

MERCY HEALTH

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BOARD FORMATION FRAMEWORK

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2020

The **Mercy Health Board Formation Framework** aims to assist the Board in understanding the foundational and distinctive characteristics of Mercy as a Catholic ministry, and its application to leadership and governance. The Framework identifies content, foundational learnings and provides direction for the formation of Directors for governance of Mercy ministry.

The **Mercy Health Board Formation Framework** includes all of the relevant areas of content from the Institute of Sisters of Mercy Australia and Papua New Guinea (ISMAPNG) Governance Formation Schema. In addition, the framework identifies health, aged and community care ministry specific content, documents, resources and experiences for engaging in formation for governance at Mercy Health.

The **Mercy Health Board Formation Framework** is a practical document that can be utilized as a guide for planning induction for new Directors and to assist the Board in developing a cyclical Formation Plan that is inclusive of Mercy mission and heritage; leadership in Mercy; Catholic culture and identity; and governance.

ISMAPNG will offer programs on various topics of interest which could be incorporated into the formation plan for the Board. Please see: <https://institute.mercy.org.au/flame/formation-opportunities/> for details.

*“The fundamental objective  
of the formation of the lay faithful is an ever-clearer discovery  
of one’s vocation and the ever-greater willingness to live it  
so as to fulfil one’s mission.”*

*Christifideles Laici, N.58*

# MISSION

BRINGING GOD'S MERCY TO THOSE IN NEED

GOD'S MISSION OF MERCY

CATHERINE MCAULEY &  
THE TRADITION OF MERCY

MERCY CHARISM,  
MISSION & VALUES

Mercy  
**MISSION** &  
HERITAGE

THEOLOGICAL FOUNDATIONS  
OF MISSION & MINISTRY

CHURCH RELATIONSHIPS,  
COMMUNION &  
LAY LEADERSHIP

CATHOLIC SOCIAL  
TEACHING

Catholic  
**CULTURE** &  
identity

THE MISSION AND MINISTRY  
OF HEALING

CHARACTERISTICS OF  
MERCY LEADERSHIP

SPIRITUALITY FOR  
MERCY LEADERSHIP

DISCERNMENT &  
REFLECTIVE PRACTICE

**LEADERSHIP**  
IN Mercy

CANONICAL &  
CIVIL GOVERNANCE

CATHOLIC CODE OF  
ETHICAL STANDARDS

**GOVERNANCE**

STEWARDSHIP OF RESOURCES

MERCY MISSION & HERITAGE

God's Mission of Mercy.	Catherine McAuley & the Tradition of Mercy.	Mercy Charism, Mission and Values.
<p>Bevans, S. svd., <i>The Mission Has a Church, the Mission has Ministers</i> (article) at:   <a href="http://compassreview.org/spring09/2.pdf">http://compassreview.org/spring09/2.pdf</a></p>	<p>Sullivan, Mary, <i>The Path of Mercy</i> (book) Correspondence                       Sullivan, Mary, <i>Catherine McAuley and the Tradition of Mercy</i> (book)</p>	<p>Reynolds, M. RSM, <i>The Business of Our Lives</i> (article) at:   <a href="https://www.mercyworld.org/f/45074/cbb22ce3ca/thebusinessofourlives.pdf">https://www.mercyworld.org/f/45074/cbb22ce3ca/thebusinessofourlives.pdf</a></p>
<p>Dowling E. RSM &amp; Lawson, V. RSM, <i>An Earth Community Being Shattered by Displacement: Mercy Perspectives</i> (article)   <a href="https://researchbank.acu.edu.au/cgi/viewcontent.cgi?article=1528&amp;context=ftp_pub">https://researchbank.acu.edu.au/cgi/viewcontent.cgi?article=1528&amp;context=ftp_pub</a></p>	<p>In God Alone, (video)   <a href="https://www.mercyworld.org/film-in-god-alone/">https://www.mercyworld.org/film-in-god-alone/</a></p>	<p>Sullivan, M. RSM, <i>Welcoming the Stranger: the Kenosis of Catherine McAuley</i> (article) at:   <a href="https://www.mercyworld.org/_uploads/_cknw/files/2016/MC_Sullivanrsm_Welcoming_the_Stranger.pdf">https://www.mercyworld.org/_uploads/_cknw/files/2016/MC_Sullivanrsm_Welcoming_the_Stranger.pdf</a></p>
<p>Arbuckle, G., <i>Health Care Ministry: Refounding the Mission in Tumultuous Times</i>. Liturgical Press 2000. (Book)</p>	<p>Mercy Leadership Program &amp; Dublin Pilgrimage. For ISMAPNG convened programs contact the Executive Director Leadership &amp; Mission.                       For Mercy International Programs see:  <a href="https://www.mercyworld.org/our-centre/programmes/">https://www.mercyworld.org/our-centre/programmes/</a></p>	<p>Dolphin, B. RSM, <i>Catherine McAuley Heroic and Holy</i>, Address - Mercy Day 24 Sept. 2019 at:   <a href="https://www.mercyworld.org/f/45074/x/d7b98b5010/brenda-dolphin-rsm-catherine-heroic-and-holy-24th-sept-2019.pdf">https://www.mercyworld.org/f/45074/x/d7b98b5010/brenda-dolphin-rsm-catherine-heroic-and-holy-24th-sept-2019.pdf</a></p>
<p>Pope Francis -Evangelii-Gaudium - Proclamation of the Gospel in Today's World.   <a href="http://w2.vatican.va/content/francesco/en/apost_exhortations/documents/papa-francesco_esortazione-ap_20131124_evangelii-gaudium.html">http://w2.vatican.va/content/francesco/en/apost_exhortations/documents/papa-francesco_esortazione-ap_20131124_evangelii-gaudium.html</a></p>	<p>ISMAPNG and the Global Mercy World To learn about ISMAPNG who we are, mission and ministry see various sections at:   <a href="https://institute.mercy.org.au/about-us/">https://institute.mercy.org.au/about-us/</a>                       To learn about the Global Mercy world see:  <a href="https://www.mercyworld.org/global-action/">https://www.mercyworld.org/global-action/</a></p>	<p>Carney. S. RSM, <i>Catherine McAuley - Integrated Spirituality</i> (article) at:  <a href="http://sistersofmercy.ie/_uploads/news/files/Congregation/integrated_spirituality.pdf">http://sistersofmercy.ie/_uploads/news/files/Congregation/integrated_spirituality.pdf</a>                       O'Neill, B. RSM, <i>Called to Compassion</i> (article) at:  <a href="https://www.mercyworld.org/newsroom/called-to-compassion-breege-oneill-rsm-1179/">https://www.mercyworld.org/newsroom/called-to-compassion-breege-oneill-rsm-1179/</a></p>

CATHOLIC CULTURE & IDENTITY

Theological Foundations of Mission and Ministry.	Catholic Social Teaching.	Church Relationships, Communion and Lay Leadership.
<p>Bevans, S. svd., <i>The Mission Has a Church, the Mission has Ministers</i> (article) at:   <a href="http://compassreview.org/spring09/2.pdf">http://compassreview.org/spring09/2.pdf</a></p>	<p><i>Vocation of the Business Leader: A Reflection.</i> Dicastery for Promoting Integral Human Development (2018) (article) at:   <a href="https://www.stthomas.edu/media/catholicstudies/center/ryan/publications/publicationpdfs/vocationofthebusinessleaderpdf/FinalTextTheVocationoftheBusinessLeader.pdf">https://www.stthomas.edu/media/catholicstudies/center/ryan/publications/publicationpdfs/vocationofthebusinessleaderpdf/FinalTextTheVocationoftheBusinessLeader.pdf</a></p>	<p>Arbuckle, G., <i>Health Care Ministry: Refounding the Mission in Tumultuous Times.</i> Liturgical Press 2000. (book)</p>
<p>Strengthening our Catholic Identity and Mission (CHA)                       Formation for Mission (CHA)                       The Role of Mission Leaders (CHA)</p>	<p>Massaro, T. SJ. <i>Mercy in Action: The Social Teachings of Pope Francis.</i> New York: Rowman &amp; Littlefield, 2018 (book)                       A Preferential Option for the Poor (CHA)</p>	<p>Sullivan, M. RSM, <i>Welcoming the Stranger: the Catholic Health Association USA, Making All Things New, Catholic Health Care, The Laity and the Church</i> (article) at:   <a href="https://www.chausa.org/docs/default-source/health-progress/making-all-things-new---catholic-health-care-the-laity-and-the-church-pdf.pdf?sfvrsn=0">https://www.chausa.org/docs/default-source/health-progress/making-all-things-new---catholic-health-care-the-laity-and-the-church-pdf.pdf?sfvrsn=0</a></p>
<p>Being a Catholic Hospital (CHA)                      Language at the Heart of Mission (CHA)                      On Being Pastoral (CHA)                      Welcome, Inclusion, Attentive Presence: the Central Role of Pastoral Care in Catholic Health &amp; Aged Care. (CHA)                      Catholic Care of the Ageing. (CHA)</p>	<p>Justice &amp; Peace Office Archdiocese of Sydney. <i>Catholic Social Teaching in a Nutshell.</i> at:   <a href="http://justiceandpeace.org.au/wp-content/uploads/2020/01/Catholic-Social-Teaching-in-a-Nutshell_JPO_Catholic-Archdiocese-of-Sydney.pdf">http://justiceandpeace.org.au/wp-content/uploads/2020/01/Catholic-Social-Teaching-in-a-Nutshell_JPO_Catholic-Archdiocese-of-Sydney.pdf</a></p>	<p>Christifideles Laici- <i>On the Vocation and the Mission of the Lay Faithful in the Church and in the World.</i> 1988 Pope John Paul II. at:   <a href="http://www.vatican.va/content/john-paul-ii/en/apost_exhortations/documents/hf_jp-ii_exh_30121988_christifideles-laici.pdf">http://www.vatican.va/content/john-paul-ii/en/apost_exhortations/documents/hf_jp-ii_exh_30121988_christifideles-laici.pdf</a></p>
<p>Chris Lowney (2003) <i>Heroic Leadership. Best Practice from a 450 year old Company that Changed the World.</i> Loyola Press (book)</p>	<p>Aust. Catholic Bishops Conference. <i>A Place at the Table: Social Justice in an Ageing Society.</i> at:   <a href="https://socialjustice.catholic.org.au/wp-content/uploads/2019/11/Social-Justice-Statement-2016-17.pdf">https://socialjustice.catholic.org.au/wp-content/uploads/2019/11/Social-Justice-Statement-2016-17.pdf</a></p>	<p>Gabrielle McMullen. CHA Presentation - <i>Ministerial Public Juridic Person.</i> at:   <a href="https://www.cha.org.au/images/1.6_Gabrielle_McMullen.pdf">https://www.cha.org.au/images/1.6_Gabrielle_McMullen.pdf</a></p>

## LEADERSHIP IN MERCY

Characteristics of Mercy Leadership.	Spirituality for Mercy Leadership: Sacred Stories, Symbols, Reflection, Prayer and Ritual.	Discernment and Reflective Practice.
<p><b>Exploring the dimensions for leadership of ministry.</b></p> <p>Thornber J. H. &amp; Gaffney, M., <i>Governing in Faith</i> (book)</p> <p>Reynolds, M. RSM, <i>The Business of Our Lives</i>. (article) at:  <a href="https://www.mercyworld.org/library/the-business-of-our-lives137/">https://www.mercyworld.org/library/the-business-of-our-lives137/</a></p> <p>Reynolds, M. RSM, <i>Affectionately Yours</i>. (article) at:  <a href="https://www.mercyworld.org/library/affectionately-yours139/">https://www.mercyworld.org/library/affectionately-yours139/</a></p>	<p><b>Spirituality through the lens of Mercy and the Works of Mercy.</b></p> <p><i>Challenges for Mercy Today</i> (article) at:  <a href="https://www.mercyworld.org/library/challenges-for-mercy-today309/">https://www.mercyworld.org/library/challenges-for-mercy-today309/</a></p> <p>Schneider, A. RSM, <i>A Lens on the Works of Mercy Clare Agnew and Her Legacy</i> (book)</p> <p>Reynolds, M. RSM, <i>Formed and Reformed</i>. (article) at:  <a href="https://www.mercyworld.org/library/formed-and-reformed135/">https://www.mercyworld.org/library/formed-and-reformed135/</a></p>	<p><b>Discernment in the tradition of Mercy.</b></p> <p>Reynolds, M. RSM, <i>Like a Compass</i> (article) at:  <a href="https://www.mercyworld.org/library/like-the-compass138/">https://www.mercyworld.org/library/like-the-compass138/</a></p> <p>Carney, S., RSM, Catherine McAuley – <i>Integrated Spirituality</i> (article) at:  <a href="http://sistersofmercy.ie/_uploads/news/files/Congregation/integrated_spirituality.pdf">http://sistersofmercy.ie/_uploads/news/files/Congregation/integrated_spirituality.pdf</a></p>
<p><b>ISMAPNG Institute Chapter Statement.</b></p> <p><a href="https://institute.mercy.org.au/about-us/chapter-statement/">https://institute.mercy.org.au/about-us/chapter-statement/</a></p>	<p><b>Sacred stories, symbols, prayer and ritual.</b></p> <p>D’Angelo, M. J., RSM <i>The Mercy Cross</i> (article) at:  <a href="https://www.mercyworld.org/newsroom/the-mercy-cross-281/">https://www.mercyworld.org/newsroom/the-mercy-cross-281/</a></p> <p>Ryan C., RSM, <i>Mary the Mother of Mercy</i> (article) at:  <a href="https://institute.mercy.org.au/mary-the-mother-of-mercy/">https://institute.mercy.org.au/mary-the-mother-of-mercy/</a></p>	<p><b>Discernment in the Catholic tradition.</b></p> <p><i>See Judge Act</i> – Catholic Archdiocese of Perth (article) at:  <a href="http://www.jedo.perthcatholic.org.au/wp-content/uploads/2015/07/JEDO-See-Judge-Act-Booklet-150415.pdf">http://www.jedo.perthcatholic.org.au/wp-content/uploads/2015/07/JEDO-See-Judge-Act-Booklet-150415.pdf</a></p>
<p>Dowling E., RSM &amp; Lawson, V., <i>An Earth Community Being Shattered by Displacement: Mercy Perspectives</i> (article) at:  <a href="https://researchbank.acu.edu.au/cgi/viewcontent.cgi?article=1528&amp;context=ftp_pub">https://researchbank.acu.edu.au/cgi/viewcontent.cgi?article=1528&amp;context=ftp_pub</a></p>	<p>Burt, M. (2012). <i>Reflections on Living the Charism of Mercy</i>. (booklet) at:  <a href="https://www.sistersofmercy.org/files/documents/mercy_spirituality_booklet.pdf.pdf">https://www.sistersofmercy.org/files/documents/mercy_spirituality_booklet.pdf.pdf</a></p>	<p><b>Mission Discernment</b></p> <p>Mercy Health Mission Discernment Tool</p>
<p>On Being Pastoral (CHA)</p>	<p>Reynolds, M. RSM, <i>Like the Compass</i> (article) at:  <a href="https://www.mercyworld.org/f/45074/b48957ec61/likethecompass.pdf">https://www.mercyworld.org/f/45074/b48957ec61/likethecompass.pdf</a></p>	<p>CHA Mission Discernment – <i>A Resource for Decision Making in the Catholic Tradition</i>. Catholic Health Australia 2012.</p>

## GOVERNANCE

Canonical & Civil Governance.	Catholic Code of Ethical Standards.	Stewardship of Resources.
<p>The Guide for Understanding the Governance of Catholic Health and Aged Care Services (CHA)</p>	<p>Code of Ethical Standards plus Supplementary Papers (CHA)</p> <p><a href="http://www.cha.org.au/images/resources/Code of ethics-full copy.pdf">http://www.cha.org.au/images/resources/Code of ethics-full copy.pdf</a></p>	<p>Pope Francis, Encyclical Letter, Laudato Si (Care for Our Common Home) 2015 at:</p> <p><a href="http://www.vatican.va/content/francesco/en/encyclicals/documents/papa-francesco_20150524_enciclica-laudato-si.html">http://www.vatican.va/content/francesco/en/encyclicals/documents/papa-francesco_20150524_enciclica-laudato-si.html</a></p>
<p><b>Principles underpinning good governance.</b></p> <p>Australian Institute of Company Directors (AICD) frameworks and principles &amp; the Australian Charities and Not for Profit Commission (ACNC) Governance Standards at:</p> <p><a href="http://www.companydirectors.com.au/director-resource-centre/corporate-governance-framework/framework">http://www.companydirectors.com.au/director-resource-centre/corporate-governance-framework/framework</a></p>	<p>Christian Conscience (CHA)</p> <p>Fisher Anthony., <i>Catholic Bioethics for a New Millennium</i>. Cambridge University Press 2012 (book).</p>	<p>Gabrielle McMullen. CHA Presentation – Ministerial Public Juridic Person at:</p> <p><a href="https://www.cha.org.au/images/1.6_Gabrielle_McMullen.pdf">https://www.cha.org.au/images/1.6_Gabrielle_McMullen.pdf</a></p>
<p><b>Governance as vocation and responding to human flourishing.</b></p> <p>Hallinan L., <i>Governance as Mission and Opportunity for Collaboration</i> (article) at:</p> <p><a href="https://mohmv.com.au/2019conference/assets/lawrie-hallinan_tuesday-session-2.9.pdf">https://mohmv.com.au/2019conference/assets/lawrie-hallinan_tuesday-session-2.9.pdf</a></p>	<p>Mission Discernment Resource (CHA &amp; Mercy Health)</p> <p>Arbuckle G., <i>Humanising Healthcare Reforms</i>. Footprint Press 2012 (book).</p>	<p>Sullivan M. RSM, <i>Catherine McAuley &amp; Eco-Justice</i> (article) at:</p> <p><a href="https://www.mercyworld.org/f/45074/x/f64ce2790b/catherine-mcauley-and-eco-justice_a4.pdf">https://www.mercyworld.org/f/45074/x/f64ce2790b/catherine-mcauley-and-eco-justice_a4.pdf</a></p>
<p><b>ISMAPNG ministry governance, mission engagement expectations, reporting, reserve powers and decision request process.*</b></p>	<p>Decoding the Code – online program on Catholic Ethics in Health and Aged Care conducted by CHA and the Broken Bay Institute.</p>	<p>Managing Board performance, dynamics, resources and succession planning.*</p>

NOTE:\* These content areas may be included in ISMAPNG seminar offerings.