Competencies for Spiritual Care Leadership

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Objectives

- Workshop will provide:
  - An overview of process to identify key competencies for Spiritual Care Leaders
  - A description of those core competencies
  - Suggested topics for professional development
  - Resources for development
  - Opportunities for participant feedback

Introduction

- 2007 CHA/NACC Pastoral Care Summit
- Essential Functions/Responsibilities of Board Certified Chaplain
- Correlate with services
  - APC’s Standards of Practice for Chaplains in Acute Care Settings
  - Affirmed by Spiritual Care Collaborative in 2010
- 2009 Spiritual Care Leadership Competencies for Pastoral Care
...Introduction

- 2011-2012 Presentations on leadership competencies
  - National Conference
  - Webinars
- 2014-15 Quarterly Director Conference Calls
- CHA developed competencies for Mission Leaders
- Discussions began about updating leadership competencies
  - Expanded utilization
  - Organizations/Systems

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...Process of Revision

- 2016 NACC convened a group of Spiritual Care Directors
- Monthly presentations of current competencies
  - via conference call

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...Process of Revision

- Presenters
  - Kathy Ault
  - Jack Conrad
  - Nancy Cook
  - Jack Crabb
  - Carolanne Hauck
  - Lucia Hamilton
  - David Lichter
  - Jennifer Paquette
  - Mary Jo Zacher

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Audience

- Mission leaders
- Human resource staff
- Current directors
- Spiritual care coordinators or managers
- Chaplains who aspire to a leadership role
- Those who provide education for
  - Organizational leaders
  - Staff

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Leadership

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Leadership Factors

- Thought
- Results
- People
- Self


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FACTOR ONE: Thought

- Understanding the business
- Making complex decisions
- Creating the new and different

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FACTOR TWO: Results

- Taking initiative
- Managing execution
- Focusing on performance

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FACTOR THREE: People

- Building collaborative relationships
- Optimizing diverse talent
- Influencing people

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FACTOR: Four

- Being authentic
- Being open
- Being flexible and adaptable

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Stallers & Stoppers

- Trouble with people
- Doesn’t inspire or build talent
- Too narrow

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Organizational Management

Finance

- Budget
- Income & Expense
- Census

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Marketing

What is Marketing?
Creating, developing, communicating and managing Spiritual Care services that will be provided in the organization.

Importantly, communicating the benefits of the services which enable the organization to achieve its goals.

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Leadership Competencies

- Collaborate with organizational partners to identify Spiritual Care (SC) need.
- Become attentive to organizational areas of investment or stress for SC opportunities.
- Become aware of organizational initiatives and priorities for SC value.

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Leadership Competencies (cont.)

- Promote the value of SC across the continuum of care.
- Develop, tailor and provide education on SC services to potential users and leadership.
- Ensure that all marketing is collaborative to Mission, values and goals of the organization.

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Organizational Management

Organizational Dynamics

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Organizational Dynamics

What are Organizational Dynamics?

How the organization relates and cooperates internally and externally with its constituents – i.e., patients, families, staff, vendors, faith communities, volunteers, donors, competitors and others.

Leadership Competencies

- Structure: identify the organizational structure and the place of SC within it
- Relationships:
  - Identify the informal structure (power brokers, influencers) within the formal
  - Build organizational networks that ensure success

Leadership Competencies (cont.)

- Identity:
  - Understand how the organization presents itself into the community served and its competitors
  - Understand how the organization self-identifies – i.e., Mission statement, values, goals and other public statements
Organizational Management

Strategic Planning

What is Strategic Planning?

The creation of a Spiritual Care plan for the future that successfully cooperates with the goals and strategies of the larger organization. The Organizational Mission and Vision statements will set the tone and propel the content for the Spiritual Care Strategic Plan.
Leadership Competencies
- Know your organization – its vision, mission, goals, Strategic Plan – and incorporate them into your plan
- Know your strengths
- Decide which services and where you will provide them. Prioritize!
- Know your strengths and resources

Leadership Competencies (cont.)
- Define how Spiritual Care will be experienced by the “consumers” – i.e., patients, families, staff...
- Create an environment resilient to change
- Ensure collaboration with your partners in the organization
- Gather data

Leadership Competencies (cont.)
- Develop a plan that energizes organizational leadership to promote the presence and value of SC
- Create an environment attractive to high performers
- Continuously communicate the progress on the Plan to your staff and the organizational leadership
Leadership Competencies (cont.)

- Know your competitors
- If initiatives do not work out, own them and learn from them
- Never say never

Organizational Management

Technology Acumen

- Implement technology
  - To enable day-to-day management
  - Patient care
  - Productivity trackers
  - Monitor satisfaction
  - Quality metrics
  - Budget tracking
  - Financial reporting
...Technology Acumen

- Monitor and utilize
  - Emerging technologies
- Incorporate technology to expand reach of services
  - E-chaplaincy
  - Telemedicine
- Implement technologies to communicate spiritual care services, resources
  - Department websites
  - Reflections

PERSONAL AND PROFESSIONAL

Personal

What is meant by Personal Competencies?

The leader exemplifies Catholic sensibilities, beliefs and understandings.
Personal Competencies

- Demonstrate a life formed through Catholic Tradition, education and values
- Participate in a faith community
- Act in communion with the church
- Promote respect for life
- Demonstrate a servant leadership
- Honor the poor and vulnerable

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Personal Competencies

- Promote care of the whole person
- Seek the common good
- Demonstrate strength through humility
- Promote sound stewardship
- Ensure attentiveness to the development of self, personally and professionally
- Demonstrate self-reflectiveness

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Professional Competencies

What is meant by Professionalism?

The knowledge, conduct, qualities, and capacity that characterize the profession of chaplain, based on professional and organizational standards and ethics and the best practices of the profession.

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Professional Competencies

- Exemplify the healing mission, vision and core values of the organization
- View self as a professional leader, committed to building professional relationships
- Possess the characteristic of being a skilled practitioner, expert in disciplines required for the ministry
- Exhibit situational awareness

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Professional Competencies

- Invest in and promote the professionalism of the chaplain and the Spiritual Care department
- Build relationships with key partners within the organization and the professional field
- Encourage and promote collaborative relationships with the local Catholic diocese and other denominations

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Ethics
Part 1: The Social Responsibility of Catholic Health Care Services
Part 2: The Pastoral & Spiritual Responsibility of Catholic Health Care
Part 3: The Professional-Patient Relationship
Part 4: Issues in Care for the Beginning of Life
Part 5: Issues in Care for the Seriously Ill & Dying
Part 6: Forming New Partnerships with Health Care Organizations & Providers

Ethical and Religious Directives for Catholic Health Care Services (2009).

Theology/Spirituality

Ecumenism
- World religions
  - Identify core themes
  - Possess knowledge of relevant tenets for care
  - Develop care processes respectful of diverse beliefs/values
  - Model a spirit of inclusiveness and respect

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...Theology

- Catholic
  - Articulate major themes and impact of Vatican II and Post Vatican II documents
  - Impact on spiritual care
  - Articulate hallmarks of Catholic Identity for Catholic healthcare
  - Articulate the healing ministry of Jesus Christ
  - Articulate the Scriptural context for organization’s Mission and values

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...Spirituality

- Create an Environment of Spirituality for Community
  - Develop activities that express spirituality, in collaboration with Mission and institutional leaders
    - Orientation
    - Consistent with organization’s heritage
    - Inspirational daily messaging
    - Alternative spiritual modalities
    - Liturgical events/celebrations

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...Spirituality

- Develop symbols expressive of the nature of organization, in collaboration with Mission and institutional leaders
  - Ensure visibility of symbols
  - Develop procedures for
    - Use of the chapel
    - Maintenance of chapel
    - Priest coverage
    - Music resources

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• Provide spiritual/religious resources
  • Relevant to those served
• Communicate availability of events and resources
• Develop and make available services to address
  specific spiritual needs/groups
  • Bereavement resources
  • Rituals for clinical specialties, events
  • Track/create reports of patients’ religious affiliation
• Seek feedback on services provided

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...Spirituality

• Demonstrate an understanding of spirituality
  • Inseparable from professional practice and all
    aspects of life
  • Articulate the role of faith on healing
    • Experience
    • Research
  • Articulate one’s faith experiences
    • Meaning
    • Transformative potential

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