

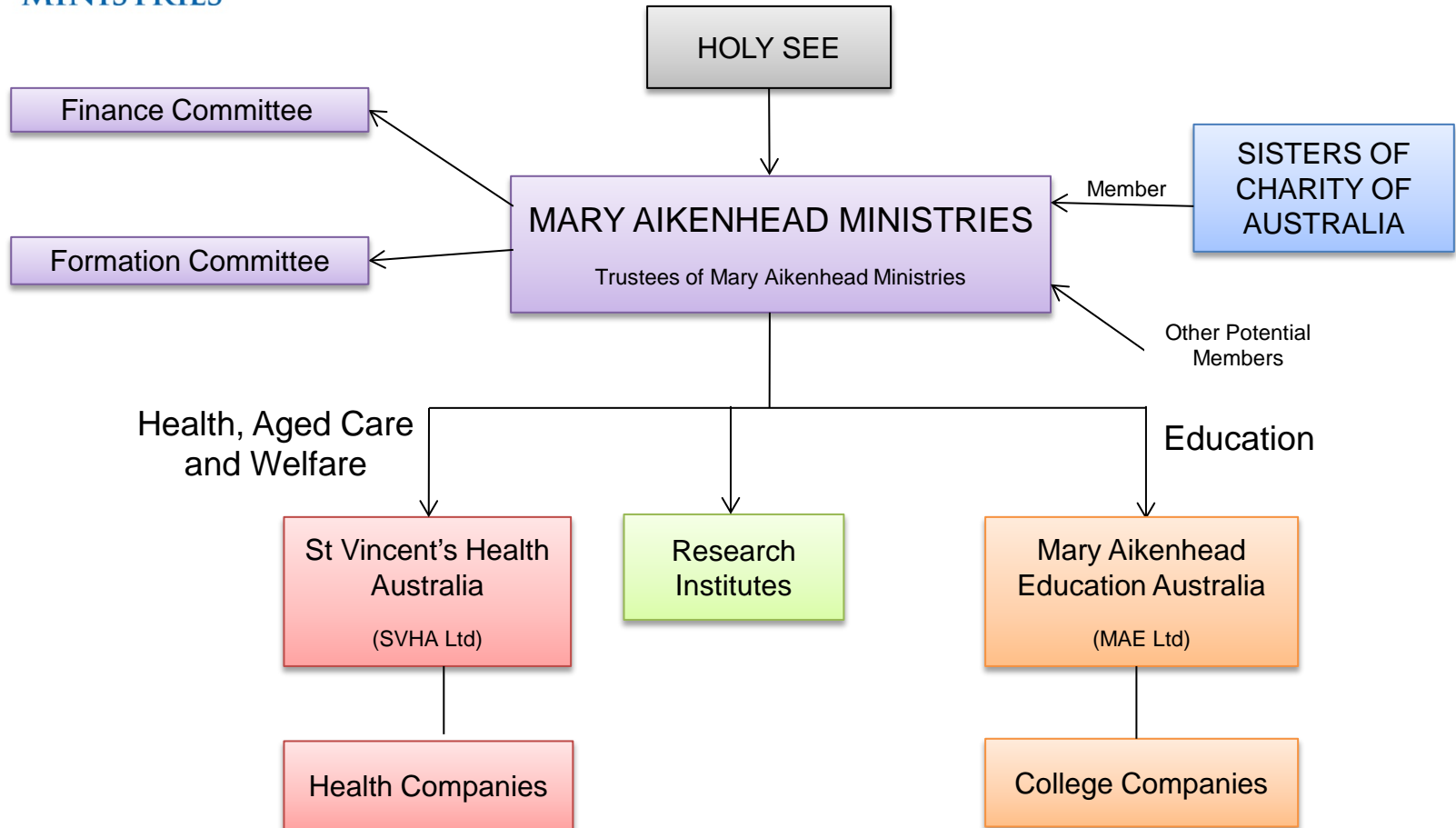
Stewards of the Mission





MARY
AIKENHEAD
MINISTRIES

Structure



Challenges Opportunities

- Religious-lay partnership
- Model for continuing Church sponsorship
- Taking ministries forward in spirit of the Congregation
- Sustaining and furthering ministries
- Diversity of ministries
- Wide-ranging Trustee experience
- Collegial model of stewardship
- “Bilingual” ministry leaders – mission and business “languages”
- Effective formation for Trustees and ministries
- Other members joining PJP
- Repaying Congregational loans
- Succession planning
- Recognition of PJPs



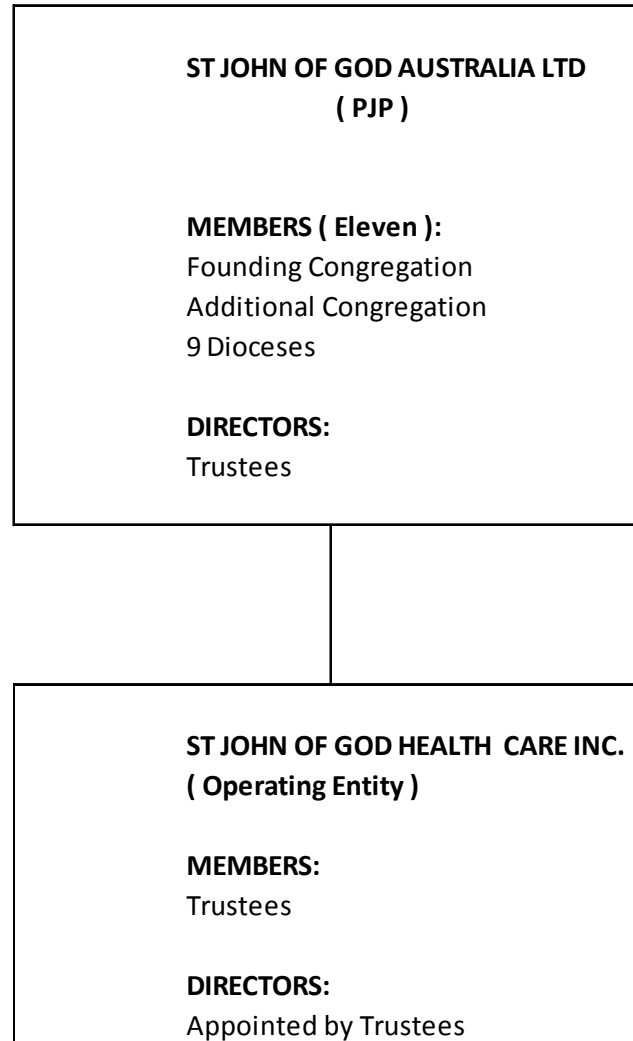
ST JOHN OF GOD
Health Care

CHA Governance Conference

'Stewards of the Mission'
April 15 2013

Clive Macknay
Chairman of Trustees
St John of God Health Care

ORGANISATIONAL STRUCTURE



DUTIES

**ST JOHN OF GOD AUSTRALIA LTD
(PJP)**

MEMBERS (Eleven):

Appoint Trustees

Evaluate Trustee
Performance

**ST JOHN OF GOD HEALTH CARE INC.
(Operating Entity)**

MEMBERS (TRUSTEES):

Appoint Board

Evaluate Board Performance

Make Decisions

(Certain Powers are Reserved)

CORE ELEMENTS

Establishing Authority - Bishops of the Ecclesiastical Province of Perth
(Perth, Bunbury, Geraldton and Broome)

Congregation of SSG have the right to appoint a majority of Trustees.

Distribution to Members prohibited

Certain provisions in the constitution can only be changed
with approval of the Congregation:

1. Appointment of a majority of Trustees by the Congregation
2. Distribution of a surplus on winding up to be authorised by the Congregation

Constitution of the operating entity can only be changed with agreement
of the Trustees.

Winding Up (Supression) - proceedings may be commenced by The Holy See
or the Bishops of the Ecclesiastical Province of Perth

STRENGTHS / WEAKNESSES

STRENGTHS

Governance beyond involvement of congregations is clear

Mission focus by Trustees freed from many of the business decisions

Board fully accountable to Trustees for both mission and business

Robust processes for all new Trustee & Board appointments

New appointments (Trustees & Board) for one year only

Effective performance review of both Trustees & Board

Communication - excellent communication between the various levels of governance - **ESSENTIAL**

WEAKNESSES

Remote involvement of Membership may make it difficult to develop a clear understanding of the role (**DANGER IN GETTING TOO CLOSE**)

Board not having full responsibility could impede their performance

Three levels of governance is more costly

LEARNINGS

Attract very high quality people for top governance roles – we have been most fortunate in this regard

Establish very precise roles for Members, Trustees and Board **which they adhere to**

Have succession plans for Trustees and Board - to manage renewal whilst retaining corporate knowledge

Processes need to be clearly defined and robust - particularly regarding appointment and appraisal of Trustees & Board

Communication is vital - this has been most important to the success of the SJOG model

Support - Both Members and Trustees require an effective support structure

Trustee and Board Appointments -

- Must have time to commit to their roles (Remuneration assists)

- Must be capable of governing large and complex organisations

- Trustees to have a special mission focus

Actively cultivate a good relationship with each Diocese in which there is a ministry

MUSINGS

GOVERN - Rule with authority, conduct the policy and affairs of,
regulate proceedings of,

Derived from the Latin -

GUBERNARE - To direct, rule, guide

Derived from the Greek -

KYBERNAN - To steer or pilot a ship

Source:

Oxford dictionary

Online etymology dictionary

Note:

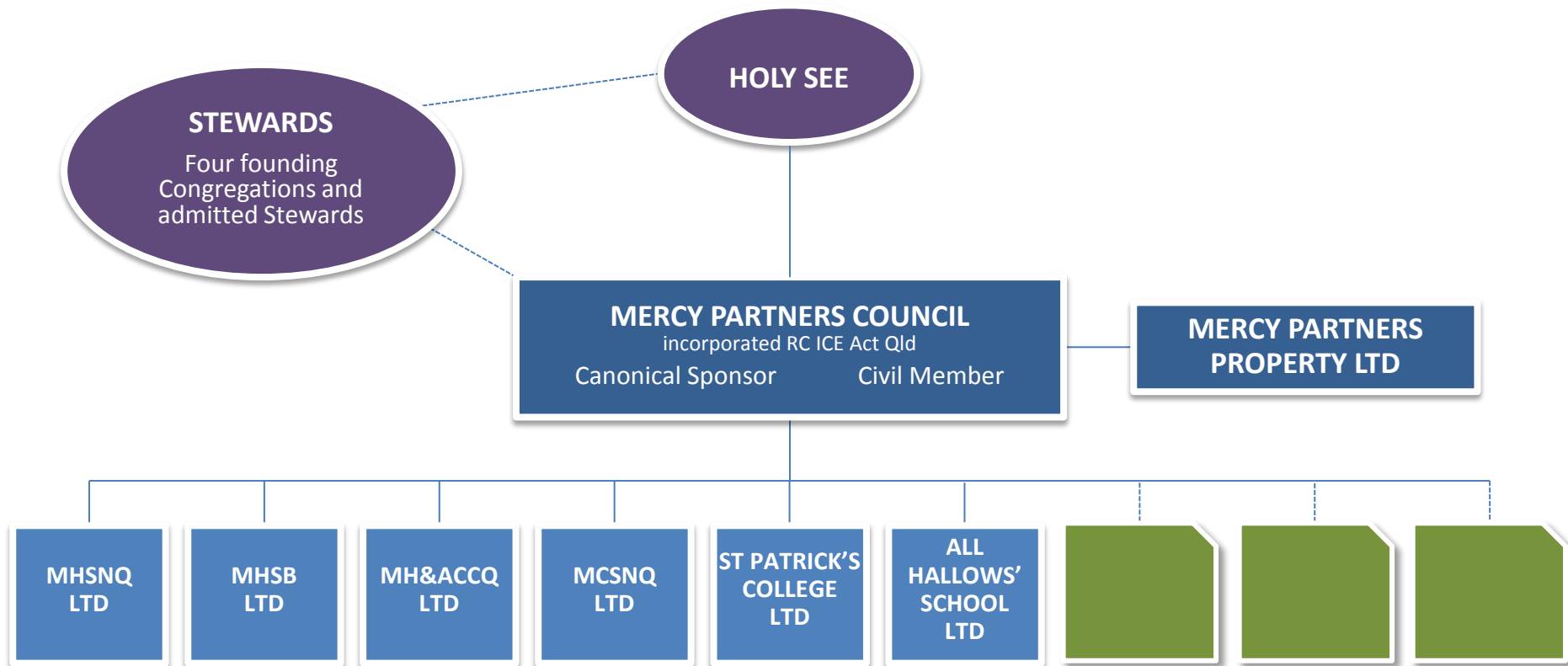
The shift from **G** to **K** is possibly via Etruscan



Mercy Partners Governance Structure



TO CONTRIBUTE TO THE EMERGENCE OF A WORLD WHERE THE HEALING,
LIBERATING AND LIFE-GIVING MERCY OF GOD IS EXPERIENCED



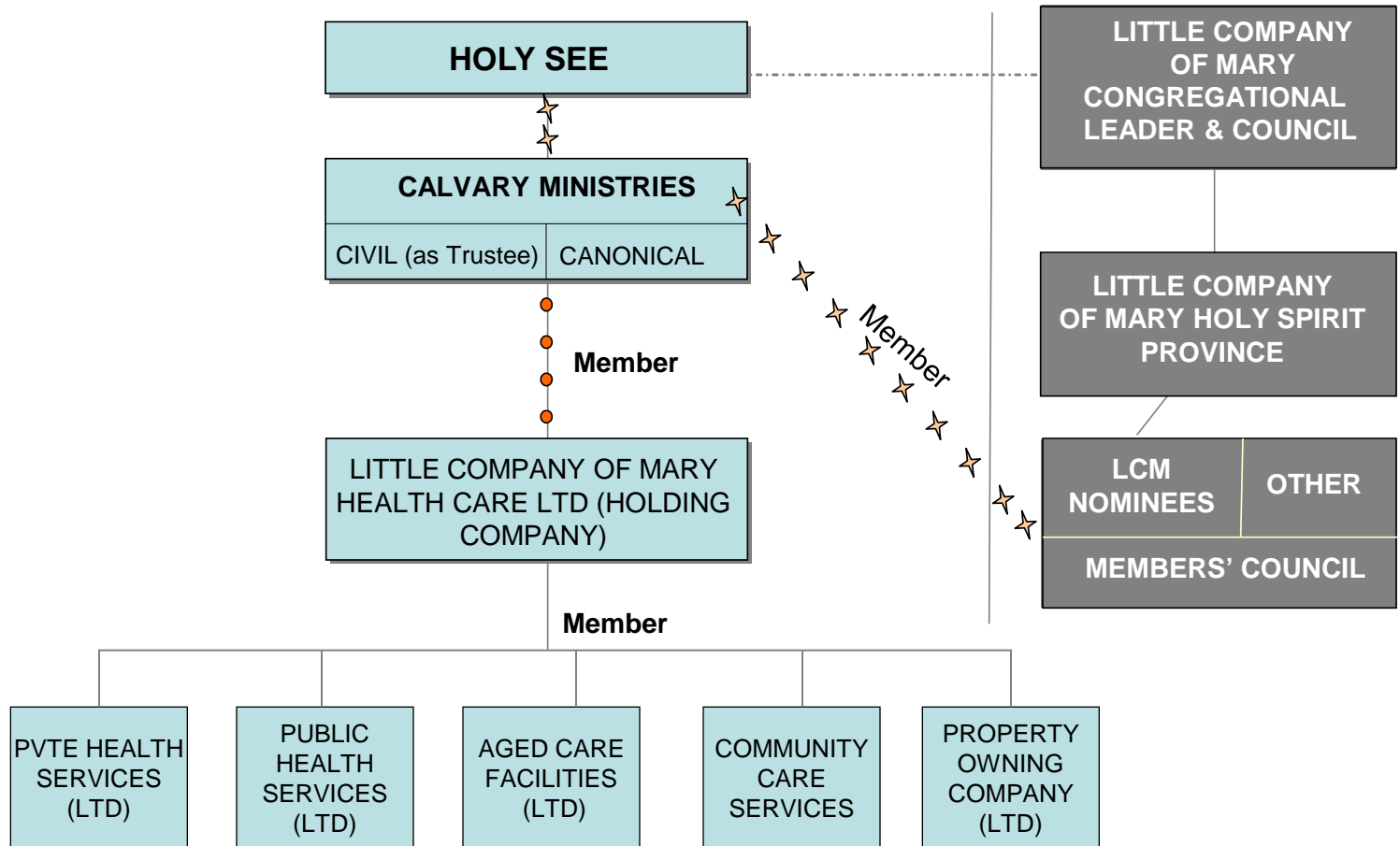
STRENGTHS:

- Relatively simple structure, similar to that between ministries and former canonical sponsors.
- Direct relationship between Mercy Partners Council and individual ministries.
- Formation program designed for maximum interaction between ministries.
- Increased capacity for ministries to share expertise and services.
- Wider pool of potential Council and/or Board Members.

CHALLENGES:

- Ministries at different stages of governance maturity.
- Former sponsors had different charisms, different ways of relating to ministries and different cultures of governance.
- Succession planning.
- Stewardship of property which is 'owned' by ministries, not Mercy Partners.
- Gaining credibility with both ministries and general public.
- Physical distance from ministries.
- Financial security.

CALVARY MINISTRIES PJP STRUCTURE



● All Reserve Powers & Responsibilities

✦ Some Reserve Powers & Responsibilities

- **Strengths**
- Clear delineation of responsibilities between operational board and CM board;
- Regular reporting system;
- “Trustees” board does not interfere in the activities of the operational board;
- Well defined reserved powers code;
- Sisters are respectful of new structure and roles.
- Sisters retain some high level powers
- Structure allows for communication between National CEO of LCMHC and Executive Officer of Calvary Ministries.
- Opportunity for other Catholic organisations to join.

- **Issues/Weaknesses for CM Board**
- Being satisfied about appropriate formation in operational board, staff and facilities.
- Ensuring ethical guidelines are being followed and mission being carried out in facilities without being engaged in operational responsibilities.

Stewards of the Mission

