



**ANNUAL REPORT
TO THE HOLY SEE
JUNE 2014**

Catholic Health Partners Inc. (Catholic Health International) presents its report to the Congregation for Institutes and Consecrated Life and Societies of Apostolic Life for the period April 1st, 2013 to March 31st, 2014.

PART 1: Annual Summary

Most Reverend Joao Braz de Aviz:

Catholic Health Partners Inc. has successfully completed its fourteenth year of operations. The Board of Directors continue to meet on a regular basis as required by the By-Laws and addresses requests, issues and/or concerns of the various Corporations. The Board ensures through accountability documents and CHI Staff site visits, that the various Corporations operating under its umbrella are adhering to the Mission and Philosophy of Catholic Health Partners Inc, the founding Religious Institutes and within the sound moral principles and teachings of the Roman Catholic Church. We continue to use the operating name of Catholic Health International as approved by all government agencies. .

A great deal of time was spent again this past year on the implementation of the newly established Centre For Excellence in Leadership. As mentioned in our previous report, this new centre approved by the Board of Directors includes five (5) pillars: Catholic Healthcare Leadership, Values Integration Assessment Program, Ethics, Spiritual & Religious Care/Pastoral Care, and Mission Development. Each of the pillars is sponsored by a member of the Catholic Health Partners board with Champions acting as chairs of the various pillars and four (4) participants selected from the various facilities across the CHI system. The pillars are represented geographically and linguistically. Specific projects and programs have been suggested under the various pillars and will be explored in more detail by the working groups. This is a work in progress with the various committees presently at work.

Under the *Centre For Excellence In Leadership* the commitment of the participants has been outstanding with regular meetings being held for all of the Pillars in Ethics, Leadership, Mission Development, Religious and Spiritual Care, and Values. A common decision was made among the Pillars that a survey would be completed in each of the corporations to determine the needs in terms of programs, resources, availability of personnel, etc. Presently each of the Pillars is gathering material from existing programs and services throughout Canada and the United States to assist in the preparation of programs and a resource base for the Centre. Over the coming months through the Centre For Excellence in Leadership we will be exploring and developing further educational opportunities.

Of particular importance this year, as in the past, is the formation and education of Members, Boards, Senior Leadership and all of those involved in our various ministries of Catholic Health Partners Inc. We

specifically placed importance on the Education of Leadership at all levels. As a result of this initiative the following was developed:

- Publication of a new Board Orientation manual providing a complete overview of the Sponsors' role in Catholic Healthcare including the history of the founding religious institutes, the history of Catholic Health Partners Inc., and key roles and responsibilities of Board members in Catholic sponsored facilities;
- Publication of a new Missioning ceremony for board members and senior leadership in each facility which must be conducted on an annual basis;
- Implement a new trustees Leadership Program developed by the Catholic Health Association of Ontario. As members of the CHAO a collaborative approach has been developed to provide this program to our Board of Directors along with the trustees in all of our organizations. The program will:
 - Support the ability of boards to make decisions that take into consideration the value-added contribution of Catholic health care;
 - Highlight the values upon which Catholic health care institutions were built; and
 - Consider the ways in which these essential elements of Catholic health care are integrated into daily decision and actions of our boards.
- Implementation of a new "Working Together" booklet for board members which provides a further in-depth analysis of the roles and responsibilities of board members and their relationship with the Sponsors and the Roman Catholic church. This is a core document for Sponsorship and Governance in Catholic corporations. This document includes a number of key indicators which must be completed on an annual basis which provides the Sponsor and the facility with an indication of Catholic Sponsorship and also of Catholic Identity;
- Provision of a Catholic Leadership Formation Program for all Senior Leaders and those working within Catholic facilities. This program is offered in two modules, one in the Spring and one in Fall of each year. The program alternates one year English, one year French.
- A new Board and Advisory Committee self-evaluation tool was developed and implemented.
- All publications and services are provided in both official languages – French and English.
- Board orientation is planned for all board members within each facility by a member of the Catholic Health International Board. The publications will be distributed to each board member.
- The monthly newsletter "*The Torch*" is distributed electronically to all board members, religious institutes, bishops, senior leaders and a number of external organizations on a monthly basis.

The redesigned Values Integrated Assessment program, which was a collaborative effort with the Catholic Health Alliance of Canada and its members, is now operational. The Board of Directors of Catholic Health Partners Inc. has approved all of our corporations to be assessed beginning in 2014 and completed over the next five (5) years. As mentioned in previous reports, Catholic Health Partners is the home for this program for Canada and the United States. During the year Catholic Health Partners Inc. (Catholic Health International) was invited to assess Values Integration in two Catholic facilities outside our organization in Winnipeg, Manitoba and in Antigonish, Nova Scotia. This program is championed under the Values pillar in the *Centre For Excellence In Leadership*.

During the year plans were finalized for a refresher program for alumni, the Catholic Health International graduates of the Catholic Health Leadership Program. This refresher program will collaborate with the Catholic Health Association of New Brunswick and the Catholic Health Association

of Ontario and provide, in addition to their own program, an opportunity for participants to attend the education sessions of both of these provincial associations. This will continue to provide an opportunity for the alumni to connect with each other, with the Catholic Health International Centre for Excellence in Leadership and with the current generation of students. It will provide a greater opportunity for sharing and networking. The CHI Alumni plays an instrumental role in celebrating the ministry's past and present as well as helping shape its future. It offers a variety of ways for alumni to get involved – ranging from networking to education. Our alumni will help celebrate our past as well as help build our future and are involved in promoting the program, sharing knowledge and mentoring. It will be a great benefit to the graduates, the members, and the organization as a whole. We are very excited about this new initiative. There are now over sixty (60) graduates in our Leadership Formation programs with another 40 to 60 registered over the next two years.

We continue to review the By-Laws of all of our Corporations to ensure they comply with any changes which may have been implemented to Corporation's Acts either provincially or federally. During the year, corporate returns were filed for Catholic Health Partners Inc and all corporations. Additionally the Charity return for the corporation was filed with the Charities Directorate, Canada Revenue Agency.

A number of new policies were developed and approved during the past year. In addition, a complete review of all policies was completed.

In February, World Day of the Sick was promoted in all our facilities. Catholic Health International supplied materials to all facilities including posters, cards, and a suggested prayer service. All of this was done in both official languages of English and French in keeping with our policy.

Each year the Catholic Health Alliance of Canada holds a major conference. The past year the conference was held in Calgary. Catholic Health Partners Inc. had thirty-six representatives present for the conference. We consistently have the largest attendance at this national conference of any catholic organization in Canada.

Catholic Health International is in the fourth year of its Strategic Plan and has planned a retreat for the Fall of 2014 to plan for the next four to five years. The Action Plan developed as a result of a Board retreat in the fall of 2010 has been completed. In particular a succession planning guide was presented to the Board of Directors in June of this past year and was approved. We are now in the process of determining the future needs of the organization.

The Catholic Health International website continues to be updated on a regular basis and made more user friendly. The "members only" section, added during the past year, provides access to policies, special notices and other items for our Facilities and the leaders.

Catholic Health International established a "Volunteer Excellence Award" in 2013, and is presented to an outstanding volunteer in each of our Facilities each year. The award is made to an individual in each Facility based on recommendations from the Facility. The program has been very successful with most corporations taking part and recognizing an individual within their organization. The presentation and the recipients' picture is published in *"The Torch"*.

The Advisory Chair Council continues to meet on a regular basis. This Council is made up of the Advisory Committee Chairs appointed in each of the Catholic Hospitals in the Province of New Brunswick. The Chair members also took advantage of the many educational workshops, seminars, and conferences

offered during the year. This Council continues to be an invaluable forum for expressing and addressing concerns within the hospital sector.

A revision to the facility accountability document was completed during the past year to incorporate the new indicators for catholic identity and now includes other pertinent information which the CHP Inc Board requires. The new document was implemented during the year.

The Leadership Councils meet on a regular basis, spring and fall of each year, with excellent attendance by all CEOs, Executive Directors, Facility Managers, and Administrators. These meetings are usually held in Montreal, Quebec, a central point within our system. Every two years we bring the Board chairs of all of the facilities together with the Leadership Team in a Plenary Session. These sessions are designed as an education and orientation session to the operations of Catholic International and to the Mission and Philosophy of the founding Religious Institutes. All of this is designed to further a clear understanding of the mission and philosophy of our organization and provide an opportunity for networking.

We continue to have an excellent working relationship with the Government of the province of New Brunswick and the provincial Department of Health. They continue to adhere to the terms of the *Agreement* signed by the province with the owners of Catholic hospitals. We have catholic seats on the two Regional Health Authorities. During the past year a replacement was appointed to one of the catholic seats due to the resignation and subsequent death of one our beloved sisters. We also have an excellent relationship with the Ministry of Health in the province of Ontario. There is generally a good working relationship with the Local Health Integration Networks, the Province of Ontario's version of a Regional Health Authority. We do not encounter the same type of structured authority in our United States operations.

During the past year we changed the role of our acute care facility in the city of Windsor, Ontario, Canada to mental health, children's mental health, day programs for the aged, rehabilitation, as well as many outpatient services for mental health both adults and children. We feel that possibly this change would better meet the needs of the population in the Windsor area. The change went relatively smoothly. We are now in the process of ensuring a true catholic identity for the new facility which was not a catholic facility in the past. For 125 years we have been providing acute care in that city; however, the government of the province of Ontario has announced the possibility of constructing a new mega hospital under the management of the other acute care secular hospital. Our future plan is to provide diagnostics and urgent care in the downtown core once the new hospital is built, which will most likely be constructed on the outskirts of the city.

The Finance Committee of the Board of Directors meets on a regular basis, reviews and recommends financial matters to the Board. As well, regular meetings are held with our investment portfolio manager to review market trends and an explanation of the results of our investments to date. We continue to operate in a fiscally responsible manner. We received our Registration from Revenue Canada Charities Directorate for the new Catholic Health Partners Foundation which was established and activated recently. During the year, we received a major contribution to the Foundation which will secure our operations well into the future.

Human Resources Canada under their Career Placement Program continues to provide CHP with a student grant for the summer months. In partnership with the Catholic Health Association of New

Brunswick we were able to hire a student from the 1st of June to the end of August. The students provide clerical assistance in the corporate office, and provide an invaluable service to the organization. More importantly, this annual program provides an opportunity for students to grasp a greater understanding of Catholic Health care. We were recently approved for 2014.

Catholic Health International is a partner in the Catholic Health Alliance of Canada (CHAC) having representation on the Board of Governors. Additionally, Catholic Health International is a partner in the Ontario Alliance of Sponsors. This group is made up of Sponsor PJP's operating in the province of Ontario of which there are four. CHI is also a member of the Catholic Health Association of Ontario, the Catholic Health Association of New Brunswick and the Catholic Health Association of the United States. CHI holds membership in the Ontario Hospital Association, and a number of other health and church related organizations.

Catholic Health International co-sponsored with the Catholic Health Association of Ontario a Trustees workshop in conjunction with the CHAO annual conference. It is our plan to continue this relationship by sponsoring another workshop in 2014.

There continues to be a number of major construction renewal projects underway at many of the facilities within our organization. The projects will provide new construction or renovation to these facilities and more particularly provide an upgrade to our present physical structures.

At the Annual meeting, the Board of Directors was reappointed for a one year period as outlined in the by-laws. Confirmation of the appointments was received from the Partners.

With the redevelopment of many of our facilities, the implementation of the Centre For Excellence in Leadership, along with other initiatives, the Partners continue to be very pleased and excited about the future of our organization. In these difficult and challenging times, leaders of health care facilities and particularly of Catholic health care facilities are faced with an immense operational and financial environment. As mentioned in previous reports, Catholic health care is an essential ministry of the Catholic Church and we are more than caretakers of this wonderful ministry – we are bearers of a tradition of service and ethical reflection.

Catholic Health International through the Mission Pillar in the *Centre For Excellence In Leadership* is preparing an audit of all our facilities with reference to the amount of free care and support for the underprivileged and disadvantaged. In the past year several millions of dollars were allocated to this by the facilities within our system.

Catholic healthcare has been in existence in North America for over 378 years and there is still the desire to remain faithful to our mission. Lay structure of ownership, governance and sponsorship has been established which will assure that the health care ministry continues as part of the Catholic church and the desire to continue the legacy of the founding Religious Institutes.

“Your health care ministry...is one of the most vital apostolates of the ecclesial community and one of the most significant services which the Catholic Church offers to society in the name of Jesus Christ....The love with which Catholic healthcare is performed and its professional excellence have the value of a sign testifying to the Christian view of the human person.”

Pope John Paul II

We continue to accept the challenge and have set direction to achieve success. We ask for continued guidance and prayer.

Respectfully,

Robert B. Stewart, PhD
President & Chief Executive Officer