

Responsibility structure and working instruments of the Medical Section at the Goetheanum, School of Spiritual Science

The Medical Section at the Goetheanum is a department of the School of Spiritual Science set up by Rudolf Steiner in 1923/24. Its task is to work on the “medical system of anthroposophy” through research into, dissemination and further development of anthroposophic medicine and the art of healing.

As a working community active throughout the world, the co-workers of the Medical Section require a form of organisation which is compatible both with the conditions of life of a free spiritual life and which is suitable for accommodating “the initiation principle among the civilisational principles”. That is, it requires responsibility/accountability structures which are based both on each individual’s capacity for initiative – free spiritual life – and yet take account of the diversity of national and regional needs and developments as well as meeting the evolved forms of work and law on a local and international level. The way in which this has developed and proved itself from the mid-1990s to the present day will be set out below.

Collaboration within the Medical Section

There is no formal membership of the Medical Section. Everyone can feel that they belong to it who collaborates on Medical Section tasks and for whom regard of the following conditions is a matter close to their heart:

- General and subject-specific study of anthroposophy alongside ongoing continuing professional development (path of knowledge and self-training).
- Participation in working groups and conferences in order to cultivate dialog and collaboration with other Medical Section co-workers (social competence, community building).
- Realisation of anthroposophic medicine by serving patients in a professional way and with a sense of responsibility (attitude to life, representation).

Areas of work

Like all sections of the School of Spiritual Science, the Medical Section is also active in three areas of work:

- The area of work of institutions and initiatives of the anthroposophical medical movement.

- The area of work of the Anthroposophical Society with its branches and working groups in the field of medicine and the art of healing.
- The purely meditative area of work of the First Class of the School of Spiritual Science.

Work principles of the Medical Section

Spiritual responsibility

The work principles described here are founded on the conviction that thoughts, feelings and motives for action are not just the expression of an attitude to life but embody a spiritual reality. This gives rise to an individual awareness not just of actions that unfold in the physical world, but also of being responsible for one's own thoughts and attitudes.

Principle of initiative

The source and starting point for all activities within anthroposophic medicine is the personal initiative of individual people. Initiatives for work with patients, multiprofessional and interdisciplinary collaboration, involvement in the development of legal relationships as well as for research and training arise from a free decision rather than from statutes or programmes. Thus the foremost task of all leadership organs of the Medical Section is to accompany, support and advise on initiatives

Individual development

Rudolf Steiner designed the School's sections as places of ongoing development through study, inner schooling and professional collaboration. Many training centres and further training courses, working groups and conferences at the Goetheanum and elsewhere in the world meet this task.

Spiritual scientific research

Spiritual scientific research is founded on the individual path of schooling, the stages of which Rudolf Steiner characterised in detail (GA 10 and 13). The core tasks of all co-workers of the Medical Section include metamorphosing this path into the medical domain and relating it to modern academic research methods and making it generally productive for the medical system.

Staying in dialog and keeping in contact

In our present cultural epoch, in which each individual must focus on his or her personal developmental needs, it is absolutely indispensable to have a reliable association between people based on trust. Here the Medical Section has the task of fostering dialog among and between the specialist competencies and spiritual qualities of the different medical

professions and uniting them in a common whole; for the benefit both of patients and the individual therapist.

Building spiritual community

The Medical Section aims to engage with the talents and weaknesses of its co-workers in a way that supports the individual development of each person so that in give and take a shared, brotherly-sisterly awareness of the community and the needs of the world, which the community serves, can arise.

Representation

Each co-worker of the Medical Section contributes to the development and profile of anthroposophic medicine through his or her actions, feeling and thinking, both in his or her personal life and in his or her professional practice. Supporting one another to make individual and social representation relevant in the public sphere is both an aspiration and a challenge.

The organs of the Medical Section

The organs of the Medical Section serve to make anthroposophic medicine a reality. Each of its co-workers is the starting point from which the idea of anthroposophic medicine can be realised. The initiative of individuals is as significant as that which comes from institutions, associations or groups.

Since each of its co-workers is the starting point for potential local action, each single person also functions as an organ within the whole. This gives rise to the following structure:

- The head of the Medical Section.
- The working community of internationally active coordinators of the professional fields and task areas (International Coordination of Anthroposophic Medicine – IKAM).
- The co-workers of the Medical Section worldwide.

Understanding of leadership

The understanding of leadership set out here relates to all areas of the Medical Section. The Section head, the international coordinators (IKAM) and also each individual co-worker all have the task of working integratively and through their own initiative in line with such an understanding of leadership. This also means that the exercise of a leadership task bears

fruit to the extent that “managing” and “allowing oneself to be managed”, “coordinating” and “being coordinated” are conditional upon each other.

Leadership of a spiritual community requires a structure that values, includes and supports every single co-workers as a source of inspiration and initiative. In this sense the Medical Section is led by individuals who see their task as spiritual service. This means assuming a voluntary commitment, depending on what a situation or task demands. It also follows from this that such an understanding of leadership cannot and does not wish to claim any doctrinal authority founded in an office.

Such an understanding of leadership proves fruitful if the co-workers of the Section take the initiative at their respective locations to put anthroposophic medicine into practice. And if an awareness of the goal and degree of implementation of such initiatives develops in the organs and leadership structures of the Medical Section. The central leadership tasks follow therefrom:

- Perception of the developmental state of the anthroposophic medical movement
- Acting as a conduit for spiritual impulses in the sense of altruistically passing on insights, experience and information which could be of help to individuals, groups or institutions.
- Providing impulses, inspiration, integration and coordination for initiatives as required.
- Promoting and maintaining communication and transparency within the anthroposophical medical movement.

The relationship between the centre and periphery as represented in the human organism between the heart and capillaries is also a functional image of and guiding principle for the social organism of the Medical Section.

The head of the Medical Section.

Tasks and leadership qualities

The head of the Medical Section at the Goetheanum has four task areas:

- He or she is part of the overall leadership of the Goetheanum.
- He or she shall accompany and coordinate affairs and developments within the anthroposophical medical movement and their integration into the medicine and art of healing of the present day.

- He or she shall develop initiatives wherever this is possible and desired, with the aim of supporting the nature, spread and acceptance of anthroposophic medicine and establishing it in public life.
- He or she shall chair IKAM conferences and appoint coordinators in agreement with the IKAM collegium.

Depending on the requirements of the situation, the head of the Medical Section should observe, be appreciative, integrate, delegate, inspire and give impulses.

Nomination of the head

The head of the Medical Section shall be appointed by the collegium of the School of Spiritual Science after consultation of and in binding agreement with IKAM. The IKAM coordinators shall consult their colleagues in the bodies in which they work and table proposals in the IKAM collegium. IKAM's vote for a nomination is guided by the following criteria:

- That the person to be appointed is capable of understanding and supporting the work and developmental conditions of the professional groups collaborating in the Medical Section.
- That the person to be appointed is able to lead a global organisation administratively and entrepreneurially.
- That the person to be appointed is sufficiently accepted by the co-workers of the Medical Section.
- That the person to be appointed possesses qualities such as charisma, empathy, the capacity to integrate and initiative.

The IKAM collegium shall be at liberty to choose its nomination instruments.

Appointment period of the head; recall

There is no time limit on the period for which the head can be appointed. If the head can no longer productively fulfil his or her tasks, he or she shall be recalled by the collegium of the School of Spiritual Science. A recall request may also be addressed by IKAM to the collegium of the School of Spiritual Science following a unanimous decision.

International Coordination of Anthroposophic Medicine (IKAM)

IKAM is the working group and collegium of the international coordinators of the professional fields and task areas within the Medical Section. The task of IKAM together is to monitor and observe the development of the anthroposophical medical movement and to agree and implement initiatives to provide collective help and support. IKAM members each individually bear spiritual and entrepreneurial responsibility for their task area.

The IKAM members are the heart organ of the anthroposophical medical movement and enable the Section leadership to fulfil its core task. They table impulses and initiatives arising from the task area or professional field they represent in the IKAM collegium. The justification for doing so arises from insight into the significance, purposefulness or need of the initiatives and impulses concerned for the development of their own task area and/or for the anthroposophical medical movement as a whole.

Appointment of coordinators

Coordinators of the professional fields and task areas shall be appointed by the Section head in agreement with the representatives of the professional field and task area concerned and with the IKAM collegium.

Appointment period, recall

An appointment shall last for as long as the coordinator's work is productive with regard to the professional field and the collaboration with the Section head and IKAM. Such productiveness is revealed particularly in the feedback coming from the professional field or task area as well as in the trust that the Section head and the IKAM collegium show towards the coordinator.

IKAM shall develop appropriate instruments for regularly obtaining feedback about the work of a coordinator within his or her professional group or task area and for deciding jointly with the Section head on the continuation of his or her work in IKAM.

The IKAM coordinators

Currently the following professional groups and task areas are represented in IKAM:

- Professional groups
 - Physicians
 - Eurythmy therapy
 - Midwives
 - Curative education / social therapy
 - Non-medical practitioners
 - Body therapy
 - Art therapy

Nursing
Pharmacy
Psychotherapy
Student work

- Task areas

Facilities for the elderly (Nikodemuswerk)
Medicine manufacturers
Research
International medical training (Medical Section trainer group)
Hospital association, AnthroMed
International Coordination of Anthroposophic Medicines (IMKA)
Legal safeguards for anthroposophic medicine: International Federation of Anthroposophic Medical Associations (IVAA)
Public relations
Patient associations

Instruments of the International Coordination (IKAM)

- IKAM conferences

IKAM conferences are for dialog, discussion and decision-making on joint initiatives.

- Profession coordinators' meeting

The profession coordinators meet as needed, but at least once a year.

- Initiative groups

Based on the IKAM rules of procedure, initiative groups can be convened and also disbanded again by one or more IKAM members.

- Mandate groups

Mandate groups are instructed by the Section head or by IKAM to fulfil a particular task.

- Ad-hoc meetings

Depending on need and situation, ad-hoc meetings between IKAM members can arise or be convened anywhere at any time and their outcomes shall be communicated to the IKAM collegium.

- The annual conference of the anthroposophical medical movement

Once a year, all the co-workers of the anthroposophical medical movement meet for a conference at the Goetheanum. The annual conference is prepared by the Section head and IKAM coordinators. Its purpose is to meet and inspire one another. It is a

place in which the anthroposophical medical movement can become aware of itself and, through this self-awareness, draw strength for its task. IKAM coordinators also meet with their networks, forums or work collegiums and mandate groups; they do so in most instances as part or on the sidelines of the conference itself.

- Internal and external communication

IKAM News is IKAM's internal organ of communication. It contains short reports from the fields of work of the IKAM coordinators and serves to form and cultivate a common awareness of the worldwide anthroposophical medical movement. The Medical Section newsletter is regularly distributed in all required languages. It reports on current events, questions, concerns and communication needs; it aims to nurture the spiritual connection between all co-workers of the anthroposophical medical movement and to be a core instrument of spiritual community building.

The annual report of the Medical Section contains the report from the Section head and the IKAM coordinators – including events at the Goetheanum and collaboration and activities worldwide – as well as the financial report.

- Rules of procedure

IKAM sets its own rules of procedure and can amend these as necessary.

Creative scope for co-workers of the Medical Section

Creative scope for the co-workers of the Medical Section arises from personal initiative. Supporting such initiatives is the core task of the head of the Medical Section and IKAM. The election of delegates and other democratic opinion-forming and voting procedures may be used if these are appropriate for the matter of debate. The use of such procedures shall be determined by the head of the Medical Section and IKAM.

Suitable instruments for ascertaining the degree to which the Section head and IKAM are accepted among the co-workers of the worldwide medical movement may be deployed as required.

Internal and external legal relationships

As a department in the "School of Spiritual Science, Goetheanum", the Medical Section has the status of a registered private college in the Swiss canton of Solothurn. It awards diplomas and cooperates with many training centres with regard to issues of accreditation and recognition.

The national professional associations are connected with the Medical Section through the profession coordinators. They are subject to the law in their own countries. Together they conclude international and supranational agreements or join together to form international umbrella organisations which support the worldwide, free development of anthroposophic medicine. Depending on the subject matter, they collaborate in this task with medicine manufacturers, patient organisations as well as governmental and non-governmental institutions.

Funding principles

The funding of the Medical Section comes from four sources:

- Grants from the Anthroposophical Society
- Income from services and events for the anthroposophical medical movement
- Donations from foundations and institutions
- Contributions from the co-workers of the anthroposophical medical movement to facilitate the networking activities of the IKAM coordinators and projects.

This last funding stream is of particular importance as it reflects most accurately whether the Section head and IKAM are fulfilling their tasks in the way that the co-workers of the Medical Section want them to do.

The Medical Section office

The Medical Section runs an office at the Goetheanum in Dornach. Its function is to support the Section head in all administrative tasks. The office is the contact point for all co-workers of the Medical Section as well as for cooperation partners and the public. It supports the IKAM coordinators in their tasks.

Rolf Heine
for the International Coordination/IKAM
Contact: r.heine@filderklinik.de