been amputated."

Mather encouraged all present to shine the light to those "dark places of fear, doubt, pride, envy, or some other insidious form of emotional bacteria lurking in the shadows of our hearts." She urged, "Open ourselves to our own need for healing, for hope, for grace and for restoration to wholeness in all of those tiny, dark, forgotten corners of ourselves — or for those glaring wounds that we see all too well and cannot see past!" She concluded, "Let us humble ourselves tonight to touch the hem of his garment and receive healing — to be blessed even as we prepare to return to our places of ministry and our roles of blessing others."

Over 100 NACC members participated in this event. Those who were to be anointed were surrounded in

prayer and support by other members who placed hands on their shoulders, while Mary Haugen's song "Healer of Our Ev'ry Ill" was played. The refrain is a prayer in itself: "Healer of our ev'ry ill, light of each tomorrow, give us peace beyond our fear, and hope beyond our sorrow."

The feeling of being anointed was profound. I was reminded of the weight of the burden of illness as the gentle hands of colleagues rested on my shoulders. But this weight is not unbearable; it is reassuring, comforting, infused with prayers and goodwill. As the priest approached, anointed the forehead and outstretched arms, I could feel the release of the weight when colleagues gently removed their hands. It is a powerful and external reminder of the healing that has happened within. In a true spirit of a gathering of healers, a people called to the ministry of healing, no one was left untouched.

*Austine Duru, BCC, is director of mission and pastoral care at St. Elizabeth Regional Medical Center & Nebraska Heart Hospital in Lincoln, NE.*

## Business meeting unveils new logo, takes hard look at membership

By Jim Letourneau

In keeping with the theme of our annual conference, "Honoring the Gift," the NACC business meeting honored and celebrated many people. Mary Lou O'Gorman opened the meeting honoring our new Board members: Mary Heintzkill and me (both elected members), and Brian Yanofchick and Sr. Margo Tafoya MSSP (both appointed members).

Executive Director David Lichter unveiled our new logo, designed by NACC member Tim Creech, which resembles the cross Catholics have imprinted on their foreheads every Ash Wednesday. The cross is formed by four arrows leading to a center square, a symbol of the wholeness and unity of the Church. A new website for NACC is in development to reflect the new look. NACC's new tagline, "Continuing the Healing Ministry," reminds us of the heart of our mission and the context of our vocation.

David then presented current statistics regarding finances and membership. Through the diligence and sacrifice of our members and the national office (as well as favorable investments!), NACC currently has a total of \$1,095,333 in net assets. For everyone's hard work, we are truly grateful!

But before we get too caught up in celebratory optimism, the sobering statistics regarding our membership remain a challenge. We are an aging association, with more than 65% of our members 60 years of age or older. Projections tell us that we will suffer a financial loss every year beginning in 2015 due to declining membership. Our net assets that we've worked so hard to build will slowly be exhausted. Clearly, we are at a threshold in the life of our beloved association. This sobering reality has been a key issue for David and the board over the last few years, and continues to be a focal point.

Board member Mary T. O'Neil celebrated all our members who have been in NACC at least 25 years. Their years of faithful service have made it possible for all of us to serve in this ministry. In the spirit of this year's conference, we honor their gifts.

The meeting spent significant time engaging the membership with three key questions: What is one thing for which I am most grateful in my own or my team's ministry? Looking to the future of chaplaincy, what is your greatest hope and greatest challenge? As NACC, what should be our future focus? Member feedback from these questions will inform the direction and decisions of the board moving forward.

The meeting provided a rich opportunity for NACC to honor the gifts of its members who continue the healing ministry. Look for a new NACC pin to arrive in your mailbox when you renew your membership this year!

*Jim Letourneau, BCC, is director of mission and spirituality for Trinity Health in Livonia, MI.*

## Finding God in the NACC National Conference

By Patricia M. Crowley

Jubilant! Notification of certification! Recognition by the Church and its leadership of my calling to serve God and God's people as a board-certified chaplain, the culmination of my decades-long journey to professional chaplaincy.

How would I celebrate? I quickly realized that I wanted to attend my first NACC national conference, focusing on the missioning ceremony for newly certified chaplains. I would take time away from my challenging position as a hospice chaplain and bereavement coordinator to rejoice and give thanks to God, continue my chaplaincy education, and reflect on the gifts God has bestowed on me. As I reviewed the registration materials, I decided to participate in a day of reflection before the conference; I was long overdue for a retreat experience.

The week of the conference, I worked long hours to see my patients and arrange to cover patient and family needs while I was away. Wednesday afternoon finally arrived; I was excited for the trip, and very much in need of time away. When the airline called to advise that my flight had been delayed, I actually breathed a sigh of relief that I would not have to rush to the airport.

But by the time I arrived at the airport, my flight had been canceled due to Washington's spring storm. I was disappointed to learn that I could not fly out until the next evening, meaning that I would miss the day of reflection. However, I was happy to have a quiet, restful evening at home, and planned to spend extra time in personal reflection and prayer on Thursday. I could still attend the Friday pre-conference workshops and rehearsal for the missioning ceremony.

The news got worse. Early Thursday morning, I was awakened by a call from the airline, telling me that conditions in Washington had forced the cancellation of my flight. Exhausted, I went back to sleep. I called the airline midmorning, and was finally connected to a live person more than three hours later. Due to the severity of the storm, the best plan seemed to be to book the last seat available on the same flight Friday evening and hope that the runways would be safe by then.

I was devastated that I would now also miss the opening session of the conference, and the mandatory rehearsal for the missioning ceremony. I shared my disappointment with my sisters, and they encouraged me to stay positive. They also encouraged me to enjoy my time away from work, wherever I was.

As I took their advice, I realized that I was experiencing a personal day of reflection at home. I literally gave the trip back to God, knowing that God would clear away obstacles if the trip was in my best interest. Through prayer, God reminded me to trust and have patience. My Ignatian spirituality helped me to find God in all things: kindness and patience of airline personnel who helped me rebook my flights, courtesy of hotel personnel who waived "no show" charges, emotional support of my siblings, time away from work, assurance by NACC personnel that flight cancellations would not prevent my participation in the missioning ceremony. The Lord blessed me with peace and understanding as I waited for the trip to begin.

The blessings continued on Friday. My trip to the airport was unhurried and uneventful. I was seated in first class on the airplane, even while using frequent flyer miles to travel! The flight was smooth, the ground transportation was easy, and my hotel room was ready. God had brought me safely to the conference.

Saturday brought more blessings: meeting NACC professional staff, finding colleagues from my metropolitan area, workshop experiences that will enhance my ministry and personal life. Our God of surprises was active when I ran into a dear friend from ministry graduate school whom I had not seen in many months, and she

and I were able to share the “first NACC conference” experience together throughout the weekend.

The Saturday celebration of the Eucharist was moving and meaningful. Our NACC episcopal liaison, Bishop Donald Hying, shared insights from his seminary experience as a CPE student, in my city at a hospital where I had also received chaplaincy training. It struck me that Bishop Hying’s understanding of chaplaincy, as a truly deep experience of Christ in the self and in the other, stems from his time of lay ministry, before his ordination to the priesthood. The bishop acknowledged that Christ’s healing ministry is continued by both lay and ordained members of the Body of Christ; this realization was a great affirmation to me of the gift of chaplaincy that I have received as a lay woman. NACC is fortunate to have this compassionate, articulate episcopal liaison, and it was my great privilege to shake his hand while receiving my certificate.

Other highlights of the conference were the plenary speakers, who shared their insights about the presence of religion and spirituality in medical settings, finding God in the mundane gifts of administration, and the implications of Pope Francis’ papacy on chaplaincy and the Catholic Church. Throughout the conference, the prayerful liturgies filled with joyous music fed my spirit. I appreciated the opportunity during the business session to learn more about NACC, give feedback and participate in the future of NACC. I look forward to getting more involved in the years to come.

I highly recommend that all newly certified chaplains plan to celebrate this important vocational milestone by attending the NACC national conference. I pray that you will find God, and God will find you, in the experience!

*Patricia M. Crowley, BCC, is bereavement coordinator and chaplain at St. Catherine’s Hospice in La Place, LA.*

## Day of reflection offers many forms of prayer

By Elaine Chan

While I was making rounds, a nurse I know asked if I was praying for her. I said "yes." Another nurse, overhearing, asked if I was praying for her too. "Yes," I said. "I pray for the all the staff, the patients, their families, friends, the volunteers ..." As chaplains we are often called upon to pray for others. But to sustain and nourish ourselves in our work, we also need to take time for reflection.

The day of reflection at the NACC annual conference offered a unique opportunity to pray and reflect with colleagues. This year's event was titled "Take Twelve Today: The Art of Listening for God." It was facilitated by Kathy Anderson and Susan Boruff, who trained at the Shalem Institute for Spiritual Formation in Washington. Coincidentally, in Washington I stayed overnight with a religious sister who is currently taking an online Shalem course, so I knew something about presenters' work on prayer and meditation in advance. The presenters encourage individuals to take 12 minutes a day in prayer. They run a program of the same name, offering retreats and meditation exercises ([www.taketwelvetoday.com/index.html](http://www.taketwelvetoday.com/index.html)).

Ms. Anderson and Ms. Boruff began by discussing Desert Fathers such as St. John of the Cross, as well as a contemporary figure, Father Thomas Keating, a Trappist who promotes centering prayer. The facilitators led us in prayer exercises, including breath prayer and centering prayer. They also spoke about different forms of prayer, including *lectio divina*, guided imagery, body prayer, walking meditation, chanting meditation, and the Jesus Prayer.

The day of reflection was held at the Washington Retreat House, a well-furnished building with many comfortable and inviting rooms for prayer. Snow was gently falling, so we did not venture outside. However, during our breaks several retreat participants took pictures of the beautiful snow-covered scene outside the retreat windows.

Franciscan Sisters of the Atonement, who staff the retreat house, were most hospitable. The day included an opportunity for Mass, concelebrated by one of the participants; others served as lectors and Eucharistic ministers. During Mass we were introduced to an amazing Yamaha piano with prerecorded music on a thumb drive. A Franciscan sister played along with the music from the piano. She told us that this feature is most useful when there is no pianist for a service.

The day was a good reminder of the need for silence and prayer and the different forms of prayer. It gave chaplains an opportunity to meet and interact in a relaxed setting and in a smaller group than the larger conference. We had an hour of free time, as well as frequent breaks. These times gave participants an opportunity for individual prayer and relaxation as well as getting to know each other. One participant told me that the free time was his favorite part of the day. Another told me that she did not feel the retreat offered any new information but nevertheless appreciated the opportunity to be in prayer.

At the end of the workshop the facilitators challenged us to take time in our day for prayer, choose a type of prayer that we are comfortable with, and decide on where and when as well as how long one wants to pray. Prayer is as essential as breathing. Taking time for prayer, aside from what we do in our professional capacity, gives us an opportunity to recharge and connect with God, ourselves, and others.

*Elaine Chan, BCC, is a chaplain in Queens, NY.*

## Widening the tent: Conference workshops give primer on research

By Austine Duru

Professional chaplaincy is currently experiencing unprecedented transformation, largely driven by the emerging trends associated with rapid changes in healthcare delivery. On the other hand, a renewed interest in the methods of scientific research as a possible tool for understanding and speaking about what chaplains do is also adding to the pressure for chaplains to rethink current chaplaincy practices and protocols.

As chaplains become integral members of the interdisciplinary care team, we must acquire rudimentary knowledge of the language of scientific inquiry as it relates to meaningful interventions in the care of patients. At the 2015 national conference, some workshops addressed research and research literacy. Here are reports on two, for the benefit of our readers who were not able to participate.



### **A Dummies' Guide to Reading a Research Article: Reading a Research Article Can Be Fun**

Deacon Roger Vandervest and Sr. Pat Murphy (both from Rush University Teaching Hospital, Chicago) sought to give participants a fundamental tool for reading and understanding research materials relevant to the work of chaplains. The duo believe that the real barrier is the limited exposure of chaplains to the complex rules, symbols and specialized terminologies that make research articles seem boring to many. This was confirmed by some of the participants. By the end of this 75-minute workshop, participants learned how to identify the main components of a research article; how to identify the strengths and weaknesses of a research article; and how to critically integrate research findings into chaplaincy practice.

According to the presenters, research justifies what chaplains do, and research can help chaplains become better at what they do. They gave what they described as the GPS of every research article: introduction, methods, results, and discussion. The introduction sets the stage by providing the aims or hypothesis of the research work. The methods tell readers how they set about collecting and analyzing the information. Results tell readers whether the hypothesis or aims are true or not. Finally the discussion explores ways to apply these findings or the implication the research may have for future practice. The presenters illustrate these points with an article by Kate M. Piderman and colleagues, "[Predicting Patients' Expectations of Hospital Chaplains](#)." Overall, this workshop was helpful for chaplains who wish to read research articles, reflect on the article and draw meaningful information for clinical practice.

### **Responding to Moral Distress: Applying Research to Our Ministry of Staff.**

Marilyn Williams presented a workshop on how research can inform chaplains' response to moral distress present in staff members.

Williams outlined several precipitating events at the institutional level that exposed staff to moral distress, including reduction in staff, elimination of weekend option for nursing staff, and low staff morale. While this is not exhaustive, it sheds some light on the highly charged environment in which most of the clinical staff operates and indicates that pastoral care leaders must be attentive to these signs of moral distress and staff burnout. Three questions helped Williams focus on the problem: What is moral distress and its characteristics or symptoms? What is the impact of moral distress? What are its causes and how can one prevent or ameliorate it? To answer these questions, Williams turned to existing research literature.

According to Williams, moral distress was first defined in 1984 by Andrew Jameton as the consequence of institutional constraints placed on nurses that prevent them from taking ethically correct actions in the

discharge of their duties. Subsequent work has expanded on the notion of constraints and psychological distress resulting from actions that are against personal ideals and values. Other remarkable work on this subject includes Kelly (1998), McCarthy and Deady (2008), Schluter et al. (2008), Epstein and Hamric (2009), and Corley et al. (1995).

Williams shared a key investigation led by Corley et al. in 1995 in the *American Journal of Critical Care* which studied 111 members of the Association of Critical Care Nurses. "Three factors most associated with moral distress were aggressive care (unnecessary tests and treatments) at the EOL, lack of honesty with patients/families, and inadequate/incompetent treatment by physicians. Nurses in private hospitals indicated a higher degree of moral distress as well as those not practicing in ICUs. 12% indicated they had left a position due to moral distress." This study paved the way for further research and the development of the moral distress scale published in 2001 by Corley and her co-investigators.

Williams outlined several relevant researches on moral distress both in the USA and Europe. She highlights one significant article from the perspective of a chaplain, by Michael Guthrie, at the Presbyterian St. Luke's Medical Center Rocky Mountain Hospital for Children, Denver: "A Healthcare Chaplain's Pastoral Response to Moral Distress," *Journal of Health Care Chaplaincy*, 20:3-15, 2014. Williams concludes her presentation by raising significant questions that might trigger ongoing conversation on the challenges of moral distress among clinical staff and ways chaplains and pastoral care leaders might respond.

Both presentations make the case that research literacy and literature have proven to be valuable tools that can help professional chaplains in their ministry.

*Austine Duru, BCC, is director of mission and pastoral care at St. Elizabeth Regional Medical Center & Nebraska Heart Hospital in Lincoln, NE.*

## Newly certified feel warmth of others' welcome

By David Lewellen  
*Vision* editor

Thirty-six chaplains celebrated the culmination of their journey to certification at a Saturday Mass at the national conference in Arlington, VA.

"I thank God for the vocation of every single one of you," said Bishop Donald Hying of Gary, IN, the NACC's episcopal liaison, "but especially for those newly commissioned tonight."

Hying told the story of his unit of CPE as a seminary student in 1987, when AIDS was new and terrifying, and an HIV-positive drug addict in a hospital told Hying his life story and asked whether God could forgive him. Impulsively, Hying said, he hugged the man, "and he said that was the first time anyone had touched him without gloves since he contracted HIV. ... In that encounter, the risen Christ was present to both of us."

"God said, 'I want you to be my presence to the suffering and the sick,'" Hying told the chaplains. "Thank you for all that you do, and for who you beautifully are."

Bishop Barry Knestout, auxiliary bishop of the Archdiocese of Washington, concelebrated the Mass. Knestout serves on the NACC Episcopal Advisory Council and is the USCCB episcopal delegate to the American Catholic Correctional Chaplain Association.

After the newly certified filed across the front of the room to receive their certificates, they received congratulations from family and friends. "I was overwhelmed by the prayer and the Holy Spirit," said Agnes Lugira of Woburn, MA. "Seeing the hands of the people stretched over us, it was very humbling."

"It was really profound to see all these other folks who are doing it too, and to talk to them," said Jesse Keane of Boulder, CO. "There's something really personal about being here."

"To be here, to see this diploma, I feel so happy," said Fidelis Ezeani of Nyack, NY, "and very grateful to God, who made it possible."

Reflecting on her journey, Lugira said, "As a woman, I could not be ordained, so I said I would do the most possible. I thank God for this moment, and I pray God gives me strength to do his will."

## Potential disaster responders learn to be flexible

By Kathy Ault

Ever since I first heard the call for chaplains to serve on the American Red Cross Disaster Spiritual Care response teams, I have wanted to go to whatever location was overwhelmed with suffering and shock. With each tornado or major disaster, I would be struck with the desire to serve but lacked the necessary orientation and training.

Finally, after years of anticipation, I was able to attend the American Red Cross Disaster Spiritual Care pre-conference workshop on March 5. Part one, *Introduction to Disaster Spiritual Care*, was designed for people like me who were new to the topic, and part two, *Ethical Dilemmas in Disasters and Mock Deployment Exercises*, included interactive table-top exercises for new and experienced DSC responders. The courses were team taught by Tim Serban of Oregon and Rabbi Stephen Roberts of New York, who have both been deployed multiple times. Linda Walsh-Garrison of Utah, a leader in the Southern division of the Red Cross, also joined in the teaching of the afternoon session.

The main takeaways that I learned are: 1) Flexibility is key. 2) Certified chaplains are well-suited to be disaster spiritual care responders, especially in regard to Red Cross guiding principles of impartiality and neutrality. 3) The first step in becoming a responder is to register as a general Red Cross volunteer in your local chapter.

*Flexibility is key.* If you remember, a major snowstorm was forecast for Thursday, the day of the training and the day before the NACC conference started. Several people had issues with canceled flights or missed the training altogether. The leaders teased that it was a good test of flexibility, and noted that how we responded to the situation might indicate if we were well-suited for providing disaster spiritual care. Times of disaster are times of chaos, and each situation requires flexibility. If a person can respond to a particular disaster, he or she needs to be able to fly in as little as four hours, and deployment requires a two-week commitment. Flexibility is needed to arrange your life responsibilities so you can be gone, to wait for the details of when and how you will travel, and to adjust to the realities when you arrive. Tim Serban noted that being a chaplain in an emergency department is possibly the best preparation for working with the Red Cross teams.

*Certified chaplains are well-suited to be disaster spiritual care responders.* The Red Cross makes no discrimination as to nationality, race, religious beliefs, class, or political opinions in its efforts to relieve suffering. The Red Cross also is careful to not take sides in hostilities or engage in controversies. These two values are inherent aspects of professional chaplaincy. Chaplains, though rooted in a particular faith denomination, respond openly and respectfully to people of varied backgrounds without discrimination. Chaplains also must be careful not to take sides in patient, family, or staff situations and generally are other-focused rather than self-disclosing. As Tim Serban said, "Chaplains are well suited because we get it."

*The first step is to register in your local chapter.* Each volunteer gets an identification number that is needed if called to serve on a Disaster Spiritual Care team. Red Cross needs DSC chaplains for major disaster areas in the current "fly team" model, and also to be available locally as local disasters and needs present. If you sign up with your local chapter, you likely will be offered multiple opportunities to serve in different roles, but you do not have to commit to volunteer hours beyond your availability to be a disaster spiritual care responder. I am proud to report I am now a registered Red Cross volunteer for Baltimore City. Whether I ever serve on a Disaster Spiritual Care team remains unknown, but I have taken the first step!

*Kathryn Ault, BCC, is director of pastoral care at Mercy Hospital in Baltimore.*

## Certification Commission welcomes new members, new specialty

By Jane Smith

I've been a member of the Certification Commission for almost three years, and I love the work. I am grateful to serve there, because its work is at the very heart of NACC, that is, to certify chaplains and to participate in their ongoing development.

Just before the opening of the fabulous 50th anniversary NACC conference, we met in Arlington, VA. Forget that we were snowed in for much of our time together; we worked hard, the nine of us, discussing many issues related to certification and renewal of certification, pondering our organization's relationship with other similar groups, the USCCB, and doing a little celebrating of our own.

The celebrating part involved welcoming two new members. Bonnie McCulley, from Arizona, has been a longtime volunteer, most notably as certification interviewer, followed by several years as an ITE. She brings energy, enthusiasm, as well as incredible organizational skills. Austine Duru, from Nebraska, has also served as an interviewer and ITE, and some of you may remember him for his great drumming workshops at previous conferences. We're pleased that Austine was one of two NACC members honored as emergent leaders at the conference banquet.

NACC Executive Director David Lichter, as is his practice, spent some time with us. He was his usual affirming, informative, and challenging self as he shared with us some of the results of his work. He noted the financial stability of NACC and the new web design and logo. He was pleased, indeed, that 41% of members responded to the recent survey, which provided a good deal of demographic data. The information gained will be very helpful, and provided us with lots of related issues to discuss.

During our joint meeting with the board, there was good discussion, philosophical mostly, of our ongoing efforts to provide very high-quality certification processes, even as we seek to improve them. When we meet with the ITEs in the summer, we will work with them to flesh out some strategies to best implement the sort of vision and goals we want in our certification processes. One highlight of this visit with the board was naming the three chaplains to receive our new specialty certification as palliative care and hospice chaplains. Rosa Maria Eubanks from Maryland, Sedona Montelongo from Arizona, and Gary Weisbrich from Montana were announced as newly certified during the conference, marking a new milestone in our 50-year history.

We are thankful for each and every one of you who have made the choice to become certified, renew your certifications regularly, and serve in the certification processes as site coordinators, ITEs, interviewers, and peer reviewers. It takes all of us working together to keep the sacredness of our individual and collective mission thriving. Blessings on you all.

*Jane Smith, D.Min., BCC, retired from active chaplaincy from Fulton State Hospital in Fulton, MO, where she was director of mission effectiveness. She is currently self-employed as a holistic health coach.*

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