



Participant/Group Input

POST-IT NOTES

A GREAT IDEA I'VE HEARD TODAY

- Create opportunities for 'mission in service' for Gen x, Gen y and Gen z for now
- Complexity dilutes accountability
- Values audit
- Build in time to value silence and to centre on what matters
- In decision making who interest did we have in mind? Organisation? Staff? Self? Clients/residents?
- So many good people in a 'Change of Era' – a unified collective vision for Christs vision. Now 'the Lords Yards'
- De-institutionalise the Mass
- Promoting access for younger people with appropriate skills, capability and commitment to join our sub-committees and progress to our boards.
- Culture will eat strategy for breakfast every day.
- Both / And (not either/or)
- Ask the questions which need to be asked – who benefits/incentives

- Rather than ask youth to come to the Church, go and meet them where they're at. Listen and engage.
- Value audit
- Governance for the vulnerable (AICD)
- Mission led Mission lived – what does this look like?
- Values link to incentives
- Possibilities for board formation – engage a spiritual companion
- Board and trustee meeting evaluations
 1. Did we do what is right?
 2. What interests have we served?
 3. Would God say we were about God's business?
- Apply "Do what is right" to all decisions.
- Culture is more important than strategy
- Companion (accessible) language
- Value audit.
- Legitimacy and credibility
- Value audit
- Core business – must include the 'God thing'
- Community bestows legitimacy
- Governance = does it serve the purpose
- Relationships underpin governance
- Culture is not ingrained it is learned
- Doing what is right, not just what/whether we can do it.
- Everybody is a leader
- Ask – What our hypocrisies?
- What is our difference?
- Who did we serve at this meeting?
- Integrity

- Co-responsibility
- Value audit
- Culture audits
- Discernment on past decisions to ensure mission- is it right?
- Refocusing in different discussions on questions
- Mission led and mission lived
- Don't take for granted
- Role clarity is important
- Complexity begets apathy
- People respond to invitation to join in the mission
- Co-responsible for the mission > relationships > interdependence
- Values audit – 6 out of 6 at table
- Values audit – to check in on culture and mission
- Who do we act for?
- Mission lived!
- Let's develop a framework for a 'value audit' that we can use and share
- The 'God thing' is core business
- Mission – identity – co-responsibility of all levels of governance.
- Future members will be mission focused, if not connected to Catholic identity

I'M WONDERING

- Energy
- Hypocrisy signs
- How to replicate a camera in the room
- How to generate change within the Church
- I'm wondering if Boards keep CEO's honest who keeps Boards honest?

- How willing are we to shine a light or a camera on our governance meetings?
- How do we protect whistle-blowers?
- Letting go?
- Dependence of the local Australia Society?
- Integrity: Internal to – person – organisation
- How to structure an organisation for integrity.
- How do you know your culture aligns?
- The chances of PJP's leaving a meaningful voice at the Plenary Council
- Must have alignment between values & incentives
- "Business is in the business of business" – Friedman
- What incentives do we have to act well and do the right thing?
- Is the Church even now ready to change?
- Balance Relationship < Trustees /Governance /Exec Leader
- Governing for the vulnerable requires Board has a line of sight with them. How do we enable this to occur?
- Speak of canonical governance and Trustees. They aren't necessarily the same. If they are, the roles are still different.
- How is the Church addressing the drivers of abuse cover up (e.g. Reputational or asset protection denial etc.)
- What are best practice approaches to measuring culture in large organisations?
- How is CHA giving wisdom and voice to the plenary council?
- To follow up – more board visits to our services

- If we're seeing the beaten-up traveller and going off to employ someone to care for him (where is the community of faith in healthcare?)
- Importance of mission and culture.
- Is CHA setting a formation process for all board and management – whether catholic or not – of CHA organisations?
- Is our mission or core business?
- What is our role and value proposition in private healthcare?
- We assume we add value – how to ensure the community sees our integrity and legitimacy – mission lived!
- Ways of ensuring the 'line of sight' for the vulnerable people can be integrated into the regular business/conversations of boards and trustees.
- Are we moved by compassion for those who have been hurt by institution?

I NEED TO FOLLOW UP

- Governance is exercised in relationships
- Relationships and network of relationships define governance
- Values audit
- Catholic mission – catholic identity
- Companion language for our staff
- Need for board formation – challenge and formation again
- Keep the message simple
- Need for formation – collective and entity specific
- Undertake a values audit
- What does integrity look like and how do you 'nurture' it

- Complexity dilutes accountability and can produce apathy. Must bring back active minds.
- More thinking about covert/not explicit incentives
- Thinking about relationships across all parts of ageing
- Mission directives to meet with trustees
- Continue to be courageous in asking probing questions at board
- Introduce a 'values audit'
- Making sure that governance processes are not aloof and ignorant of what is going on in the culture of the organisation.
- "How we return trust to our organisations is in our hands
 1. Where to start?
 2. Process to follow?
 3. How to measure the outcomes of our efforts?
- Culture – do we understand our culture?
- Values audit
- Understand what each system is doing so we can look for areas to collaborate
- Values audit – combine with internal audit formation.
- Governing for the vulnerable what is the lived reality
- Bring action energy -drive pilot
- Just keeping asking – Is it right to do this?
- Working more closely.....mission and quality
- How do we as board ensure the values are lived out?
- What are the incentives in our organisations?
- Relationship between values and incentives
- How to ensure alignment to create a culture that is congruent with values.
- Problems in the church (parishes, dioceses especially) is the misinterpreted and misrepresentation of canon law versus the Gospel values. (What would Jesus say and do?)
- Retain integrity
- Ask is nit right? Rather than just accept legal and other advice.

- Resource means to evaluate culture in org.
- Relational - 'line of sight' responsibility
- 'constancy of behaviour'
- Language of mission that is contemporary and understandable
- Values and rewards need to align to drive good behaviour – worth exploring
- Voicing our commitment to mission by again increasing our public voice and visibility
- CHA priority – In light of the current damage to the Catholic brand, place more emphasis on 'telling the story' and building stronger relationships with government.

TABLE GROUP FEEDBACK AND IDEAS

1. GOVERNANCE STRUCTURES AND PROCESSES – ENABLERS AND INHIBITORS

Table 1

Working well/learnings

Decision making processes enduring well

A focus on relationships across groups and through the organisations

An ongoing critique of what must improve

Learning from the past

Seeking the language to engage the hearts and minds of the Catholic/secular communities

An urgency in ensuring our integrity – 'being clear on WHAT and WHY we do'

Table 2

Trust own thoughts: your gut

Enabling culture – linking people to the future and where we came from 'our story'

Personal connection/purpose driving actions

Challenge – having a system/approach that gives real understanding of culture - Culture where safe to speak up

Change in future – Align incentives with values: org & personal

Define new definition of 'incentives'

Challenge – meeting needs v making \$

Table 3

Enablers

- Values alignment (in recruitment)
- Pre-induction (selection - can people articulate values)
- Recruitment processes
- Formation – regular – expected strategic and fit for purpose

Inhibitors

- People who don't question
- Remuneration? Misaligned to culture
- Time
- Lack of organisational vision
- How do you know what is happening?
- Mission integration? Is it happening?

Table 4

Clarification of roles

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Revised statutes and constitutions (25yo)

Addressing 'are we fit for purpose'

Governance for the Vulnerable – being addressed

Services to poor and marginalized

Good formation program – coming together re mission, values, conference

Lessons

- Importance of relationships with multiple stakeholders
- Developing a good formation program
- Making language more accessible
- Personalized care – dignity, humility, integrity – 'the right thing to do'

Table 5

Formation

Clarity and purpose of roles

Relationships – networks, power differential
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Complexities leading to Apathy

Culture – worst behaviour accepted, identity

Listening/testing impact on most vulnerable

Humility – openness to critique, active listening, values audit, VOC complaints are important

Table 6

Value of sharing of stories of different structures

Importance of role clarity, rule clarity

Relationships are critical

Need to continually review structure/constitution to evolve with the times

Learning and evolution

‘Church’ – terminology needs consideration

Culture needs resourcing and focus

Organisation integrity needs discerning decision maker

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Table 7

We need (particularly when things are not going well ie scaffolding):

- Role clarity
- Shared understanding
- Good relationships
- Accountability

Needs to be an enabling structure not a limiting factor

Need to reimagine foundation stories for 21st century. This might be the ‘glue’ that joins us together. The charism being called forth for today?

Start by opening our charisms to one another?

- Shared relevance
- Thriving, flourishing ministries/church

Table 8

Key themes

- Formation – from board, trustees, MGT, staff - Initial and ongoing
- Trustee and director – succession planning and ‘catholic governance’ talent pool
- Time commitments – few asked to do so much all the time

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Table 9

Alignment importance

Relational importance – between and within organisation

Communication

Confidence/courage for tough conversations

Healthy tensions

Testing the pulse and feeding back

Inhibitors –

- Formation – in public health for those who are not Catholic
- Need companion language

Table 10

Inhibitors:

- Fear
- Lack of confidence by lay people in their leadership capacity as compared with their religious
- Using the principle of subsidiarity to resist change or progress

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Opportunities:

- ‘supercharge’ the advocacy presence of CHA (be at the table and stand up)
 - Reflect on terms of engagement
 - Competitive environment does not engender sharing stories and case studies to allow lessons learned
 - Catalyst for a new conversation, new language, new complexity
- Reclaim our confidence to lead – stand together and we will stand apart from the rest of the sector
 - Tell our story
 - Positive indicators
 - State and facts are constantly reiterated and become ingrained in the public narrative

Table 11

Working well:

- Transition from sponsorship to PJP lay leadership
- Evidence of client satisfaction
- Board trustee selection process -diverse skills
- Most of us subscribe to Christ’s healing mission and dignity of w/n

Lessons:

- Challenge of bureaucracy – must build relationships/overcome ego
- Some congregations watching and waiting

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- Formation has both succeeded and failed PJPs
- Cannot take 'Catholicity' for granted

Change:

- Bleak future under current funding
- More courageous conversation needed

Enablers/inhibitors:

- Structure that connects governance
 - We are Catholic = I
 - Without congregation harder to provide unfunded service to outliers = I
 - Funding = I
 - Wage/workforce funding = I
 - Career ... = I
 - Workforce issues = I
 - Incentives linked to culture and rem = E
 - Alignment across governance layers = E
 - Relationships/communication = E

2. EMERGING LEADERSHIP - PREPARING FOR THE FUTURE

Response 1

1. Look beyond the board table
2. Look beyond people like us
3. Invite people into our space/services for formative experiences
4. Spiritual companion to board/trustees/executive (on the journey with you)
5. 3+4 above are happening now
6. Benefits of cross-fertilization through networks (e.g. AHJJP, CHA) for trustee groups and directors – not to be underestimated

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Response 2

Volunteering

Keeping in contact with school leaders (there are great leaders here)

Contact with health and aged care facilities (through youth program)

Program to outreach to 'lost generation' or relationships

Social Media

We have to go looking

Response 3

Membership Possibilities

- Being accommodating
- Understanding
- Just remuneration

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- Sowing seeds in schools
- Contact hours w universities
- Governance observership
- Can Religious Congregations leave legacy i.e. seed sowing program

Formation Possibilities:

- Trustee qualities:
 - What does it mean to work collegially in communion?
 - 'relational' trusteeship formation
- Bonhoeffer's listening model
- AMPJ report of formation activities
- Formation to youth (e.g. Mercy Future)
 - What is a leader
 - How/who will lead our spirit of mercy into future?
 - Why/should Catholics take our work forward?
- Board training including observers
- Boards ability to read signs of times?

Response 4

Need more diversity on boards

Diversity on boards requires mentoring of younger (Catholics) 'stars' over time

Asking is key

Get diverse people on to subcommittees

Formal program required/needs to be developed

Response 5

Target groups = 40yrs+ w life and business experience

Will be multi-cultural and people that value and want to see continuation of the work

Internal talent MGT/Leadership development a potential source

Bringing target individuals into the life of the organisation – events/committees etc.

Response 6

Potential to engage w younger cohort for whom 'making a difference' is important

Purposeful engagement with alumni

Formation is invitational – look for opportunities to issue invitation

Immersion experiences

Active volunteering program

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Response 7

How will we know we are successful? Is mass attendance the best measure?

Opportunities in circles of influence – staff, patients, residents, volunteers

Create opportunities to engage young people invitation – what for, what to?

Another charity is not the best idea!

Need to build community – need to release potential of young people

Response 8

Use language that resonates with the younger generations

Kindling new ‘sant’egidio’ groups that youth can own

What cadetships can CHA organisations use to nurture new youth employees

Response 9

Emerging leader’s program

Diversity of boards (focus of our catholic faith is changing in Australia)

The definition of being Catholic is not necessarily ‘going to mass’

Embracing our opportunities as agencies to be a witness to catholic faith as an entrée or only touchstone for people encountering the faith

Understanding where people are connecting and creating new opportunities for engagement (be creative)

Our resources are limited and we need to consider collaborating...no longer can work in isolation

Response 10

Salt and pepper approach – explore at all levels

Entrepreneurship

Engage past employees executives who have left
Explore the schools and parishes for possible leavers

External influences

Alumni source of experience

3. SYMPOSIUM SUMMARY – TABLE GROUP PRIORITIES FOR CHA

Emerging leaders’ program (boards, trustees, engagement in governance)

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Priority

- 1. A resource which looks at formation for boards which covers key topics and can be offered by trained people across the sector (could be online)
- 2. Look at how to get relationships with politicians (or repair it) as a priority

Facilitate sharing of approaches to setting, measuring, evaluating and changing culture

Collective advocacy

- Finance matters
- Ethical matters

Responsibility to recommendations of Royal Commission (abuse)

Engage in Plenary Council process, progress and recommendations

Priority for CHA

- Be bold and courageous with one another – in collective conversation with the Bishops

For CHA to be effective in Australia we need to speak with one voice always (especially for lobbying)

We want CHA and the Board to:

- Continue the great work on the Aged Care Royal Commission
- Enable us to work on our ministry of being the visible sign of invisible grace...help us with developing a companion language for that
- Relationship with AMPJP... important vehicle for that to occur
- Plenary 2020 – CHA can help the council to view the mission of God's love to the world in a different way
- Keep enabling our active governance as a way of leading with integrity

Come together to find and speak with one voice – strength in our unity as one body

Realigning the relationship with the ACBC to speak on matters in which we are the subject matter experts