

# Mission Leadership Academy

Stewardship



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# Welcome

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Martin Schreiber





# Thursday, November 14, 2024

## Stewardship

### REFLECTIVE INTEGRATION

— BREAK —

#### WELCOME

Martin Schreiber

#### REFLECTION

Sr. Sharon Becker, CSJ

#### SETTING THE CONTEXT

Rod Hochman, MD

Erik Wexler

Martin Schreiber

#### LUMINARY

Carol Taylor, PhD

— BREAK —

#### Q & A

Carol Taylor, PhD

Nancy Jordan

#### SENSORY EXPERIENCE INTRODUCTION

Julie Dir-Muñoz

#### REFLECTIVE WALK

— LUNCH —

#### SENSORY EXPERIENCE

Second City

— ADJOURN —

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# Reflection

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Sr. Sharon Becker, CSJ



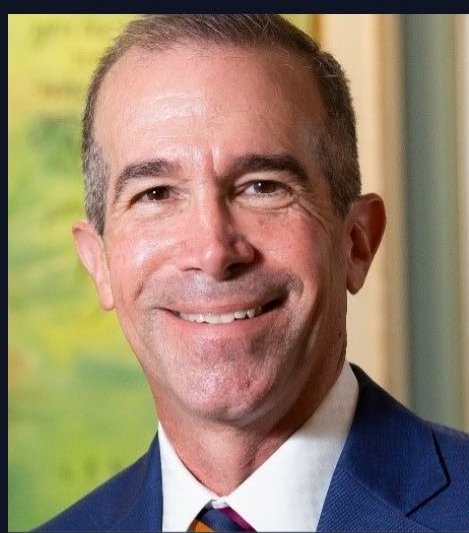
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# Setting the Context

Rod Hochman, MD

Erik Wexler

Martin Schreiber



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# Stewardship

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Carol Taylor, PhD





# Stewardship Time for a Correction?

**Carol Taylor, PhD, RN, FAAN**

Georgetown University

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Nothing to disclose...



# Objectives

- Define stewardship
- Analyze personal “fit” with stewardship responsibilities
- Choose stewardship priorities
- Assess the degree to which our current understanding of stewardship is best serving our ministries





# Stewardship

- According to the Oxford English Dictionary, stewardship is defined as the act of managing or taking care of something, such as property, money, an organization, or valuable objects.
- It can also mean the responsible use of resources, especially time, talents, and money, in the service of God.



**The U.S. Catholic bishops have suggested stewardship is a way of life that consists of four movements:**

- Receiving the gifts of God with gratitude
- Cultivating them responsibly
- Sharing them lovingly in justice with others
- Standing before the Lord in a spirit of accountability.

By analyzing these movements, we can formulate a more adequate understanding of stewardship for those in Catholic health care.



# Ambiguities and Tensions

Bishops 1992 Pastoral Letter Stewardship: A Disciple's Response: "Once one chooses to become a disciple of Jesus Christ, ***stewardship is not an option.***"

CHA's 2001 Shared Statement of Identity for the Catholic Health Ministry: stewardship is 1 of 7 fundamental commitments

Ethical and Religious Directives (2018)

--Biblical mandate to care for the poor

--Be a responsible steward of the health care resources available to it

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Thomas, K. & Silver-Greenberg, J. (September 26, 2022). Big chain sucked profits out of a poor hospital. The New York Times.

- The Secret to its success lies with a federal program that allows clinics in impoverished neighborhoods to buy prescription drugs at steep discounts, charge insurers full price and pocket the difference. The program was created with the intention that hospitals would reinvest the windfalls into their facilities, improving care for poor patients, but Bon Secours has been slashing services at Richmond Community while investing in the city's wealthier, white neighborhoods.
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Silver-Greenberg, J. & Thomas, K. (October 5, 2022). Patients due health care get refunds. The New York Times, B1, 5.

- One of the country's largest non-profit hospital chains, Providence, will refund payments made by more than 700 low-income patients who were wrongly charged for medical care that should have been free. The patients were wrongly billed for health care and then referred to debt collection firms. The practice was designed to maximize revenues by wringing as much money as possible from patients—even those whose incomes were so low they should never have been billed at all.
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Robbins, R., Thomas, K. & Silver-Greenberg. (December 16, 2022). Big hospital chain's cuts ignited its staffing crisis.

- At a hospital in a Chicago suburb last winter there were so few nurses that psychiatric patients with Covid were left waiting a full day for beds, and a single aide was on hand to assist with 32 infected patients. Nurses were so distraught about the inadequate staffing that they banded together to file formal complaints every day for more than a month. About 300 miles away...Chronic understaffing meant that patients languished in dried feces, while robots replaced nursing assistants who would normally sit with mentally impaired patients.
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- As recently as 2019, Ascension was trumpeting its success at reducing its number of employees per occupied bed, a common industry metric. At one point, executives boasted to their peers about how they had slashed \$500 million from the chain's labor costs.
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## The Lysaught Challenge

- Speaking of the Sisters who founded Catholic health care in the U.S., “Had stewardship guided their imaginations, they never would have taken the risks they took, entered the communities they did, reached out to people in the most invisible of places as they did.”
- “Living with and accompanying the poor in solidarity enabled them not only to bring the grace of God’s presence to the poor, suffering and neglected, but also to envisage and create innovative and effective ways of caring for the sick, catalyzing a new health care infrastructure.”





# The Lysaught Challenge

- “Stewardship” limits not only the enactment of charity but also our ability to creatively envisage new possibilities.
- Worse it contributes to the distorted relations we have become so accustomed to with our imaginations captured by market economics and its allied terminology that has come to dominate our discourse—“cost effectiveness,” “risk management,” “sustainability,” and “margin.”



## Take Away Questions

- How is Providence navigating the Biblical mandate to care for the poor with our contemporary understanding of stewardship reduced to financial management?
- How might the unique gifts you bring to Providence be used to conceptualize charity not as a mode of philanthropy attached to a profitable enterprise, uncompensated care, or as a budget line item that justifies tax-exempt status, rather caritas forms simultaneously the foundation, engine, motivation, shape, and end of the whole work; it infuses the whole.



## **This is what should distinguish Catholic health care: Caritas as solidarity**

- The generative creativity of God embodied through the work of the Church, envisaging and realizing new and better ways to care for the poorest and most marginalized of God's people.





# References

- Lysaught, M.T. (2020). Beyond stewardship: Reordering the economic imagination of Catholic health care. *Christian Bioethics*, 26(1), 31-55.
  - Nairn, T. (March-April, 2017). Ethics—Stewardship and Catholic Health Care. *Health Progress*.
  - U.S. Conference of Catholic Bishops. Stewardship: A disciple's response.
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# Q & A

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Carol Taylor, PhD

Nancy Jordan

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Anchorage, AK

Olympia, WA

Wilsonville, OR

Rancho Palos Verdes, CA



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# Sense Experience

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Julie Dir-Muñoz







Godhead,  
mystery deep as the sea,  
you could give me no greater gift  
than the gift of yourself.  
For you are a fire ever burning  
and never consumed,  
which itself consumes all the selfish love  
that fills my being.  
Yes, you are a fire that  
takes away the coldness,  
illuminates the mind with its light,  
and causes me to know your truth.  
And I know that you are beauty  
and wisdom itself.  
The food of angels,  
you gave yourself to humanity  
in the fire of your love.

*ADAPTED FROM SAINT CATHERINE OF  
SIENA*