



FRANCISCAN SISTERS OF CHRISTIAN CHARITY SPONSORED MINISTRIES, INC.

STRATEGIC PLAN

2018-2021



Franciscan Sisters of Christian Charity
Sponsored Ministries, Inc.



1415 South Rapids Road
Manitowoc, WI 54220
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Mission Statement

The mission of the Franciscan Sisters of Christian Charity Sponsored Ministries is to carry out the commitment of the Sponsor to the healing and educational mission of the Catholic Church through the provision of quality health care and educational services. In a spirit of partnership with dedicated religious and lay leaders, the Franciscan Sisters of Christian Charity Sponsored Ministries will strengthen the Sponsor’s commitment by leading change, ensuring stewardship of resources and integrating mission and values.

Vision Statement

The vision of the Franciscan Sisters of Christian Charity Sponsored Ministries, Inc., is to be a vibrant Franciscan presence of Catholic education and health care in the communities we serve, recognized for its Gospel values, excellence of service and stewardship of resources.

Values Statement

The values which motivate all who serve in the sponsored ministries of the Franciscan Sisters of Christian Charity are: *fidelity* to the education and healing ministry of Jesus; *commitment* to the mission of the Church; *respect* for every person, especially with *compassion* and care for the poor; *stewardship* of resources, administered with justice; steadfast *dedication* to service which exhibits both adaptability and flexibility.

Priorities	Objectives	Tactics
 <p>MISSION</p>	<p>As a ministry of the Catholic Church sponsored by the Franciscan Sisters of Christian Charity, FSCCM continues the ministry of Jesus in health care and higher education. Ministry leaders in governance and management are well-formed in the Catholic and Franciscan traditions, and they are genuinely responsive and collaborative toward mission integration.</p>	<ul style="list-style-type: none"> • Ensure that all senior leaders and trustees in FSCCM ministry organizations receive the same orientation to, and ongoing formation in, the Franciscan tradition and the traditions of FSCC and the Catholic Church. • Assist local leadership in developing and implementing formation and education programs that reach all levels of the organization, including clinicians and faculty. • Assist each ministry organization in the assessment and reporting of their mission integration efforts. • Assist the ministry organizations in setting goals and progress indicators for mission integration and collaborate in the development of measures for each goal. • Develop a formal plan for the transition to lay leadership of mission integration at each ministry organization.
 <p>LEADERSHIP & GOVERNANCE</p>	<p>FSCCM’s approach to leadership is characterized by its support and guidance of local ministry governance. We are committed to serving ministry organization leadership and governance with an effective balance of accountability, autonomy, and a mutual commitment to being responsive in this swiftly changing world.</p>	<ul style="list-style-type: none"> • Develop educational programs for all senior leaders and trustees aimed at creating high-performing boards and senior leadership teams. • Collaborate with each ministry organization in the development of its strategic plan to effectively draw linkages to the FSCCM plan. • Establish decision-making matrices that clarify roles and processes in the hierarchy of decision making. • Collaborate with presidents/CEOs to define performance expectations, goals, and review measures for each area of accountability. • Establish written parameters for strategic ministry growth, both local and system.
 <p>EXCELLENCE</p>	<p>Authentic fulfillment of our mission requires that the work we do be recognized for its excellence. FSCCM supports innovative programs and processes in the quest to meet community needs, implement cost-effective strategies, advance employee satisfaction and development, and improve quality outcomes. FSCCM ministry organizations are recognized for their expertise and outcomes in several areas.</p>	<ul style="list-style-type: none"> • Develop and implement a consistent process for sharing best practices among peers in the system. • Evaluate and make actionable recommendations on additional support services provided to the ministry organizations by the system office. • Advocate for funding of programs/services which address specific community needs and support our mission. • Monitor and assist with the development of ministry organizations’ strategic plans to ensure that they aim for demonstrable excellence. • Ensure that quality measures are consistently reported and that each organization uses relevant benchmarks.
 <p>FINANCE</p>	<p>FSCCM exercises its fiduciary responsibilities with an appropriate balance of the principles of subsidiarity, autonomy, responsible stewardship, social accountability, and financial accountability. FSCCM aspires to be financially stable – via the ministry organizations’ stability – and able to resource strategic needs of the system.</p>	<ul style="list-style-type: none"> • Ensure that the development of strategic and long-range financial plans enables each ministry organization to stand on its own financially. • Actively engage each ministry organization in the development of financial plans to meet its immediate and long-range needs/goals and ensure that FSCCM financial targets are identified and met. • Verify that ratio targets continue to be set at “A” level (industry credit benchmark) for each ministry organization. • Ensure that quantifiable commitment to local community needs is demonstrated each year. • Monitor and help maintain ethical business practices that demonstrate corporate compliance, organizational integrity, and transparency.