

Executive Ministry Leadership Formation

Discernment



Ascension

Tuesday, July 14, 2026

July 17, 2025

EML Group 20 Commitments

Vision Statement:

We envision a community where vulnerability is embraced as strength, and every individual is seen, heard, and valued--never left behind. We show up fully, present and all in, committed to creating a space where honesty thrives and accountability is a shared responsibility. Together, we are more than a team--we are a family. We lift each other up, support one another through every challenge, and stay true to who we are, united by purpose and care.



Refreshment



Exploring Practices and Habits



Associate Experience Survey



eNPS

Question	Average	Promoters	Passives	Detractors	NPS	Qualtrics eNPS	Ascension YoY Overall
I would recommend Ascension as a place to receive care	7.86	45.3%	32.7%	22.0%	23.2	-10.8	+4.2
I would recommend Ascension as a place to work	7.73	42.7%	33.3%	24.0%	18.7	+0.7	+4.3

Top line feedback

Category	Average	Favorable	Neutral	Unfavorable	Healthcare benchmark	Ascension YoY overall
Engagement	3.96	74%	19%	7%	-4.4	-
Mission	4.03	78%	16%	6%	+5.0	+1.7
Collaboration	4.00	76%	16%	8%	+0.9	+0.7
Communication	3.84	70%	18%	12%	+1.0	+1.1
Growth & Develop	3.93	72%	19%	9%	-0.3	+1.6
Trust in Manager	4.19	81%	13%	6%	+0.1	+0.3
Patient Focus	3.98	77%	17%	6%	-0.4	+1.7
Resources	3.87	74%	14%	12%	-6.2	-0.2
Burnout	3.63	64%	21%	14%	-4.8	-0.3

Associate Experience Survey



How does your department compare?

Then with a partner. . .

1. How will you/are you listening in order to **respond with**, and not **solve for** these voices?



Strengths and Opportunities

Question	Category	Favorable	Neutral	Unfavorable	Healthcare benchmark	Ascension YoY overall
Manager cares about my well-being	Trust in Manager	84%	11%	5%	+0.9	+0.3
Manager is an effective listener	Communication	82%	11%	7%	+1.6	+0.5
Team is effective at making decisions	Collaboration	83%	12%	5%	+4.0	+0.7
I feel a connection between what I do and our Ascension Mission.	Mission	78%	16%	6%	+5.0	+1.7
Effective collaboration between teams at this organization	Collaboration	68%	20%	12%	-1.9	+1.4
There is open and honest communication at Ascension	Communication	61%	23%	16%	+1.0	+1.8
Senior leadership responds to feedback from employees	Communication	61%	23%	16%	+2.8	+1.2

Magnifica Humanitas

Round Table Conversation



Pope Leo XIV



Encyclical Letter

Magnifica Humanitas

On Safeguarding the Human Person
in the Time of Artificial Intelligence

Course Conclusion:

Catholic Healthcare Ethics: Clinical and Organizational

Mark Repenshek, PhD

Vice President, Ethics and Church Relations, Ascension



Where we are headed today...

1. **A Brief Look in the Rearview Mirror**
2. **Re-Reflecting on Moral Method**
3. **Unresolved Questions from the Community**
4. **Course Wrap-up Exercise**



Huge Thank You!

Lead Instructors: Mark, Michaela and Ashley

Guest Instructors/ Commentators:

Week 3: Key Principles of Bioethics

Anne Ruff, JD Vice President and Associate General Counsel, Ascension



Week 4: ERDs Parts 1-3

Zachary Hagen, PharmD, MHA, Director - Medication Shortage Stewardship



Course Objectives

- Know what **ethics resources** are available to support you in your work, and **how and when to access them**
- Gain familiarity with the **key methodological considerations** and **moral principles** within the Catholic moral tradition relevant to ethical issues in Catholic health care;
- Gain familiarity with the **Ethical and Religious Directives** for Catholic Health Care Services, 7th ed, as they relate to organizational and clinical decision-making in health care;
- **Increase understanding** of the Ministry Identity Assessment and participant's ability to lead work-teams at their Health Ministry through the assessment process.



Catholic Healthcare Ethics

Week	Topic	Case Study/ Application
One	Value Perspectives & Moral Method	Memorial Medical Center and Katrina
Two	Elements of Catholic Identity	Dialysis and the Undocumented
Three	Key Principles of Bioethics	Hysterectomy and Gender Dysphoria*
Four	ERDs - Preamble and Part 1	Drug Shortages and Stewardship*
Five	ERDs Part 3: Professional-Patient Relationship	Emergency Contraception and Assault
Six	ERDs Part 4: Beginning of Life	Try and Save my Baby
Seven	ERDs Part 5: Serious Illness and Dying	Artificial Nutrition and Hydration at the End of Life
Eight	Assessing Catholic Ministry Identity	CHA's Ministry Identity Assessment



Remember the
exercise:

So, how do YOU tend
to make decisions?



How do you make moral decisions?

Virtue Theory	Deontology	Consequentialism
Focus on who the person is and is becoming in light of a particular notion of the ideal human person and the good life. Rooted in the philosophy of Plato and Aristotle. Who one is (BEING) largely determines how one acts (DOING)	One's moral obligation is based on one's duty (<i>deon</i>). Holds that some actions are right in themselves (intrinsically) and therefore should always be done, and some actions are intrinsically wrong, and therefore should never be done. Principle of Universalizability and Formula of Humanity.	Focuses on the consequences of our actions, in light of the good we are trying to promote through our actions. No action is inherently right or wrong apart from its consequences. Goal is to maximize the good and minimize harm. May be called Utilitarianism- promoting the greatest good for the greatest number.



A Teleological Perspective

From the *Teleological* perspective, moral value consists in doing that which fosters human flourishing both in oneself and in others. In a practical sense, this means that we ought to act in ways that both contribute to human well-being and that constitute good living itself.

From this perspective, “fostering human flourishing” requires maximizing good consequences while acting in accord with rules of right action.



What if anything
changed in your
approach to decision
making over these
past 8 weeks?



Catholic Healthcare Ethics

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Eight	Assessing Catholic Ministry Identity	CHA's Ministry Identity Assessment



Unresolved Questions from the EML Community

How has your lens changed?

1. What was the key “takeaway” from this course (or the 16 weeks) that was most relevant to my role as a leader within Ascension? Why?
or
2. What did I learn about myself through this course (or the past 16 weeks)?



Announcements



Executive Ministry Leadership Formation

Discernment



Ascension

Wednesday, July 15, 2026

Check-in



Reflection

Carrie Hatch and Ron Hoffman



Ascension

Executive Ministry Leadership

July 15, 2026



Ascension

Morning Reflection

Carrie Hatch and Ron Hoffman



Mother Frances Streitel

Born in November 1844 joined the Franciscan Sisters of Maria Stern at the age of 21. Called to Rome in 1883 by Father Francis Jordan to expand the newly found Catholic Teaching Society. Two years later she and 35 women joined together and under the directions of monsignor George Jacquemin were given the name Congregation of the **Sisters of the Sorrowful Mother**.



Ascension



First leadership Role



Ascension



Casa Tabor (Reception House and SSM General Council offices)



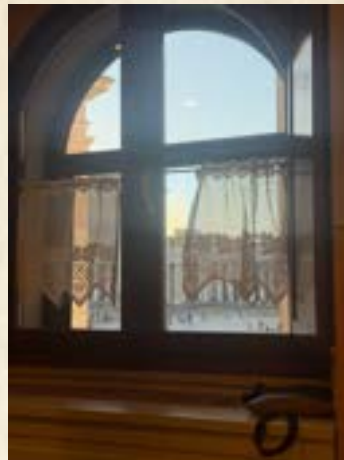
Ascension

Austria, Brazil, Germany, Italy, the United States of America,
Tanzania and the Caribbean Islands of Grenada, St Lucia,
Trinidad and Tobago, and the Dominican Republic

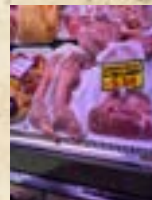
Casa Santo Spirito- (House of the Holy Spirit)
Roma, Borgo Santo Spirito 41
St. Peter's Basilica



1885



Ascension



sion

A LIFE OF PURPOSE AND DEDICATION

DISCERNMENT
GROWTH

FAITH

NEW BEGINNINGS
FULL CIRCLE

HONOR
TO
SERVE

LEADERSHIP

SERVICE

THANKFUL FOR THE OPPORTUNITY

IMPACTFUL

FULFILL

SACRIFICE

FAITH

LEGACY

VALUES

CHALLENGING

PROUD

SPIRITUAL

ETHICAL

DEDICATION

EST. 1991

ETHICS & ERDs



BIOMEDICAL
ETHICS



Completed
Online Study
CATHOLIC
BIOETHICS



TRANSITION:
FROM ETHICAL FOUNDATION
TO SPIRITUAL
DISCERNMENT



DISCERNMENT



1. Directive
2. Directive
3. Directive
4. Directive

ERD
COMPLIANCE



COMMUNITY
GATHERING



FAITHFUL
STEWARDSHIP



REFLECTIVE
LISTENING



PRAYERFUL
INQUIRY



ALIGNING
WITH MISSION



HEALTHCARE ETHICS

ASKS:

What is the right thing to do?



OUTCOME:

Aims for the right decision based on what we know.

VS.



DISCERNMENT

ASKS:

What is God inviting us to do?



OUTCOME:

Seeks the right path—faithful alignment with God's will and our mission.



Ascension



Ethics helps us do what is **RIGHT**.



Discernment helps us do what is **FAITHFUL**.



Loving and Gracious God,

We thank You for the gift of this time together and for the wisdom gained through our study of Catholic healthcare ethics. As we now begin a journey into discernment, help us to recognize Your presence in the complexities of leadership and the realities of change.

Grant us the humility to listen before we act, the courage to move forward when the path is unclear, and the wisdom to distinguish what is ours to solve from what we are called simply to accompany with faith and trust.

In moments of uncertainty, remind us that every decision, every conversation, and every challenge is ultimately about the people entrusted to our care—each created in Your image and deserving of dignity, compassion, and hope.

Guide our ministry so that, amid transformation and change, we remain steadfast in our mission to bring health, healing, and hope to all. May we be leaders who seek not only the right answers, but also Your will, trusting that Your Spirit continues to lead us forward.

Amen.



Ascension

Refreshment



How do we Integrate Decision Making and Discernment?

Dr. Tom Aloia, MD, MHCM, FACS, FACHE

Executive Vice President and Chief Clinical Officer, Ascension

Tom VanOsdol, MS, MA, MBA FACHE

*Executive Vice President and Chief Mission Integration Officer,
Ascension*



Decision Quality Mini-Workshop

Tom Aloia, MD, MHCM, FACS, FACHE
Executive Vice President and
Chief Clinical Officer



Ascension



Written Reflection (3 minutes)



- Most recent car buying process
- Children's college/job selection process
- Personal vaccine engagement/compliance (booster?)
- Other major personal decision?

Steps in your process (if any)?

- 1.
- 2.
- 3.
- 4.



Pre-read Chapter Insights - Discussion



- What were the high points?
- What surprised you the most?
- Were there any “lightbulb” moments?
- Did anyone reflect on a decision you were part of that could have benefited from decision quality?



Why It Matters



Decision Quality (DQ)

The Basics



For any problem, the number of **offered solutions** is inversely proportional to the availability of **effective solutions**



More results

Decision Making & Problem Solving David P. Myers Decision Making and Problem Solving: Break Through Barriers and Breakthrough Creativity at Work (Shelving Success, 167) Part of: Creating Success (5) books ★★★★★ (1) Paperback \$14⁹⁹ List: \$24.95 New from \$10.95 Also: 1991 Delivery Wed, Sep 10 Arrives before Christmas How-Buying Classics \$10.95 (1st used & new offer) Other formats: Kindle, Hardcover	the art of strategic decision making David P. Myers The Art of Strategic Decision-Making: How to Make Tough Decisions Quickly, intelligently, and Safely (Think Smarter, Not Harder Book II Book 1 of 10 Think Smarter, Not Harder) ★★★★★ (1) Kindle \$3⁹⁹ New from \$2.99 Available instantly Other formats: Audible audiobook, Paperback, Hardcover	The Making Smart Decisions David P. Myers 100's 10 Must Reads on Making Smart Decisions (with featured article "Work on Your Most Big Decision..." by David P. Myers, Book 1 of 10 Must Reads (10 books)) ★★★★★ (1) Kindle \$14⁹⁹ Digital Low Price Special New from \$9.95 Plus, earn a \$1.00 credit Available instantly Other formats: Audible audiobook, Paperback, Hardcover, MP3 CD	Don't Overthink It David P. Myers Don't Overthink It: Make Smarter Decisions, Stop Second-Guessing, and Bring More Joy to Your Life ★★★★★ (1) Kindle \$7⁹⁹ Digital Low Price Special New from \$9.95 Plus, earn a \$1.00 credit Available instantly Other formats: Paperback, Audible audiobook, Hardcover, Audio CD	THE ART of CLEAR THINKING David P. Myers The Art of Clear Thinking: A Simple, Proven, Step-by-Step System for Making Tough Decisions ★★★★★ (1) Kindle \$14⁹⁹ New from \$9.95 Plus, earn a \$1.00 credit Available instantly Other formats: Audible audiobook, Hardcover, Paperback
THINK AGAIN ADAM GRANT Think Again: The Power of Knowing What You Don't Know ★★★★★ (1) Hardcover \$15⁹⁹ List: \$24.95	MASTER CRITICAL THINKING FOR TEENS David P. Myers Master Critical Thinking for Teens: The Complete Guide to Improving Decision-Making Skills, Managing Problem Solving, and Competing in Life ★★★★★ (1) Kindle \$3⁹⁹	YOU'RE THE LEADER David P. Myers Be the Leader: How What? Leadership Lessons from Mayo Clinic ★★★★★ (1) Hardcover \$17⁹⁹ List: \$24.95	HOW TO MAKE BETTER DECISIONS David P. Myers How to Make Better Decisions: 16 Smart Tactics for Confronting Your Boss, Managing Your Emotions, and Making Fearless Decisions in Every... ★★★★★ (1) Kindle \$7⁹⁹	The Art of Critical Decision Making David P. Myers The Art of Critical Decision Making: A Simple, Proven, Step-by-Step System for Making Tough Decisions ★★★★★ (1) Kindle \$14⁹⁹ New from \$9.95 Plus, earn a \$1.00 credit

Decision Quality - FVAIRC



Decision Quality, Spetzler, Winter, and Meyer



Decision Quality - FVAIRC



Initial Notes

- Information uncertainty and unexpected external forces can impact results regardless of the quality of a decision
- A Decision's Quality should not be judged by the result, but by **the rigor of the process**
- The decision's quality is only as good as the weakest ring



Decision Quality - FVAIRC



Frame should be revisited at every checkpoint

How often in a "decision" meeting have you stopped and said "What problem are we trying to solve??"

Discipline of Defining Values before Solution Bombing is the Magic

Brainstorming your values is even more important than brainstorming your alternatives

Clarity of values does not restrict the creativity of alternatives

Revisiting or "negotiating" the values midstream is a red flag for either unclear frame or misaligned deciders



Decision Quality - FVAIRC



Decision Quality, Spetzler, Winter, and Meyer

Decision Quality - FVAIRC

Decision Quality, Spetzler, Winter, and Meyer



Decision Quality - FVAIRC



Decision Quality FVAIRC



**Discipline of Defining Values before
Solution Bombing is the Magic**

Ascension Connections:

It is not hard to define our values

Clear linkage between DQ and
Discernment

Can you reassess your capstone using
the DQ framework to make sure that
you have **clarity on the problem, that
your solutions align to your values, and
you are committed to execution?**

Decision Quality, Spetzler, Winter, and Meyer



Ascension's Values

Service of the poor

Generosity of spirit, especially for persons most in need

Reverence

Respect and compassion for the dignity and diversity of life

Integrity

Inspiring trust through personal leadership

Wisdom

Integrating excellence and stewardship

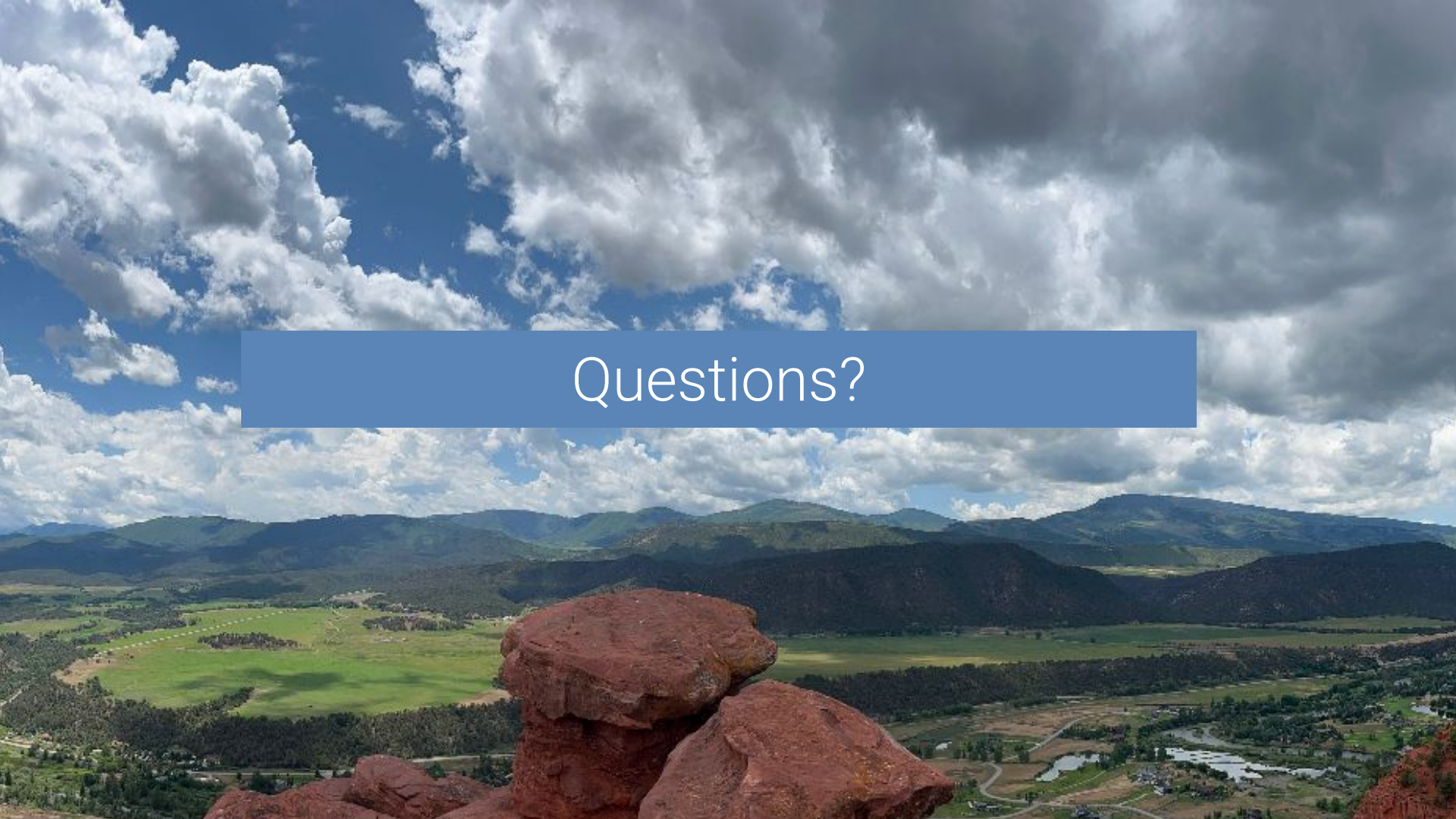
Creativity

Courageous innovation

Dedication

Affirming the hope and joy of our ministry





Questions?

Discernment

**“First and foremost a spiritual discipline:
a way of perceiving and aligning with the
will of God and cooperating with the Holy
Spirit in making important decisions.”**

Richard J. Foster

Tom VanOsdol M.S., M.A., MBA, FACHE
EVP, Mission Integration



Ascension



What is different about discernment?

Discernment is “the process of developing eyes to see God in the midst of ordinary, finite existence, to allow ourselves to be stirred by this God and to be called into a vocation of service in God’s creative project.”

- André Delbecq, Ph.D, author and educator

- **It’s about our values and moral vision**
- It’s about how we understand our **identity**, role, and responsibilities
- It’s about how we understand what God is calling us to be and become through the process of discovery around **the central question**
- It’s about making good decisions under great ambiguity, consistent with our identity



Decision Making Discernment

Intellect and Intuition		Spirituality
Relevant Facts and Data		Will of God
Individual Expertise		Wisdom of the Community
Choices and Alternatives		Moral Vision - Consolation
Episodic		Steps on a Journey
Goal-Oriented		Virtue-Oriented
Binary Choices		Synthesis and New Truths
Linear Reasoning		Iterative - Hermeneutical Spiral
Transaction		Identity

"The difference between a decision and a discernment is whether the outcome is likely to shape the character (identity) of the ministry."

Does the outcome have the potential to fundamentally change who we are?

- Fr. Michael Rozier, SJ, PhD





Like weaving on a loom...

Discernment
REQUIRES tension

Holding the tensions
of Both ~ And

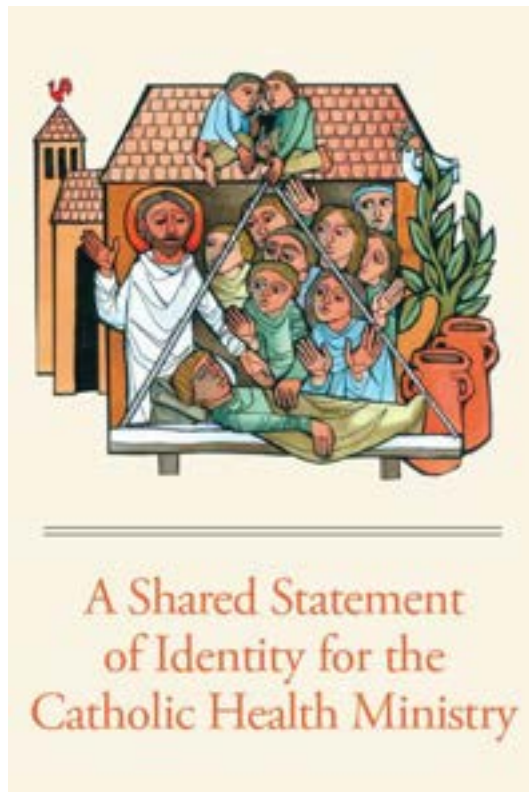
- Example:
Mission and
Margin



Ascension's identity as a Ministry of the Catholic Church

Core Commitments of Catholic Health Care

- Promote and Defend Human Dignity
- Attend to the Whole Person
- Care for Poor and Vulnerable Persons
- Promote the Common Good
- Act on Behalf of Justice
- Steward Resources
- Serve as a Ministry of the Church



Ascension's identity as a Ministry of the Catholic Church

CHA Guide for Sponsors in Catholic Health Care

- There are certain qualities that are **necessary** for an apostolic activity to be a work of the Church. These works function “in the name of the Church” (c.116.1)
- First, a sponsored work **must have a spiritual purpose** (c.114). Such a purpose can be either a work of piety, a work of the apostolate, or a work of charity.



Ascension's identity as a Ministry of the Catholic Church

- **The undertaking must have sufficient means to achieve its purposes** (cc.114.3 and 610). The necessary means are not limited to financial assets; a spirit of faith and a willingness to work diligently are also part of the necessary means.
- Works carried out in the name of the Church are **expected to have a certain perpetuity or stability**. “We are not involved in fly-by-night operations” (c.116 and 610)



Ascension's identity as a Ministry of the Catholic Church

- Ministries have a task or mission that has been “entrusted” to those who are to carry out a work. Those who have been so “entrusted” are to carry out their tasks as good stewards, caring for the work and its assets (c.1284.1).
- It requires that works in the name of the Church, under the supervision of a diocesan bishop (c.394 and 678), be carried out according to standards that make it a work of quality, at least as outstanding as those in other similar institutions. Indeed, if an activity is not of the highest quality, serious questions ought to be asked about whether it should continue
- A work of quality requires **special preparation**. All leaders and associates should participate in appropriate **formation** programs that strengthen them spiritually for the ministry of healthcare (c.229.1)



Prerequisite Conditions for Discernment

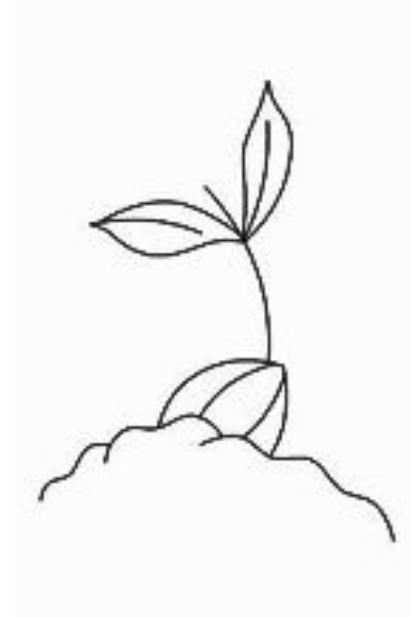
- **Cultivation of a reflective, discerning inner disposition**
- **Engagement in prayer**
- **Patience with the process of discovering the underlying nature of the issue before us**
- **An attitude of “indifference” and “detachment”**
 - “Letting go of clinging to specific outcomes, and recognizing the impermanent nature of all things. It's not about apathy or indifference, but rather about freeing oneself from the suffering that arises from excessive craving and attachment.”
- **Deference to the will of God and the urging of the Spirit**
- **Learning to test the Spirit**



What can I do to develop the skill of discernment?

The primacy of a discerning disposition

- *“...a person who moves prayerfully through their day and is able to readily recognize God’s activity, or God’s grace, in the world around them.”*



Formation to grow a discerning disposition



Organizational Ethics Discernment Process



- Identify Central Question(s)
- Identify our Biases
- Consider Subsidiarity
- Identify the Relevant Facts
- Identify Salient Values and Moral Concerns
- Consider Additional Possibilities
- Seeing Holistically
- Testing the Spirit Exercise
- Communicate, Implement and review
- Measure, evaluate, and continuously learn and improve



Informal Discernment

1. Why is this decision difficult?
2. Do we have all the information we need to make this decision now?
3. Do we have input from those stakeholders who will be significantly affected by the decision?
4. How does this decision impact the poor and vulnerable?
5. What creative alternative solutions have been explored?
6. What values and principles underlie this decision?
7. How does the team feel about the decision being made?
8. What is the best way to implement this decision, considering the need to be sensitive to all stakeholders?



The Examen

1. **Become aware of God's presence**
2. **Give thanks**
3. **Review the day**
4. **Face any shortcomings and seek forgiveness**
5. **Look forward to the day to come**



Applying Discernment with Integrity

How Do We Avoid the Misuse of Discernment in Decision-Making?

by Fr. Michael Rozier

Three Classic Unintentional Misuses of Discernment:

- Capable individuals not provided with the proper conditions
- Incapable/inadequately trained individuals engaged
- The subject matter/central question is inappropriate for formal discernment

It's about identity and character



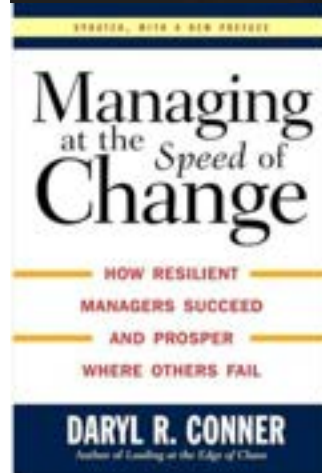
Applying Discernment with Integrity

Discernment calls you to flip the frame:

- Listening to:
 - The Spirit
 - Your team(s)
 - Those we serve - Fall in love with the problem
 - The ministry
- Engaging:
 - Synodality: journeying with
 - Subsidiarity: solutions are best generated as close to the issue as organizationally appropriate - Participation

Managing at the Speed of Change – Daryl R. Conner

- F.O.R. - Reverence for Human Dignity
- Resilience





Therefore...

Again and again,
return to prayer

Discernment and Decision Quality

Applying the frames to your Capstones



Discernment and Decision Quality: A workshop

Purpose of this workshop

To refine your capstone using Discernment and Decision Quality in preparation for closer work with your Strategic Imperative group over the coming months as you generate your December showcase.

Workshop Process

- 1** Pair with someone in your Strategic Imperative group
- 2** Share your working capstone integration theme statement with all the detail of EML learning and Ascension leadership
- 3** Apply the Discernment lens to your theme statement
- 4** Apply the Decision Quality lens to your theme statement
- 5** Be ready to share the outputs of applying both lenses in the large group debrief at the close of the workshop



Workshop Process

Step 3: Apply the Discernment lens to your theme statement



1. Why is this topic difficult?
2. Do I have all the information I need to lead in this new way?
3. Have I gathered input from those stakeholders who will be significantly affected by the changed leadership EML is creating through me?
4. How does what I am doing impact persons experiencing poverty and vulnerability?
5. What creative alternative solutions have – or could I – explore?
6. What Ascension Values and Core Commitments of Ministry Identity underlie the work?
7. How does the team who sees the work and is impacted by it feel?
8. What is the best way to implement the change in my leadership, considering the need to be sensitive to all stakeholders?



Workshop Process



Step 4: Apply the Decision Quality lens to your theme statement

1. Appropriate Frame

How is your experience, learning and growth in EML changing your leadership and therefore the ministry of Ascension? What is different for our patients, residents and communities we serve?

3. Create Alternatives

What alternatives exist already – are you duplicating work that is already being done in Ascension? Outside of Ascension? How do you know?

5. Sound Reasoning

How have I looked at this from various perspectives to remove my own and others' bias? Am I holding tight to something I want to change, reducing openness to the change that is truly being called forth from me in my leadership?

2. Clear Values and Tradeoffs

What are you willing to risk? What are you not willing to risk?

4. Relevant and Reliable Information

What are your sources of truth? With whom have you pressure tested?

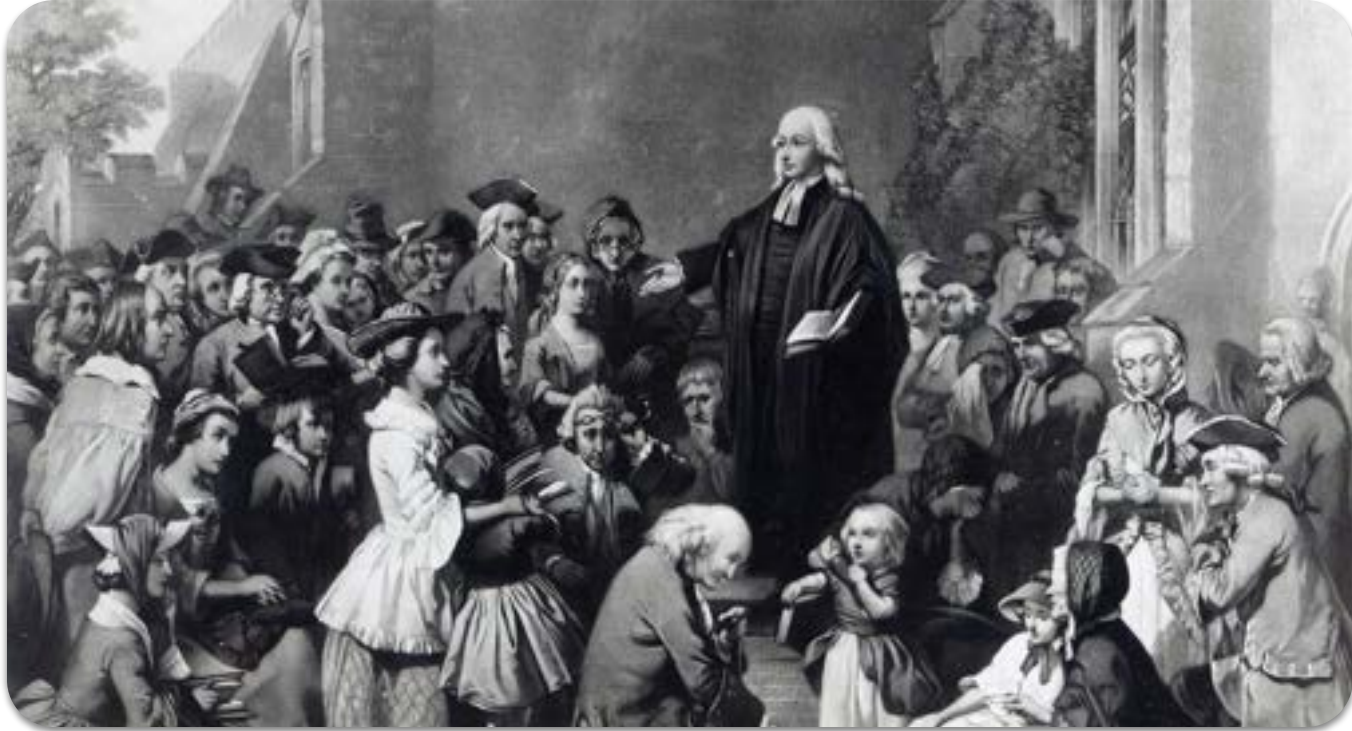
6. Commitment to Action

How am I – and will I post graduation – continue to implement this change in my leadership by virtue of the investment of EML through my service to Ascension? How will Ascension and those we serve know?



Workshop Process

Step 5: Share the outputs of applying both lenses in the large group debrief at the close of the workshop



Questions? Concerns? Observations?



Decision Quality (DQ)

Final Notes





Decision Quality - FVAIRC



Final Notes

- Most organizations do not have the “time” for rigorous decision making, but they seem to have unlimited time to rework and pivot from the results of bad decisions
- Burn Out → Double work=Double stress
- DQ is a learned capability - Improves with practice
- 6 minutes or 6 weeks
 - 3 (couplets) or 6 structured meetings to land every major decision
 - May not be necessary for all decisions - can be expedited without “skipping” steps
- Align your team’s strengths to be “ring leaders” (think Enneagram)
- Teachable
- Next level reading suggestion - Six Thinking Hats - Edward de Bono



DQ + Enneagram

Heart: 2-3-4

Heart: 2-3-4

Head: 5-6-7

Head: 5-6-7

Head: 5-6-7

Gut: 8-9-1

Gut: 8-9-1





Decision Quality and Discernment

Side by Side Comparison

Decision Quality Steps

- Appropriate **F**rame
- Clear **V**alues
- Create **A**lternatives
- Relevant and Reliable **I**nformation
- Sound **R**easoning
- **C**ommitment to Action

Discernment Steps

- Identify and clarify Central Question(s)
- Reflect on and share our Hopes, Fears and Biases
- Consider Subsidiarity
- Identify the Relevant Facts
- Identify Salient Values and Moral Concerns
- Consider Additional Possibilities
- Seeing Holistically
- Testing the Spirit
- Communicate, implement and review

Measure, evaluate, and continuously learn and improve



Lunch



What Might Our Presentations Look Like?





Didactic Presentation



Panel Discussion



Edited Video



Visuals



Pecha Kucha



Other?



Capstone Integration Timeline



Capstone Integration Timeline

July 16, 2026

December 9, 2026

July	August	September	October	November	December
Retreat F • Strategic Imperative Groups • Storytelling Training Wednesday am Scheduled Check-ins	Wednesday am Scheduled Check-ins	Group Presentation Check-in Wednesday am Scheduled Check-ins	OLT Socialization Wednesday am Scheduled Check-ins	Group Presentation Dry-Runs (Virtual)	Graduation

3 Wednesday am Required Check-ins (July - October)

EML Faculty available to you PRN (July - Dec)



July → August Deliverables

July 16, 2026



December 9, 2026



Deliverables

- **Solidify foci / theme** for group presentation
- **Narrow to 1-2** presentation style possibilities



Resources

- **Scheduled group check-ins**
- **Virtual Office Hours**



September Deliverables

July 16, 2026



December 9, 2026



Deliverables

- **Map out the arc** of the capstone presentation
- **Meet with EML faculty** to discuss storyboard (data, video, photos) of capstone presentation



Resources

- **Scheduled group check-ins**
- **Scheduled presentation meeting** with EML faculty
- **Virtual Office Hours**



September Group Call Schedule

July 16, 2026



December 9, 2026



Schedule

Wednesday, September 2

8:00-8:45: Operational Rigor

9:00-9:45: Quality and Safety

10:00-10:45: Talent

11:00-11:45: Consumer Experience

1:00-1:45: Community Impact



October Deliverables

July 16, 2026



December 9, 2026



Deliverables

- **Socialization of presentation** with OLT
- **Build presentation** slides, materials, etc.



Resources

- **Scheduled group check-ins**
- **Virtual Office Hours**



November Deliverables

July 16, 2026



December 9, 2026



Deliverables

- **Dry-run of capstone presentation** with EML faculty



Resources

- **Scheduled presentation dry-run** with EML faculty
- **Virtual Office Hours**



December Deliverables

July 16, 2026



December 9, 2026



Deliverables

- **Presentation dry-run** during retreat
- **Capstone presentation** to Eduardo, OLT, EML faculty, EML Group 21, and other invited guests



Resources

- **AI review of your presentation** before graduation
- **The unending support** of this beloved community from beginning to end
- **Dedicated time** to ritually celebrate your completion of Executive Ministry Leadership!



Capstone Integration Timeline

July 16, 2026

December 9, 2026

July	August	September	October	November	December
Retreat F • Strategic Imperative Groups • Storytelling Training Wednesday am Scheduled Check-ins	Wednesday am Scheduled Check-ins	Group Presentation Check-in Wednesday am Scheduled Check-ins	OLT Socialization Wednesday am Scheduled Check-ins	Group Presentation Dry-Runs (Virtual)	Graduation

3 Wednesday am Required Check-ins (July - October)

EML Faculty available to you PRN (July - Dec)



Exploring Capstone Integration Projects

Part 1



Confirming Imperative Alignment



Ascension



Theme Clustering



Theme Clustering

1

Read EML Statements

Read through all EML statements in your Strategic Imperative Group.

2

Listen for Common Themes

Listen for common themes, ideas, and shared patterns across the group.

3

Write Down Key Themes

On your flip chart, write 3-5 themes that are true across all statements.

4

Narrow or Lift Up

See if there is a way to narrow the themes or "lift up" to a more specific common denominator.



Cascading Possibilities



Capstone Mad Libs



Capstone Mad Libs

PART 1: THE OPPORTUNITY STATEMENT

Rooted in **[CST principle / key EML learning / Mission, Values]**, how might we tell the story of **[bold future outcome]** for **[patients, residents, associates, and/or community members]** to advance **[strategic imperative]**?

PART 2: THE FUTURE VISION

In the future, care for those we serve will look different because of **[this outcome]**.



Refreshments



Exploring Capstone Integration Projects

Part 2



Announcements



Executive Ministry Leadership Formation

Discernment



Ascension

Thursday, July 16, 2026

Check-in



December Retreat | December 8-9, 2026



The Chase Hotel

St. Louis, Missouri



Morning Reflection



Ascension



Above all, trust in the slow work of God. We are quite naturally impatient in everything to reach the end without delay. We should like to skip the intermediate stages. We are impatient of being on the way to something unknown, something new. And yet it is the law of all progress that it is made by passing through some stages of instability—and that it may take a very long time.

And so I think it is with you - with us; our ideas mature gradually—let them grow, let them shape themselves, without undue haste. Do not try to force them on, as though we could be today what time (that is to say, grace and circumstances acting on our own good will) will make of us tomorrow.

Only God could say what this new spirit gradually forming within us will be. Give Our Lord the benefit of believing that his hand is leading us, and accept the anxiety of feeling in suspense and incomplete.

Fr. Pierre Teilhard de Chardin, SJ
Hearts on Fire

May the true work of becoming
who you were made to be excite your heart,
And kindle in your mind a creativity.

May this work fit the rhythms of “this new spirit
Gradually forming within you”,
Enabling you to draw from the invisible
New ideas and a vision that will inspire.

May this work challenge and refine you,
Bringing you every day further
Into the wonder of your heart.

(adapted from For a New Position by John O'Donohue)



Storytelling and Presentation Training



Lynn Smith

CEO and Founder, Lynn Smith Media & Communications
Executive Communications Strategist and Coach





Ascension

Please complete the following survey. We appreciate your feedback.

Thank you for attending a Formation program!

Page 1 of 3

Name of Program

* must provide value

Executive Ministry Leadership (EML)

Retreat

* must provide value

F (EML)

Date Attended

* must provide value

07-16-2026



Today

M-D-Y

If multi-day, please select session start date



