



Catholic Health International Santé Catholique Internationale



ANNUAL REPORT

April 1st, 2018 – March 31st, 2019

Catholic Health International is a leader in values-based, not-for-profit, catholic health care in Canada and the United States. We are dedicated to serving the common good and building stronger communities with programs generated through our *Centre For Excellence in Leadership* committed to advocating for the poor and the disadvantaged through our mission statement: *Perpetuating the Health Ministry of Jesus in the Spirit of the Founding Sisters.*

We have just completed another very challenging but rewarding year. Major initiatives by Federal, Provincial and State governments has caused us to stop, reflect, and plan more effectively to move catholic healthcare forward. New governments were elected over the past year in two of the provinces where the major portion of our facilities are located. When this happens it is always a concern particularly not knowing if they are planning major changes to either the structure or philosophy. Fortunately, because of the excellent relations that we have established with governments, bureaucracy, and region health authorities we have been able to weather the storm quite in a positive manner.

The Federal Supreme Court decision to permit Physician Assisted Death (Medical Aid in Dying-MAiD) continues to be a major concern for catholic healthcare providers in Canada causing CHI to devote a great deal of time on this subject on the National level. We continue to work closely with the Catholic Health Alliance of Canada, the Canadian Conference of Bishops and the local Bishops within our geographic footprint to ensure there are fewer requests for this service. Over the coming year an even greater emphasis will be placed on the development of Hospice facilities, stronger Palliative care programs and even greater support for palliative care. A strategic planning retreat is planned for the Fall of 2018 and this will be a very important item on the agenda.

The integration of Hotel Dieu Hospital in Kingston, Ontario and the Kingston General Hospital was completed in April of 2017 and after a full year of operation appears to be working well

and within the parameters of the negotiated agreement. Discussions continue with Hotel Dieu shaver Health and Rehabilitation Centre in St. Catharine's, Ontario towards forming an alliance or Partnership with another Catholic facilities while continuing to maintain our governance structure and employees. In addition, initial discussion has taken place in various other areas in studying opportunities for integration, partnership or alliance with other health care facilities. While this has been generated by financial concerns we are looking at these opportunities with a focus on the patient/resident and how can we best serve the population of the area.

There remains an inherent need within our organization to remain true to the legacy of the founding Sisters by encouraging collaboration to make the needs of those most vulnerable an integral part of our works. We are presently planning an update to our booklet, "Priority One – Serving the Vulnerable". We are hopeful this document will be ready for the Strategic Planning session in the Fall of 2019 – programs of support for the vulnerable will be a major focus of our operations over the next year.

The following is information regarding activities over the past year in the ***CENTRE FOR EXCELLENC IN LEADERSHIP:***

Catholic Healthcare Leadership Pillar

This past year saw a significant amount of change in the Catholic Healthcare Leadership Formation Program. In June, Sr. Rose-Marie Dufault retired as the Coordinator of the Program after many years of service. Sr. Dufault worked with others in the field of Formation across Canada to develop a CHI specific program that was offered in both French and English. Sr. Dufault was replaced by Heather Oakley, the new Director of Education Services for Catholic Health International. Heather retired as Facility Manager and Administrative Director of the Health & Aging Program in May and is pleased to continue her involvement in Catholic healthcare through this new role.

Two modules of the program were held over the year. Module 2 of the English was completed at Villa Saint Martin in Montreal in May 2018. There were 21 students from nine CHI facilities in New Brunswick, Ontario, and Wisconsin. The presenters for this module included Father Frank Morrisey, o.m.i. on Canon Law, Father Michael Prieur on ethics and David Levangie on personal and organizational spirituality. 18 of the participants were completing the program and are now graduates. Module 1 of the French Catholic Healthcare Leadership program was completed at Villegiature Deux Rivieres Resort in Tracadie in October 2018. There were 27 students from six CHI facilities in New Brunswick. The presenters for this module were Jean Marie Dionne on "les racines du ministère catholique de santé" (the roots of Catholic Health Ministry), Father Denis Belliveau on "le leadership-vision-mission-valeur" (leadership- vision-mission-values) and Michel Drisdelle on "développement personnel et santé psychologique" (personal development and psychological health). Jean Marie Dionne was also the facilitator of the 3-day session.

During the year the pillar revised its Terms of Reference and had a special presentation by James Roche, from the Catholic Health Sponsors of Ontario, regarding the key elements of a Formation program. The pillar used this presentation as the starting point for a revision of the CHI program.

Ethics Pillar

The group spend part of the year revising and developing an ethical decision-making guide and an ethics information poster. These materials were then shared with our CHI for their use. The topic of Medical Assistance in Dying continued to be the dominant issue in Canadian facilities. Regular updates were received and an updated set of guidelines was provided to facilities based on the guidelines developed by the Catholic Health Alliance of Canada. Pillar members were also given Sr. Nuala Kenny's book *Rediscovering the Art of Dying* as a resource. Sr. Kenny S.C., M.D., O.C. has been leading workshops on End-of-Life-Care across the country over the past several months and those connected to CHI were encouraged to attend one of her workshops. The Catholic Health Alliance of Canada's *Ethics Capacity in Catholic Health – Recommendations Report* was also reviewed by the pillar and forwarded to all CHI facilities for their review and discussion at the Board/Advisory level.

Mission Pillar

The committee reviewed "Mission Leader Competency" material from the CHA-US to better understand the skill set needed in our mission leaders. This material was also shared with our CHI facilities. The Terms of Reference of the pillar were revised and have been approved by the CHI Board. The Mission pillar also explored how CHI can improve and grow Hospice/Palliative Care, including beginning a review of a parish based program that is being developed for use in the London Ontario Diocese. CHI is looking to form more partnerships in areas where services already exists and seek ways to improve the service in areas where there are little or no hospice or palliative care.

Spiritual and Religious Care Pillar

The Spiritual and Religious Care pillar discussed the nature of Spiritual Care at our facilities and how CHI could be a support in this fundamental aspect of Catholic healthcare. A survey was conducted to see what resources were available in our facilities and in review of that survey the data suggested that our smaller facilities are having difficulty in providing professional spiritual care to their patients, residents, families and staff. It was decided that a subcommittee of the pillar would be given the task of meeting of the administrators of those facilities to seek ways of assisting. That meeting was held in Miramichi in January with 14 participants. The recommendations of that planning day are now in the hands of the pillar to review and make recommendations to the CHI Board. During the year the Terms of Reference of the pillar were revised and have been approved by the CHI Board.

Values Integration Assessment Pillar

Successful site visits were completed at St. Joseph Continuing Care Centre in Cornwall, Ontario in April, Hôpital Stella-Maris-de- Kent in Sainte-Anne de Kent, New Brunswick in June, at Hôpital Saint Joseph in Dalhousie, New Brunswick and St. Bernard Hospital in Chicago, Illinois in November and a final visit was held at Aspirus Langlade Hospital in Antigo, Wisconsin in December. The results of these surveys were very positive, and each facility was given a series of recommendations for improvements. This was the busiest year so far for the Values Integration Assessment Program and the pillar worked with CHI staff to streamline the process for the local facility as well as for the assessors. The feedback from Board, Management, Staff and volunteers following the surveys in all facilities was very positive.

The Board of Directors of Catholic Health International met regularly throughout the year as required by the by-laws to address requests, issues and/or concerns of the various Corporations. The regular meetings were found to be more efficient and enabled a faster return to the Corporations. Accountability documents and site visits to the various facilities contributed to a much greater understanding of just who we are and what we are all about. It also enabled management of the facilities operating under the umbrella of our Sponsorship to adhere to the Mission and sound moral principles and teachings of the Roman Catholic Church.

Education continues to be a priority at all levels. We place strong importance on the education of Leadership at all levels. Some of the initiatives include:

- Appointment of new Director of Education Services
- Leadership Council meetings held twice per year – Spring and Fall with full attendance by all CEOs, and CHI staff.
- A Plenary session held every two years in Montreal for Board Chairs, CEOs, CHI Board, and CHI Staff.
- Continued provision of our Catholic Healthcare Leadership Program in both official languages to Leadership and staff in all facilities. Twenty students will graduate from the French program in May of 2019 and the English program beginning in the Fall of 2019 has a waiting list.
- The alumni, made up of the graduates of the Catholic Leadership Program grows with each graduating class.
- The Board Orientation Guide continues to be used throughout the system.
- Missioning ceremonies have been held in many facilities over the past year and will continue each year.
- A major web based workshop was held in September with leading experts in Palliative care with over 400 in attendance. This was done with the full support of the Regional Health Authorities in New Brunswick utilizing their equipment at 26 sites. We are presently looking at presenting this on a

complete system wide level.

- A new CEO evaluation process is presently being developed and will be in place by the Fall of 2019.
- A new Board self-evaluation tool for Boards and individual members has been fully developed with the assistance of many of the local CEO's.
- CHI together with the Catholic Health Association of New Brunswick offers four (4) scholarships valued at \$1,000.00, each renewable for three years, to a catholic student studying in the health care field. We are presently presenting \$8,000 annually in Scholarships under this program. The quality of the candidates is exceptional – Doctors, Nurses, Physios, etc. The Scholarship are available for both English and French students.
- This year we have a student under another scholarship program we offer completing her Master in Health Administration – graduating in May 2019.

After many years of discussion and planning, a permanent sculpture was struck to recognize the work of religious in health, education and social work in New Brunswick. The sculpture has been installed in the provincial capital of Fredericton and will be unveiled in the summer of 2019. This is a joint effort the CHI and the Catholic Health Association of New Brunswick.

As indicated, our relationship with the two Regional Health Authorities in New Brunswick remains very positive. We collaborate and partner with both health authorities to provide education programs within the province. We continue to maintain a catholic seat of each of the two health authorities. Leadership of the Health Authorities take part in many of our education opportunities. Senior leaders are now taking the Catholic Healthcare Leadership program we offer.

This year, two of the Catholic Health International Board members will be retiring. Fernand Rioux who is a charter member of CHI and treasurer of the organization has decided to retire. Archbishop Andre Richard, a long serving member of the Board will also be retiring. Both of these gentlemen have contributed greatly to the development of Catholic Health International and will be missed. We wish them both much health and happiness in the years ahead.

Changes were made to the operational organization chart this year following restructuring of the Catholic Health international staff.

Each meeting of the Board of Directors an environmental scan is presented which provided the Board members with a clear picture of activities related to governance and operations in each of the facilities across the system.

Policies were reviewed, revised, approved and implemented as required. This is keeping with our Strategic Plan whereby policies will be reviewed every three years.

World Day of the Sick, in February, was promoted in all our facilities. Catholic Health International supplied printed materials, in both official languages, including posters, cards, and suggested prayers. These materials were also sent to several secular facilities, the Bishops, and Religious Institutes.

The ***“Volunteers Excellence Award”*** continues to be available to each facility, awarded by Catholic Health International, to a volunteer selected within each facility who has an outstanding record of volunteerism.

Catholic Health International continues to be a full partner in the Catholic Health Alliance of Canada (CHAC) including representation on the Board of Governors. CHI also financially supports a student in ethics along with other sponsors in Canada and the CHAC. CHI in partnership with our Religious Institutes was Gold Sponsors of the Catholic Health Alliance of Canada National Conference.

Catholic Health International continues to be a partner in the Ontario Alliance of Sponsors. Meetings are held on a monthly basis to deal with issues involving Catholic Health care in the province of Ontario and issues arising across Canada which could impact the delivery of Catholic Healthcare in Ontario. Recently there was a change in the provincial government with their policies having a major impact on hospital operations.

Our monthly newsletter *“The Torch”* is published on a regular monthly schedule. In addition, the website is being revised, renewed and rejuvenated as part of an ongoing platform for communications under our Vice-President of Communications and Professional Development.

Catholic Health care administrators work in an immerse challenging operational and financial environment. Catholic Health Care continues to be an essential ministry of the Catholic Church. We are more than caretakers of this wonderful ministry – we are bearers of a tradition of service and ethical reflection. We are Church!

Respectfully,

Robert B. Stewart, PhD
President & Chief Executive Officer