“We’ve always been person-focused because each person is a child of God. With a mission that’s committed to the dignity of each person, the compassionate care our organizations offer is rooted in the healing Ministry of Jesus.”

Participant in CHSO forum
Our legacy of caring for the vulnerable

Long before Canada had universal healthcare, Catholic religious congregations founded health organizations to provide care and treatment for the forgotten – the poor and vulnerable. The value of Catholic healthcare was clearly understood by the majority of people in society. Catholic healthcare helped those most in need, went where others wouldn’t go and the organizations were easily identifiable in communities across Ontario.

Over time, that legacy has been impacted by greater regionalization, rationalization and fewer options for our community residents when choosing a healthcare provider. Working within the context of the larger health system, the Catholic footprint of services has become more diverse and looks very different across the many communities we serve. This has made it difficult, at times, to find common goals and take collective action. The intent of this new strategic plan is to provide renewed direction to Catholic Health Sponsors of Ontario (CHSO) member organizations that will also give inspiration to the Catholic healthcare family to take action together. It renews our legacy of providing healthcare for the vulnerable.
CHSO was founded in 1998 and provides sponsorship to healthcare organizations established by seven Congregations of Sisters. The Sisters were health care pioneers who created a culture of excellence, compassion, respect and inclusion that is very relevant to today’s changing times. They have indelibly marked not only the organizations they founded but also the larger health community in the province.

CHSO member organizations continue to prioritize serving the vulnerable and those most in need – such as the poor, homeless and under-housed, refugees and new immigrants, people with chronic physical, emotional illnesses and addictions and the frail elderly. CHSO must continue to be a strong voice for this legacy, mission and healing ministry. It is what differentiates our members.
CHSO has an important leadership role to support the diverse Catholic community uniting into a single voice for patients and families, particularly the vulnerable.

With this strategic plan for 2015-2018, CHSO outlines a renewed vision for Catholic healthcare in Ontario to ensure its continued value and relevance in today’s health system. To achieve our goals, we need a clear plan and actions to achieve it. This plan defines our role, vision and strategy for the next three years. The strategic plan, created by the board and members of CHSO, demonstrates our leadership position and the need for and value of Catholic healthcare as an integral component in the health system in the province.

A clear and well-communicated strategic roadmap will also help us establish partnerships that bring us closer to our goals. Working closely with these partners will build our collective confidence, broaden our capacity and increase the impact of Catholic healthcare in Ontario.
What CHSO stands for

Catholic Health Sponsors of Ontario is a legacy of the Founding Sisters with a Pontifical mandate from the Catholic Church. It is dedicated to helping society understand that Catholic healthcare is guided by a profound respect for human dignity and a mission to serve the vulnerable and those most in need. As sponsor of a group of organizations, CHSO ensures that each lives up to the legacy of the Founding Sisters and demonstrates the unique value of Catholic healthcare. We are engaged, enabled and committed to living our vision, mission and values.
MISSION

Catholic Health Sponsors of Ontario is the next generation sponsor dedicated to strengthening Catholic healthcare. Our mission is:

To continue the healing Ministry of Jesus by building on the legacy of the Founding Sisters and their commitment to care for the vulnerable and those most in need, while remaining true to our shared values.
VALUES

Dignity of each person
Treating all people with respect, at all stages of life

Spirituality
_Inclusive spiritual care is an important part of healthcare_

Service
_Reaching out into our communities to meet the diverse service needs of the vulnerable_

Collaborative relationships
_Working cooperatively with partners in the healthcare system_

Responsible use of resources
_Stewarding the finite resources available to each organization_
Our Strategic Directions:

Adding value to today’s health system

1. Facilitate a systemic approach to identifying and meeting the needs of the vulnerable.
2. Demonstrate and communicate a strong brand.
3. Develop our collective capacity.
Facilitate a systemic approach to identifying and meeting the needs of the vulnerable

It is core to the legacy of the Founding Sisters to serve those in greatest need.

In this rapidly evolving world, CHSO and its members will have to find effective ways to identify and address the changing needs of the most vulnerable populations in the province.
Within a universal health system, all Canadians enjoy the promise of high quality care and access to treatment. Publicly funded health care is one of the most valuable achievements in our country’s history; however, too often, there are systemic barriers that make it difficult for vulnerable populations to receive the care they need. CHSO will focus on identifying and filling service gaps, guided by the legacy, leadership and courage of the Founding Sisters.

We will achieve this direction through the following actions:

• Ensure that each member organization is identifying the most vulnerable in its community, systematically assessing their needs and, where possible, developing innovative solutions within its mandate that responds to new and emerging unmet needs and then advocating for implementation of these solutions on a broader basis.

• Develop measurable objectives for meeting the greatest needs. We will implement methodologies that allow the creation and ongoing monitoring of our success in meeting the evolving needs of our diverse populations.
Demonstrate and communicate a strong brand

Working collaboratively with our members and others within Catholic healthcare, we will help to define, demonstrate and communicate what makes Catholic healthcare unique and valuable.

With this clarity defined, we will ensure that all of our decisions and actions and those of our members align with and enhance our value.
By defining the Catholic healthcare brand, we will have a powerful impact – aligning the actions of those who work in Catholic healthcare to better understand a common vision. In this way, Catholic healthcare organizations can establish points of differentiation, shared goals and make our value more visible to the larger health system and to the population of Ontario.

CHSO will act as a leader by ensuring clarity around the brand of Catholic healthcare, communicating that brand to healthcare providers and working in partnership to find new ways for Catholic healthcare to come together to speak as a single voice for the most vulnerable in the province.

We will achieve this direction through the following actions:

- Defining and communicating the essence of a Catholic healthcare brand and demonstrating our important contribution to society – both our legacy and our hopes for the future.
- Create a dynamic sponsor presence and raise our profile with key audiences, particularly the Local Health Integration Networks, the Ministry of Health and Long-term Care and the Ontario bishops.
- Revitalizing our working relationship with the leadership of our member organizations and all Ontario Catholic healthcare organizations to facilitate the creation of a single voice speaking about the value of Catholic healthcare and the needs of the most vulnerable populations.
Develop our collective capacity

CHSO and its members will develop their capacity to advocate for the vulnerable and those most in need and to provide compassionate care in partnership with patients and families.

By building capacity within the CHSO family and collaborating with external partners, we will add value to the broader health system.
We will achieve this direction through the following actions:

- Extend the CHSO talent pool to address partnership and collaboration opportunities amongst member organizations.
- Develop a brand and sponsorship manual that will facilitate implementation of leading practices within member organizations to achieve our shared strategic directions.
- Establish a sustainable formation and education curriculum to identify and develop Catholic healthcare leaders for today and into the future.
- Invite collaboration, promote alignment and practice new modes of effective governance so that the four sponsors in Ontario speak with a single voice.
- Attract new non-sponsored Catholic health organizations into CHSO.
Catholic Health Sponsors of Ontario

Sponsorship refers to the way in which the Catholic identity of health organizations is granted by the Catholic Church. For a healthcare organization to be considered ‘Catholic,’ it must have a ‘Sponsor’ recognized by the Church. CHSO was created by the Holy See and has a Pontifical mandate to assume sponsorship of health organizations in Ontario when religious orders and congregations are ready to move on to other missions.

CHSO member organizations include:

Bruyère Continuing Care, Ottawa
Marianhill, Pembroke
Mariann Home, Richmond Hill
Marycrest at Inglewood Senior’s Residence, Peterborough
Mattawa Hospital, Mattawa
Mattawa Seniors Living, Mattawa
Pembroke Regional Hospital, Pembroke
Providence Healthcare, Toronto
Providence Care, Kingston
Providence Care Research Institute, Kingston
St. Gabriel’s Villa, Chelmsford
St. Joseph’s at Fleming, Peterborough
St. Joseph’s Care Group, Thunder Bay
St. Joseph’s General Hospital, Elliot Lake
St. Joseph’s Health Centre, Toronto
St. Joseph’s Health Centre, Sudbury
St. Joseph’s Continuing Care Centre, Sudbury
St. Joseph’s Villa, Sudbury
St. Michael’s Hospital, Toronto
St. Patrick’s Home, Ottawa
Waypoint Centre for Mental Health Care, Penetanguishene

For more information, visit our website at www.chco.ca

Une version française de ce plan stratégique est disponible
Catholic Health Sponsors of Ontario is also known as the Catholic Health Corporation of Ontario.