



Catholic Health International *Santé Catholique Internationale*



ANNUAL REPORT

April 1st, 2019 – March 31st, 2020

As President and Chief Executive Officer of Catholic Health Partners Inc. I am very pleased to present the Annual Report of Corporation activities over the past year.

We at Catholic Health Partners Inc. (Catholic Health International) are dedicated to our mission: Perpetuating the Health Ministry of Jesus in the Spirit of the Founding Sisters. Building stronger communities with our programs and services generated through our Centre for Excellence in Leadership, provides us with tools to continue to advocate for the vulnerable and the disadvantaged.

The past year has been a rather challenging one for us in both Canada and the United States, the most recent challenge being COVID-19. As we end this year and begin a new one, we were and are faced with this major world dilemma particularly in how to deal with it with no vaccine or cure in site. We invoke God's blessing as we face this challenge in all of our jurisdictions. We are comforted in knowing that all of our staff are completely dedicated to serving the needs of our population. At the time of the writing of this report, the staff in all of our organizations have shown great strength and determination to overcome this virus. The dedication of staff has been overwhelming to say the least. My sincerest thank you and congratulations to each one of them. We are truly Blessed with exceptional people.

We have had to stop, reflect, plan to more effectively move catholic health care forward. We continue to have excellent working relationships with the provincial and local governments and more particularly the Region Health Authorities. Generally, the Region Health Authorities advise our office of any major plans. Unfortunately, the provincial governments do so after the fact; however, in most cases we work through these changes in collaboration with the local health authorities. We meet or converse with the local Bishops in each of the eleven Diocese in which we operate. When possible a face-to-face meeting is held with all Bishops receiving a copy of our Annual Report and our submission to the Holy See.

The Federal Supreme Court decision to permit Physician Assisted Death (Medical Aid in Dying-MAiD) continues to be a major concern for catholic health providers in Canada causing Catholic Health International (CHI) to devote a great deal of time on this subject on the national and local level. Continuing from the previous year, the focus of discussions in Canada was MAiD. In February the federal government introduced proposed legislation which included the following: 1. removal of the requirements for a person's natural death to be reasonably foreseeable in order to be eligible for MAiD; 2. excluding eligibility for individuals suffering solely from mental illness; and 3. allowing waiver of final consent for eligible persons whose natural death is reasonably foreseeable and who may lose capacity to consent before MAiD can be provided. Should these changes become law it will have a significant effect with our facilities continuing to have to implement measures to assure our values are respected. This legislation is presently on hold due to COVID-19. The Catholic Health Alliance of Canada (CHAC) Governing Council is developing materials for its members to use regarding advocacy for a position on MAiD.

The CENTRE FOR EXCELLENCE IN LEADERSHIP was updated and revised over the past year bringing new life into this very important educational tool within our organization. The following will highlight a few of the activities within the Centre:

Ethics Pillar

As part of ongoing support to our facilities in the area of ethics, CHI, with input from Ethics pillar members, developed an ethics poster as an information tool on how to access ethics services. The CHI Ethics Decision Making Model along with several copies of the poster were sent to each CHI Facility for their use.

The CHAC ethicist network was very active during the year and has been working on a number of initiatives. As part of this work the CHAC's Ethics Capacity in Catholic Health – Recommendations Report was sent to all CHI facilities for their review and discussion at the Board/Advisory level. Another project that has been promoted by the Ethicists Network and the CHAC Governing Council is the Saint Paul University Catholic Bioethics Graduate Diploma. This project is led by Dr. Hazel Markwell, the CHAC's Ethics and Policy Advisory, and CHI is exploring ways of supporting this program.

During the year, the Ethics Pillar welcomed Lise Guerrette-Daigle as the CHI Board representative replacing a retired representative. The pillar is now reviewing ethics issues that arise in our facilities to ensure that any issues that may require further attention are addressed. In March, because of Covid-19 we put our meetings on hold. We knew from our members that their own schedules were filled with meetings regarding the pandemic and we did not want to tax them any further. At CHI we have added a section to the CHI website related to Covid-19. It includes material on a variety of pandemic related issues from the CHAC, the CHA-USA, the Hastings Centre, the Federal government and provincial governments, and Health Authorities. We look forward to meeting again soon.

With Covid-19 it was clear that the CHAC Ethicists Network would benefit from meeting regularly to share what was happening in all jurisdictions. These meetings continue on a weekly and bi-weekly basis and are a source of great information and idea sharing. The members are developing short information sheets on different aspects of Covid-19 and ethical issues which are available to our CHI facilities on our website.

Spiritual and Religious Care

During the year the Spiritual and Religious Care pillar continued its review of the needs in spiritual care in our facilities. The focus has been on the underserved facilities in New Brunswick, especially in the Francophone communities as that is where the most need was identified. Working with the New Brunswick Spiritual Health Network funding for new positions in the regional hospitals in Vitalite has been secured. We continue our efforts to expand those resources to go beyond the Regional Hospitals into the smaller communities. The Spiritual and Religious Care pillar has identified the difficult problem of trying to support the spiritual care volunteers, who are working in many of our facilities, with the desire to have funded clinically trained spiritual care specialists providing care. The New Brunswick Spiritual Health Network continues to help fund clinical pastoral education in the province and CHI has been exploring the possibilities for further training for spiritual care volunteers.

One of the options being explored is a video based training program out of Australia for spiritual care volunteers in Long Term Care facilities. It is called "Spiritual Care Series" (www.alturlearning.com/spiritual-care-series). We are also looking for other training programs that might be of assistance to our facilities, particularly bilingual resources.

One program that was highlighted at the Spiritual and Religious Care pillar during the year was from Hotel Dieu Hospital in Kingston. The hospital provides a "warming station" for the homeless during severe cold streaks in the city. This program was highlighted in the January edition of the Torch. It is a sign of mission in action.

This pillar also postponed our meetings in March because of Covid-19. Members of the pillar have been active in finding creative ways of keeping patients/residents connected to their families and loved ones during this time.

Mission Pillar

The main focus this past year in the area of mission has been on the CHAC's AWAKEN Project and more particularly the new National Catholic Health Care Week which was celebrated October 6 to 12, 2019. The Mission Pillar reviewed the documents that the CHAC prepared and gave feedback to the CHI staff so we could adapt it for use with our CHI facilities. The material prepared included a video, many social media prepared messages for Facebook, Twitter and Instagram as well as a listing of possible ways to celebrate the week. These were adapted for our facilities and shared with them. Several of our facilities celebrated the week this past year and are looking forward to more opportunities this year as they become more familiar with the week. The week is planned for October 4 to 10, 2020.

During the year the Pillar discussed a variety of projects that CHI is exploring. There is a Hospice/Palliative Care Parish based volunteer project out of the London Ontario Diocese that is being pursued. Members of the pillar, along with others from our CHI facilities helped revamp the CHI website by contributing material on ethics, mission, spiritual care and leadership that can be downloaded and adapted for use.

In October Dr. Robert Gordon, the Director of Pastoral Care at St. Bernard Hospital took on the role of chairperson of the mission pillar. Charles Holland, President and CEO of St. Bernard Hospital, was appointed co-sponsor of this pillar with Sr. Anita Holmes. We look forward to a creative year as we seek to find ways to celebrate our mission in these changing times.

Values Integration Assessment Pillar

In 2019 St. Joseph's Hospital in Saint John and Les Oeuvres de l'Hôtel-Dieu Saint-Joseph in Saint Basile had very successful site visits.

At recent pillar meetings the members reviewed the Final Report from the most recent surveys. The committee particularly reviewed the suggestions for growth sections of the report and will forward suggestions to the appropriate pillar for review and action. The pillar sees the new resources section of the CHI website as a way to share some of the programs developed from the VIA process with other facilities.

It was expected that the last facility to be assessed for the first time would happen in the Spring of 2020, however, with the Covid-19 travel restrictions in place, all VIA visits are now on hold. Once we are able to travel we will review the schedule and work with our facilities to start the process once again.

Catholic Healthcare Leadership Pillar

Over the past year, the new Director of Education Services, Heather Oakley began a restructuring process for our education programs and services. Heather has presented some new and innovative ideas which will place Catholic Health International squarely in focus for the future.

Two modules of the Leadership Formation Program were held over the year. The second module for the French program was completed at Villegiature Deux Rivières Resort in Tracadie in May, 2019. The presenters for this module included Father Frank Morrissey on Canon Law, Didier Caenpeel on Ethics, and Gaston Lechance on Personal and Organizational Spirituality. There were 26 graduates from 6 CHI facilities in New Brunswick. Currently there are 12 people on the waitlist for the 2021 French program. The significant changes made in the Catholic Leadership Program were introduced in Module 1 of the English program held in October, 2019 at Villa Saint Martin in Montreal. There were 23 students from 10 CHI facilities in New

Brunswick, Ontario, Wisconsin, and Chicago. The speakers for this module focused on the core elements of leadership. The presenters included Jean Marie Dionne who spoke on Heritage and Tradition, Dave Schneider presented on Mission Leadership, Father Denis Belliveau on Vocation and Spirituality, and Michel Drisdelle on Leadership and Care for Self. One afternoon was dedicated to an interactive session where students participated in the “Blanket Exercise”. The purpose of the exercise was to enhance our understanding of Indigenous culture, tradition and spirituality. Participants had an opportunity to step into the lives of indigenous people and experience the challenges they faced throughout history to present day. The new Leadership Formation evaluation, revised to reflect program purpose and goals, was introduced at the fall English session. Response rate was excellent (21/23 responses) and provided the Leadership Pillar with a better understanding of the effectiveness of topics, presenters and learning style.

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:

- Leadership Council meeting held twice per year – Spring in Montreal and Fall at a local facility site (In 2019 the Leadership Team and the Board of Directors of CHI visited Miramichi, New Brunswick and sites in Caraquet and Tracadie.)
- A Plenary session held every two years in Montreal for Board Chairs, CEOs, CHI Board and CHI Staff. The next planned for Spring 2021.
- Continued provision of the Catholic Healthcare Leadership Program in both official languages.
- The alumni made up of the graduates of the Catholic Leadership Program – growing annually.
- Missioning ceremonies held in many facilities over the past year and will continue each year.
- A new CEO evaluation process has been developed and implemented.
- A new Board member self-evaluation has been developed and implemented.
- CHI together with the Catholic Health Association of New Brunswick offers four (4) scholarship valued at \$1,000. each renewable for three years to a Catholic student studying in the health care field. These scholarships are available for both English and French students.
- CHI offers an advanced scholarship to a health care worker employed within the CHI Health System to assist in completing a Masters of Doctoral program.

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 planning to update our booklet “Priority One – Serving the Vulnerable”. Programs of support for the vulnerable continue to be a major focus of our operations.

Integration has been a constant in many locations over the past year. We have had discussions and negotiations in St. Catharines, Ontario and Chicago, Illinois. These discussions are ongoing with outcomes expected to be favourable to CHI, the results to be presented to the Board of Directors of CHI early in the new year. The integration of Hotel Dieu Hospital in Kingston and the Kingston General Hospital to form the Kingston Health Sciences Centre continues to be monitored and after two years of operations seems to be working very well and within the parameters of the negotiated agreement. We continue to study opportunities for integration, partnership or alliance in various other areas generated in some cases by financial opportunities while always with a focus on the patient/resident and how we can best serve the population of the area.

Two new Vice-Presidents were installed during the year. Eileen Bowes was appointed Vice-President, Governance/Operations and David Levangie was appointed Vice-President, Communications/Professional Development. Mrs. Bowes works very closely with our Director of Corporate Affairs, Patricia Brennan. During the past year they have assisted in the process of restructuring the CHI Board of Directors as well as a new process of accountability for our many sponsored corporations. In addition, the By-Laws of many of the corporations were reviewed, revised and/or updated. This major task will continue into the next year with the hope it will be completed in the Fall of 2020. The Accountability to Sponsor document has been completely revised and implemented. This new document will provide the Board of Directors of CHI with a more accurate and timely annual report of their activities.

Mr. Levangie, Vice-President Communications/Professional Development is in the process of developing a new communications plan which will include regular publication of "The Torch" our monthly newsletter; communications technology to permit virtual meetings; revision and upgrade of the Centre for Excellence in Leadership; and a close working relationship with Education Services.

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 sponsored corporations. Revision to the format of the Board meetings initiated during the year made the meetings more efficient and enabled a faster return to the Corporations. Accountability documents and site visits contributed to a much better understanding of our purpose. A number of accountability tools were revised and implemented during the year which enabled both the management and boards of the facilities operating under the umbrella of our sponsorship to adhere to the mission and sound moral principles and teaching of the Roman Catholic Church.

In October, finally after many years of planning a permanent sculpture was unveiled in the Capital Commission area of the Province of New Brunswick at Fredericton to recognize the work of religious in health, education and social work. The sculpture was unveiled and Blessed by Archbishop Valery Vienneau of Moncton. This project was a joint effort of the Catholic Health Association of New Brunswick and Catholic Health International.

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. CHI has agreed to sponsor a major Education Conference organized by Horizon Health Network. Due to the Covid-19 situation this conference had to be postponed until May of 2021 and CHI has agreed to continue the sponsorship at that time. Leadership of the Health Authorities take part in many of CHI education opportunities. Senior leaders in both health Authorities have taken part in the Catholic Healthcare Leadership program.

At each meeting of the Board of Directors, an environmental scan was presented which outlined for the Board members a clear picture of activities related to governance and operations in each of the facilities across the system.

Policies were reviewed and where required revised in keeping with our Strategic Plan.

World Day of the Sick, celebrated on February 11th, 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 a number of secular facilities, the Bishops and Religious Institutes.

The “Volunteer 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. A committee has been appointed to, over the next year, review all awards to ensure they are effective and promoted.

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 the national ethics program along with the other Sponsors in Canada and the CHAC. CHI in partnership with our Religious Institutes continues to be a Gold sponsor of the Catholic Health Alliance of Canada National Conference.

Catholic Health International continues to be a partner in the Ontario Alliance of Sponsors (OAS). 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. Major restructuring of the Ontario Health Care system is presently taking place and the OAS is monitoring the changes to determine the impact on Catholic health care.

Nothing gets accomplished in an organization of our size without the complete dedication, commitment, and tireless energy of our staff. They simply are exceptional and devote all of their time and energy to ensure that the demands of their individual positions and the direction of the organization is in keeping with our mission. A very special thank you to each and every one of them.

Catholic Health care administrators work in an immense challenging operational and financial environment. COVID-19 has presented all of our facilities including managers and front line staff with extreme challenges. Their commitment and dedication to our values of dignity of the person, compassion, respect cannot be overemphasized. The work of these people and first responders is truly amazing always respecting the mission of the facility. They are all to be congratulated.

Catholic healthcare continues to be an essential ministry of the Catholic Church. We must emphasize human dignity and social justice as we create healthier communities across our system addressing the needs of the vulnerable and marginalized. 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 and Chief Executive Officer.