

Leadership Development: Culture of Catholic Health Care

1. Introduction

At Providence Health Care (PHC), we believe Catholic health care is a critical Church sponsored expression of the healing ministry of Jesus Christ. In our increasingly integrated health system in British Columbia, we also believe Catholic health care to be vital to the health of all British Columbians.

At the heart of Catholic health care is a deep respect for the intrinsic value and dignity of every human being and an unwavering commitment to serve all people, from all backgrounds and faiths, especially society's most vulnerable. (Source: Catholic Health Alliance of Canada (CHAC), Mission Statement <https://www.chac.ca/en/about-us>)

PHC lives at the heart of Catholic health care in BC and traces its ministry call to the pioneering, innovative, and courageous witness of five founding congregations of sisters, the earliest of which began their ministry in Vancouver in 1894 with the establishment of St. Paul's Hospital. Today, that ministry takes shape through the governance and operations of the Providence Health Care Society, established in the year 2000 as a single legal entity uniting the original eight Catholic hospitals and continuing care facilities of the founding congregations. Providence Health Care exists, as established by decree in canon law, as a "public juridic person of diocesan right" accountable to the Archbishop of Vancouver in carrying out the healing ministry through the legally-established entity of the PHC Society.

Leadership development is critical to PHC because our health care service is only as strong as our key resource, our people, who live our mission and values in care, teaching and research.

PHC is committed to ensuring our leaders are able to carry out their roles and responsibilities as leaders in Catholic health care, within an increasingly pluralistic and integrated public health care system.

1.1. Purpose

This policy outlines the expectation that all leaders working at PHC participate in leadership programs focused on leading within a Catholic health care organization within a specified period of time of their appointment to a leadership position and ongoing throughout their career at PHC.

1.2. Scope

This policy applies to all PHC leaders, including:

1. Members of the Senior Leadership Team
2. Executive, Corporate and Program Directors, and Site Leaders
3. Operational and Clinical Managers, Leaders, and Educators
4. Those in positions that influence across PHC e.g. HR Advisors and Recruiters, Change Specialists, Performance Improvement Consultants, and Professional Practice Consultants
5. Others as identified by their leader (for future leader development)

2. Policy

All PHC leaders as defined above in Section 1.2 Scope, are required to participate in the appropriate level of leadership program(s) as outlined in this Policy within the first year of their appointment to a leadership position. Existing leaders who have not previously undertaken the appropriate level of training should do so at the earliest opportunity.

These leadership formation programs are designed to help ensure that individuals working in a leadership position within PHC have a firm understanding of their leadership responsibilities within a Catholic health care organization and understand how the mission, values, and ethical framework are integrated into the organizational culture and decision-making of PHC.

In the language of the "Constitution and Bylaws of the PHC Society", this leadership development component is part of how PHC ensures that "purposes of the Society are to be carried out in accordance with the teachings, canons and ethics of the Roman Catholic Church" (Constitution and Bylaws of Providence Health Care Society, Section 3).

2.1. Leadership Programs

Currently, there are a variety of leadership programs offered at PHC:

1. **Orientation for New Staff & Medical Staff – An Invitation to Live the Mission at PHC**

This 1-hour session at the New Employee Orientation (NEO) introduces the concepts of PHC's mission, vision and values, and invites staff to engage in Mission activities and live the values of the organization in their everyday actions and behaviours. After this 1-hour session (or a condensed session specific to Medical Staff), participants are able to:

- Articulate the mission, vision and values of the organization;
- Relate the core values to the organization's strategic plan;
- Develop an awareness of the uniqueness of a faith-based health care organization;
- Understand the history and legacy of the organization;

- Have an awareness of the many ways in which they can participate in Mission activities.

2. **Leading in a Catholic Organization (various modules offered by Mission)**

These 1-2 hour sessions engage leaders in interactive presentations, dialogue and case studies that address concepts critical to leadership at PHC. After completion of a session, participants are able to:

- Articulate the elements core to our identity as a Catholic health care organization;
- Demonstrate how to operationalize core values into everyday decision-making and behaviours;
- Apply the PHC framework for ethical decision making;
- Foster an ethical environment and culture.

3. **Foundations in Leadership for Catholic Organizations**

Foundations in Leadership for Catholic Organizations is a three-module program (covering 8-9 days of formation) sponsored by three Catholic Health Care organizations: PHC, Covenant Health (Alberta) and Emmanuel Care (Saskatchewan). It is “a program designed for senior leaders, directors and managers to support them in effectively carrying out their roles and responsibilities as leaders in Catholic Health Care.” (Foundations, handout)

The goals of this formation program are to:

- Ensure the on-going development of Catholic health by mentoring leaders;
- Understand the rich heritage of Catholic social teaching;
- Enrich one’s vocabulary to better articulate the Church’s mission in health;
- Expand one’s ability to articulate the unique role of Catholic Health in a contemporary society;
- Create a space for meditation, reflection and/or prayer that enables a person to better know one’s self and one’s call as a leader within a Catholic Organization;
- Provide a learning and living experience that is not available in other professional or academic programs for leaders in Catholic organizations.

2.2. **Enrollment**

Enrollment for Mission Orientations

All new staff and medical staff must participate in the New Employee Orientation including the Invitation to Live the Mission section. Enrollment is automatic and is ideally completed within

the first month of being hired, or at a minimum within the first 4 months of hiring.

Enrollment for *Leading in a Catholic Organization and/or Mission formation program offerings*

New leaders to PHC should participate in one of the 1-2-hour programs, *Leading in a Catholic Organization* within 12 months of being hired. Program availability may vary by site.

New leaders unable to attend should contact Mission Services and make arrangements to participate as soon as possible.

Non-leadership staff positions are also encouraged to participate in one of the additional Mission formation programs as available and time permits.

Enrollment for *Foundations in Leadership for Catholic Organizations*

Enrollment for the intensive Foundations in Leadership for Catholic Organizations is limited. This is because the formation program is co-led and open to other Catholic health care facilities in Western Canada.

It is the responsibility of the office of the VP Mission, Ethics and Spirituality to invite and select each year's cohort in a way that maximizes both the net effect of the training for PHC and the class mix. New Senior Leadership Team Members are expected to enroll in their first year of employment.

3. Responsibilities

3.1. President and CEO

The PHC President and CEO is responsible for ensuring that all members of the Senior Leadership Team participate in the *Foundations in Leadership for Catholic Organizations* Program within a year of being hired.

3.2. Vice Presidents and Corporate Directors

Vice-Presidents and Corporate Directors are responsible for ensuring that their program directors, directors, professional practice leaders, site leaders and others (as designated by them) attend the a *Leading in a Catholic Organization or Mission formation program offering* within 12 months of being hired and to strongly encourage their leaders to attend the three-module *Foundations in Leadership for Catholic Organizations* within three years as space is available

3.3. Office of Mission, Ethics & Spirituality

The office of Mission, Ethics & Spirituality will evaluate these programs for the purposes of continuous quality improvement, and include these findings to the annual report to the Society.

4. Compliance

Accountability for this policy is delegated by the CEO to the office of the Vice President of Mission, Ethics & Spirituality, in partnership with the Corporate Director, Mission.

This responsibility of the CEO reflects the Society's by-laws which indicate that the CEO will "employ a qualified person or persons whose primary function will be to promote, monitor, and report on the philosophy and mission integration of the Hospitals and Continuing Care Facilities." (Constitution and Bylaws of Providence Health Care Society, Section 8.2)

The Office of Mission, Ethics & Spirituality will offer the programs:

- Orientation (An Invitation to Live the Mission), monthly.
- Leading in a Catholic Organization, and/or similar Mission formation program offerings, up to 5 times a calendar year.
- Foundations in Leadership for Catholic Organizations, once annually

5. Supporting Documents

5.1. Guidelines/Procedures/Forms

[Framework for Ethical Decision Making](#) (PHC)

[Resources for Health Care and Ethical Issues](#)

[Clinical Ethics at Providence Health Care: A Decision Making Guide](#)

[Organizational Ethics at Providence Health Care: A Decision Making Guide](#)

6. Definitions

"Bylaws" means the bylaws of the PHC Society as filed with the Registrar

"Canon Law" means the system of laws and legal principles of the Roman Catholic Church as amended from time to time

"Founding Religious Congregations" means the Grey Sisters of the Immaculate Conception, Les Soeurs Missionnaires de l'Immaculee-Conception, the Sisters of Charity of the Immaculate Conception of Saint John, New Brunswick, the Sisters of Providence of St. Vincent de Paul, Kingston, Ontario and the Sisters of Providence, Western Canada

“Ethics” is the philosophical discipline that examines ideas about right and wrong. It is also the discipline that examines who we ought to be, how we should behave, and how we make decisions in light of who we say we are. At Providence Health Care, we believe that ethics touches everyone and everything.

“Society” means Providence Health Care Society.

“The mission of the Society” is “The Society is a Catholic health care community that respects the sacredness of all aspects of life. Inspired by the healing ministry of Jesus Christ, the staff, physicians and volunteers are dedicated to service and to the support of one another. In this environment of service, support and respect, the Society meets the physical, emotional, social and spiritual needs of those served through compassionate care, teaching and research.” (Constitution and Bylaws, section 8).

“Values of the Society” are: (a) Spirituality. We nurture the God-given creativity, love and compassion that dwells within us all. (b) Integrity. We found our relationships on honesty, justice and fairness. (c) Stewardship. We share accountability for the well-being of our community. (d) Trust. We behave in ways that generate trust and build confidence. (e) Excellence. We achieve excellence through learning and continuous improvement. (f) Respect. We respect the diversity, dignity and interdependence of all persons.

7. References

1. Catholic Health Alliance of Canada, *Health Ethics Guide* (Third Edition, 2013).
2. Catholic Health Alliance of Canada (CHAC), Position Statement and Message Pillars, 2017.
3. Constitution and Bylaws of Providence Health Care Society, (approved Amendments to Feb 2010 and November 2012).

Effective Date:	Oct 12, 2022			
First Released:	Sep 26, 2011			
Last Revised:	Oct 12, 2022			
Last Reviewed:	Oct 12, 2022			
Approved By:	PHC			
	Senior Leadership Team / Executive Sponsor: VP, Mission, Ethics & Spirituality			
Owners:	PHC			
	Corporate Director, Mission			
Revision History:	Version	Date	Description/ Key Changes	Revised By
	2	Oct 3, 2022	Minor wording changes	Jody Sydor Jones