



ANNUAL REPORT-
April 1, 2017 – March 31, 2018

Dear Friends of Catholic Health International:

Catholic Health International has just completed another exciting and challenging year. As the president and Chief Executive Officer of Catholic Health Partners Inc. – Catholic Health International, I hereby present the operational report for the period April 1st, 2017 to March 31st, 2018.

During the past year we continued to work closely with the Catholic Health Alliance of Canada, the Ontario Alliance of Sponsors, the Bishops in Canada and our facilities in developing policies and strategies around the Federal Supreme Court Decision to permit Physician Assisted Death (Medical Aid in Dying – MAID). We continue to encourage greater development of Palliative Care programs within our various jurisdictions to ensure there are fewer requests for MAID. Our policy has not changed in that we will not permit this procedure to be conducted within any of our facilities and have the support of Regional Health Authorities. Included in our objectives for the coming year through our strategic plan is to continue to support and encourage enhancement of Palliative Care.

Negotiations were conducted during year to facilitate further integration with health care providers. The integration of Hotel Dieu Hospital in Kingston with Kingston General Hospital into the Kingston Health Sciences Centre was completed and implemented April 1st, 2017. All reports indicate this to be a very successful project with planned discussions with another Catholic Sponsor to further integrate. Discussions continue between St. Joseph's Health System in Hamilton and Catholic Health International to co-sponsor Hotel Dieu Shaver Health and Rehabilitation Centre in St. Catharine's. This project is looking very favourable and should be completed in the not too distant future. Other discussions have or are taking place regarding some form of integration in Windsor, Ontario and in Chicago, Illinois.

A highlight of the past year was a visit to the Holy See by all of our Board of Directors and all Senior Leaders within our organization. A guided tour of the Vatican Museums, St. Peter's Basilica and the Sistine Chapel proved to be very enlightening for many of our leaders. Our Fall Leadership meeting was also held while in Rome. The visit was an orchestrated educational experience for all of our leaders.

Our Annual Report to the Holy See was presented to Cardinal Joao Braz de Aviz, Prefect, Congregation for Institutes of Consecrated Life and Societies of Apostolic Life, the Dicastery to which we report. The Cardinal was very impressed with our work asking many questions. He indicated that he has confidence in our work because "the PJPs are working well". Father Henry Lemoncelli, OMI and Father Elias Ayuban, both Assistants to the Cardinal were present at the meeting along with Frank Bagatto, VP Planning CHI, and David Levangie, VP Operations. The Cardinal talked about mutual relationships with the bishops. He further talked about the charisms of the Sisters, the Bishops and the laity and "that all are equal (including Public Juridic Persons) – one is not more important than the other." He said to always speak the truth – "the truth will always set you free if it comes from the heart." He strongly emphasized the "need to collaborate closely and be united as we work in His Kingdom".

There is 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. In conjunction with the Ontario Alliance of Sponsors, Catholic Health International undertook a survey of all Catholic Facilities within our system to determine the extent of this legacy and documented the programs and/or services offered in our facilities producing a booklet sharing this information across all sponsor organizations. This document "Priority One – Serving The Vulnerable" is now available through our office and will be reviewed and updated on a regular basis.

In an effort to remind staff and educate the public on the founding sisters, a project of constructing a "Legacy Wall" in the front entrance of each of our facilities has continued. This year two walls were constructed and requests for two more were received. These will be completed within the coming year.

Catholic Health International supported the Region Health Authorities in New Brunswick in their efforts to cancel a provincial government initiative to privatize services to the hospitals. We worked closely with one Regional Health Authority in obtaining facts which would prove that the savings projected by the government plan could be obtained and improved within the hospital system. The plan is currently on hold.

The Board of Directors met regularly throughout the year as required by the by-laws to address requests, issues and/or concerns of the various Corporations. This past year, as a result of restructuring, the Board met monthly alternating between a face-to-face, videoconferencing and teleconferencing. This was a favourable move because it enabled a faster return to the Corporations for any requests. Accountability documents and CHI staff site visits helped to

ensure that the various Corporations operating under the CHI umbrella are adhering to the Mission of Catholic Health International: *“Catholic Health International Is Committed To The Healing Ministry of Jesus In The Spirit Of The Founding Sisters”*. All of our work revolves around sound moral principles and teachings of the Roman Catholic Church.

Our *“Centre For Excellence In Leadership”* was restructured this past year including replacement of representatives on the various pillars and terms of reference renewed or revised for most pillars. The Centre is now very active and is operating under the supervision of our Vice-President of Operations, David Levangie. This will be further reviewed with the Director of Education Services.

As a result of a survey completed the previous year determining the extent to which services are provided in Religious and Spiritual Care, Mission Development, and Ethics was reviewed by each of the Pillars within the Centre and a plan of action is currently in the developmental stage.

The *Values Integration Assessment Program* has had a very busy year completing a number of surveys/assessments within our system. There has been extremely positive feedback from Board, Management, Staff, and Volunteers in all facilities regarding this process. It has become an excellent educational tool. It is being recognized by other organizations throughout Canada and the United States.

Education at all levels, Board, Management, Staff, and Volunteers continues to be a priority. We continue to place strong importance on the education of Leadership at all levels. Some initiatives include:

- Site visits of our CHI Board, Leadership Team and CEOs to individual facilities.
- Leadership Council meetings held twice per year – Spring and Fall with full attendance by all CEOs and CHI staff (a requirement)
- A Plenary session held every two years in Montreal for Board Chairs, CEOs and CHI Staff. Next session planned for Spring 2019.
- Continued provision of our Catholic Health Care Leadership Program in both official languages to Leadership and staff in all facilities. Eighteen students will graduate from the English program in May of 2018. The twenty-five (25) students are registered for French program (three on a waiting list) scheduled for the Fall of 2018. We will have over 200 graduates from the program.
- As a result of the number of graduates, the alumni is growing. Plans will be developed over the coming year to provide additional refresher courses, etc.
- A new Director of Education has been appointed.
- 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.
- Missioning ceremonies were held for all CEOs and Board at the Leadership meetings.

- A Board self-evaluation tool for Boards and individual board members has been developed and is being used. This is under review/revision.
- The evaluation of all CEOs continues on an annual basis.
- The CHI Scholarship program for persons working within the system at the Masters level and above is being utilized.
- CHI together with the Catholic Health Association of New Brunswick offers four (4) scholarship valued at \$1,000.00 each renewable for three years, to a Catholic student studying in the health care field. We are presently presenting \$8,000.00 annually in scholarships. The quality of candidates is exceptional. The scholarships are available for both English and French students.
- This coming year will be looking into and presenting webinar workshops.

After many years of investigation we are finally committed to the establishment of a permanent sculpture to recognize the work of the religious in health, education and social work in New Brunswick. The sculpture project for the province will be completed at Sculpture Saint John in the summer of 2018 and installed in the provincial capital of Fredericton. The artist for the project is from Poland. This is being done in cooperation with the Catholic Health Association of New Brunswick.

Catholic Health International continues to operate in a sound financial and efficient manner. A small surplus is produced each year which indicates we operate within the constraints of our budget. Catholic Health Partners Foundation provides security for the longevity of our operations. The financial markets around the world have produced the results we require and expect; however, the investment group at CHPF together with our portfolio managers are being very cautious ensuring a realistic return on our investments. The markets are constantly monitored through our consulting firm, PBI of Montreal. As returns improve, Catholic Health International will take every opportunity to provide additional funds for education programs in many of our facilities and through our *Centre For Excellence In Leadership*. The *Agreement* with the Province of New Brunswick continues to be honored. Each year we receive the financial commitment of the province in a timely manner.

Our relationships with the two Regional Health Authorities in New Brunswick is very positive, probably the most positive to date. CHI is collaborating and partnering with both health authorities to provide education programs within the province. We continue to maintain a catholic seat on each of the two health authorities. They have an excellent working relationship with the Health Authorities and Catholic Health International. Leadership of the Health Authorities take part in many of our education opportunities.

The five year Strategic Plan of Catholic Health International continues to be implemented under the three strategic directions: Proclaim, Serve and Witness. We continue to focus on a number of areas, in particular the restructuring of the Board of Directors and succession planning for both the Board and Staff. Over the past year we completed the redevelopment and enhancement of the *Centre For Excellence In Leadership*; and the survey of programs and services offered within our corporations for the vulnerable and marginalized.

In past few months, we received notice of retirement for four of our CEOs and these people will be recognized at our Leadership In Montreal in April. As a result three new appointments have been made with the fourth presently being processed. Sister Rose Marie Dufault, rnsj, Director of Programs announced her retirement in June 2018. Heather Oakley, retired Facility Manager of St Joseph's Hospital in Saint John, New Brunswick was appointed Director of Education Services. Jaime Doucet was appointed Administrative Assistant to replace Eileen Bowes, who was promoted to Vice-President Governance and Communications. We were successful in contracting the services of Dr. Hazel Markwell of Ottawa as consultant on major Ethics issues. Under arrangement with The Sisters of Charity of the Immaculate Conception, a Director of Mission is in place at St. Joseph's Hospital and Rocmaura Nursing Home in Saint John, New Brunswick. We are presently in the second year of a five year arrangement. Jean Marie Dionne was appointed to this position.

As a result of the changes made with staff, the Organization Chart of the organizational operations was updated and approved by the Board of Directors during the year.

An environmental scan is provided to the Board of Directors of CHI at each of their meetings. This scan provides the Board members with a picture of activities related to governance and operations in each of the facilities across the CHI system.

Assessments and evaluations were completed on all New Brunswick hospitals during the year and submitted to the Catholic Religious Self-Insured Retention Program (CRSIRP) in an effort to obtain coverage to cover the ten million dollar (\$10M) deductible provided by the provincial government.

A number of Catholic Health International policies were reviewed or revised. This is in keeping with our Strategic Plan whereby policies will be reviewed every three years.

Project 2017 Discussions with the Sisters of Charity of the Immaculate Conception began in early 2017 and continue at the present to look at the future development of the Sisters property adjacent to Rocmaura Nursing Home in Saint John. The project should be completed in 2018.

During the year, a number of requests were submitted and received approval from Catholic Health Partners and the Holy See.

World Day of the Sick, in February, was promoted in all our facilities. Catholic Health International supplied printed materials to all our facilities including posters, cards, and suggested prayers. Materials were also sent to a number of secular facilities as well. These materials were supplied in both official languages.

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

Under our Vice-President Governance and Communications, Eileen Bowes, the CHI website is being revised and updated. The monthly newsletter “The Torch” is now being produced on a monthly basis.

Over the past few months new video conferencing equipment has been installed which operates with the licensing of each of the Board of Directors iPads thus enabling board meetings to be held more frequently at less cost. Every second Board meeting is held via videoconferencing providing substantial savings in travel costs.

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.

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 the country which could impact the delivery of Catholic healthcare in Ontario.

Catholic Health International is also a member of the Catholic Health Association of Ontario, the Catholic Health Association of New Brunswick; the Ontario Hospital Association; the Ontario Long Term Care Association; the Catholic Health Association of the United States, and a number of other health and church related organizations.

The appointment of the Board of Directors of Catholic Health International is as per the By-Laws.

Catholic Health care administrators work in an immense 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!

For close to 400 years, Catholic health care has existed in North America and there is still the desire to remain faithful to original mission. Lay structure of ownership, governance and sponsorship has been established which will assure the health care ministry continues as part of the Catholic church and the desire to continue the legacy of the founding Religious Institutes. “In every age, the Church carries the responsibility of reading the signs of the times and of interpreting them in the light of the Gospel..” (The church in the modern world, *Gaudium and Spes*)

We ask for prayers and guidance as we commit ourselves to the futureto perpetuate the healing ministry of the church in the spirit of the founding sisters.

Respectfully,

Robert B. Stewart PhD
President & Chief Executive Officer

RBS/r