

# Building a Board Formation Framework

Virginia Bourke  
Chair – Mercy Health

5 March 2021



Mercy Health

*Care first*



# One Spirit – many gifts

Not everything can be captured in one document



# 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

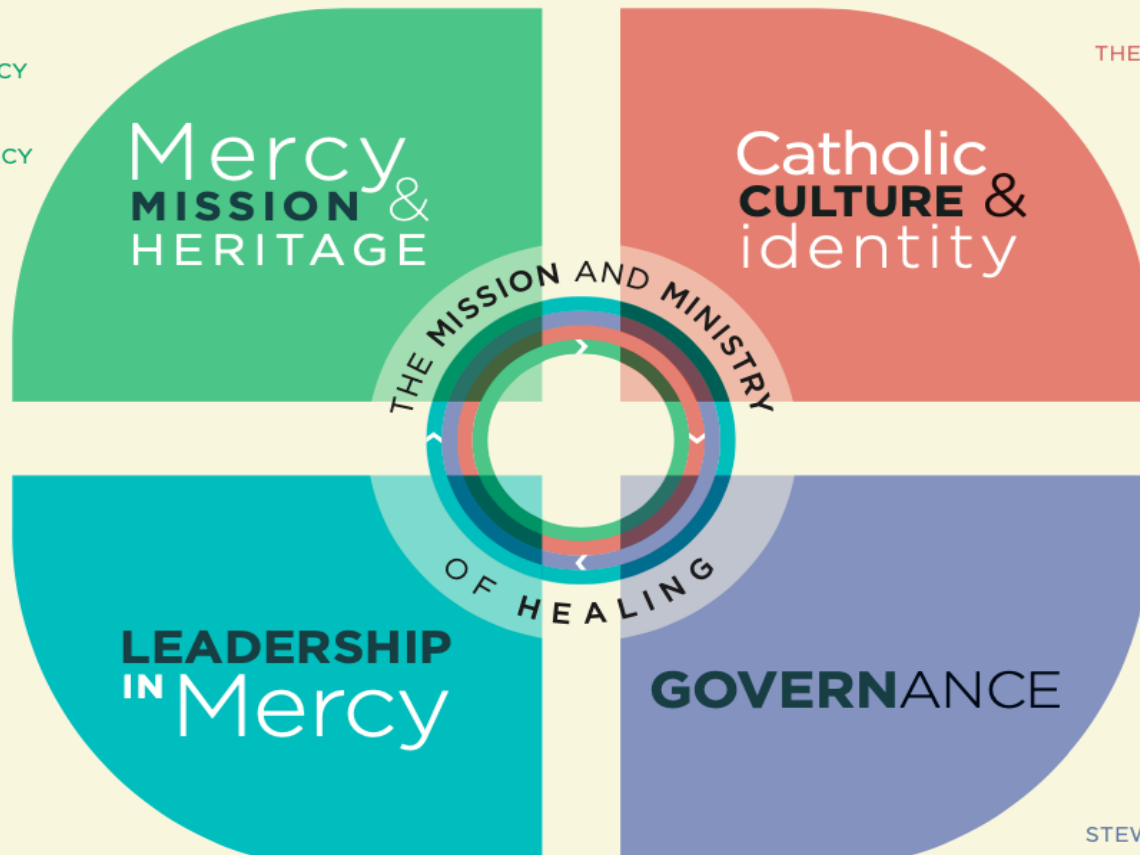
**LEADERSHIP**  
IN Mercy

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:</p> <p><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</p> <p>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:</p> <p><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)</p> <p><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)</p> <p><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:</p> <p><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.</p> <p>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:</p> <p><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.</p> <p><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:</p> <p><a href="https://institute.mercy.org.au/about-us/">https://institute.mercy.org.au/about-us/</a></p> <p>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:</p> <p><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>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>Bevens, S. svd., <i>The Mission Has a Church, the Mission has Ministers</i> (article) at:</p> <p><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:</p> <p><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)</p> <p>Formation for Mission (CHA)</p> <p>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)</p> <p>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:</p> <p><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)</p> <p>Language at the Heart of Mission (CHA)</p> <p>On Being Pastoral (CHA)</p> <p>Welcome, Inclusion, Attentive Presence: the Central Role of Pastoral Care in Catholic Health &amp; Aged Care. (CHA)</p> <p>Catholic Care of the Ageing. (CHA)</p>	<p>Justice &amp; Peace Office Archdiocese of Sydney. <i>Catholic Social Teaching in a Nutshell.</i> at:</p> <p><a href="http://justiceandpeace.org.au/wp-content/uploads/2020/01/Catholic-Social-Teaching-in-a-Nutshell_JPO_Archdiocese-of-Sydney.pdf">http://justiceandpeace.org.au/wp-content/uploads/2020/01/Catholic-Social-Teaching-in-a-Nutshell_JPO_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:</p> <p><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:</p> <p><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:</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>



## 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/t/45074/b48957ec61/likethecompass.pdf">https://www.mercyworld.org/t/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>

# Using the framework

- Ongoing whole-of-Board formation program
- Individual Director induction
- Individual Director development
- Organisational resource





Mercy Health

*Care first*