HEALTHY COMMUNITIES AND CARE FOR ALL

CATHOLIC HEALTH SPONSORS OF ONTARIO STRATEGY 2019-2024
INTRODUCTION

*Strong unified Catholic health care* has been the guiding vision that inspired Catholic Health Sponsors of Ontario in its work over the last four years. During this time we strengthened core operations by establishing a new sponsorship model to support our stewardship accountability for the ministry of Catholic health care. We developed deeper relationships with CHSO organizations and other sponsors, designed and implemented a new curriculum for the CHSO Mission Leadership Program, and provided leadership on several national initiatives.

In addition, the *Catholic Congregational Legacy Charity* was established in response to requests from religious congregations to support their legacy planning as one mechanism to safeguard stable patrimony—Church property—and to use these assets to support current and new Catholic works and ministries. Aligned with the United Nations global goals for sustainable development, the Legacy Charity’s purpose is to ensure resources and financial ability for health care, social housing and community programs, to promote health, and to relieve poverty. We have recognized that the Legacy Charity will be an important vehicle to help CHSO achieve its strategic goals and that the two organizations need to operate in tandem.

As a Pontifical Public Juridic Person, CHSO has forged and maintained personal relationships at the Holy See. This support, recognition, guidance, and direction has been most valuable and is reflected in some of the quotes throughout this strategic plan.

The successes and contributions of each CHSO organization are acknowledged and celebrated! We need to leverage the strengths of all CHSO organizations so that, as a collective, we support each other in understanding and responding to community need, and to establish new services and ministries to respond to these needs. This will require new thinking and approaches by CHSO and directly led to our updated vision, which is:

**Healthy communities and care for all**

As we look to the future, there is energy and excitement about moving forward together—within CHSO, with CHSO-sponsored organizations, and with current and new partners—to strengthen what already exists and to create new streams of Catholic health care.
Catholic Health Sponsors of Ontario is a next generation sponsor dedicated to strengthening Catholic health care

OUR VISION

Healthy communities and care for all.

OUR MISSION

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.
“This is what we are about. We plant the seeds that one day will grow. We water seeds already planted, knowing that they hold future promise.”

ARCHBISHOP OSCAR ROMERO
OUR VALUES

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

Spirituality
Spiritual care is an important component of human health and wellbeing

Service
Reaching out into our communities to meet the diverse service needs of the vulnerable

Collaborative relationships
Working cooperatively with partners in the health and social service system

Responsible use of resources
Stewarding the finite resources entrusted to our care
Strategic Goals

The following section maps our goals for the next five years.

These priorities respond to changing needs across a diverse geography.
STRATEGIC GOAL 1

Identify and Respond to Unmet Needs

We are here, first and foremost, to continue the healing ministry of Jesus—developing our charism and creating our own legacy in identifying unmet needs and creating systems of support to care for the most vulnerable in our society. To realize this core purpose and create benefit for those most in need, we’ll need to redefine the support CHSO provides in driving improvements in social wellbeing and be seen as a trusted partner of government. This will require us to think differently—about what we do, how we do it, and with whom we partner—to create social innovations that drive transformation. Given the complexity and interconnectedness of people’s needs, we are committed to exploring new roads that identify and create support for those who need it most.

We will achieve this direction through the following actions:

• Develop and launch the Providence Centre for Justice, Peace and Integrity of Creation
• Work with government to influence policy, legislation, and funding to address inequities and respond to people who are vulnerable and most in need
• Engage and mobilize CHSO organizations to actively identify where there are unmet needs and issues with access to services in their community, and to think upstream about what causes demand and how demand can be reduced
• Develop 3-5 new services or ministries to achieve improvements in health, social, or environmental wellbeing
• Work alongside the Catholic Congregational Legacy Charity to establish new sponsored works and help resource new services

“For health care to be truly universal, it requires a shift from health systems designed around diseases and health institutions towards health systems designed for people. A renewed focus on service delivery through an integrated and people-centred lens is critical to achieving this, particularly for reaching underserved and marginalized populations to ensure that no one is left behind.”

FRAMEWORK ON INTEGRATED PEOPLE-CENTRED HEALTH SERVICES,
WORLD HEALTH ORGANIZATION

“We have faced the reality that we are coming to completion and are trying to ensure that our ministries and mission will continue on into the future after we are gone. The Providence Village initiative is the culmination of a dream that is giving us new life and hope for the future. We are excited to see our Mother-house property being transformed into a village of care.”

SISTER FRANCES O’BRIEN, SP, GENERAL ASSISTANT, SISTERS OF PROVIDENCE OF ST. VINCENT DE PAUL
“The role of advocacy is very important—not to complain, but as a voice in the world. In the Catholic tradition, advocacy flows from our standing with the poor and vulnerable. From that vantage point we see the injustices or disparities, and this prompts us to engage with government to develop policies and legislation that will improve the situation and promote the dignity of persons.”

FATHER MICHAEL CZERNY, SJ, UNDERSECRETARY – HOLY SEE DICASTERY, PROMOTING INTEGRAL HUMAN DEVELOPMENT
STRATEGIC GOAL 2

Be a Focused Presence to Animate Catholic Identity

CHSO is committed to supporting our organizations in their efforts at mission integration and to live the values of Catholic health care. This means supporting people and organizations to affirm their purpose, animate their identity, and activate their mission, and responding to requests from CHSO organizations for more assistance with orientation, formation, and how to express Catholic identity.

We will achieve this direction through the following actions:

• Support CHSO organizations to meet the expectation and their accountability of being comfortable and able to proclaim their identity
• Continue to strengthen CHSO’s Mission Leadership Program, ensuring the curriculum and program delivery is current and relevant
• Support the establishment of an ongoing Board formation program by each CHSO organization to maintain and strengthen each organization’s religious character
• Ensure all CHSO organizations have access to ethics consultation to support discernment on clinical, administrative, and governance issues
• Request assistance from CHSO organizations and other sponsors in Canada with specific expertise or capacity

“The active participation of the laity is the future of the Catholic Church. If you ask me where you should start, it is ensuring the formation of the boards and leadership of Catholic health organizations.....this should be your number one priority.”

CARDINAL KEVIN FARRELL, PREFECT – HOLY SEE DICASTERY FOR LAITY, FAMILY & LIFE
STRATEGIC GOAL 3

Shape New System Governance

Catholic health care is an important component of a high-quality integrated health care system at a time when the provincial health care system is moving toward a more integrated model. We need to enable and support system resilience through greater integration of care, imbedding the principles and values of Catholic health care within an integrated health care system while maintaining the Catholic identity of our organizations. We’ll need to broaden our thinking about how to do this—beyond physical locations and traditional institutions. It will require Catholic health care in local communities to be a prominent voice—advocating for the needs of those most vulnerable in society while working amidst the challenges and opportunities of a more integrated health care system.

We will achieve this direction through the following actions:

• Promote dialogue between CHSO, CHSO organizations, and other organizations with similar or complementary vision and goals
• Learn about how to apply the theory of shared governance models
• Build a framework to identify the conditions necessary for CHSO organizations to successfully partner to improve the patient experience while maintaining Catholic identity

“Know that we have great confidence in you. Work together with others doing similar work and find new partners while remembering that unity that destroys diversity is not unity.”

CARDINAL BRAZ DE AVIZ, PREFECT – HOLY SEE DICASTERY, CONGREGATION FOR INSTITUTES OF CONSECRATED LIFE AND SOCIETIES OF APOSTOLIC LIFE

“If we expect real improvements that patients will experience first-hand, we must better coordinate the public health care system, so it is organized around people’s needs and outcomes. This will enable local teams of health care providers to know and understand each patient's needs and provide the appropriate, high-quality connected care Ontarians expect and deserve.”

CHRISTINE ELLIOTT, DEPUTY PREMIER AND MINISTER OF HEALTH AND LONG-TERM CARE – PROVINCE OF ONTARIO
STRATEGIC GOAL 4

Strengthen Relationships and Create New Ones

Relationships are core to who we are at CHSO. We do our best work when we come together, bring different strengths, and share our diverse perspectives. It is our goal to strengthen relationships within the broader Catholic community, as well as build relationships with people and organizations of all faiths and traditions. We will leverage our external relationships and collaborative partnerships to increase our ability to effectively address emerging needs and reach those most in need. We will create space to rally innovative new partners—redefining opportunities to move on collective problems. We’ll leverage government initiatives to pursue service opportunities and new models.

We will achieve this direction through the following actions:

• Work in partnership with the Catholic Health Association of Ontario and the other sponsors across Canada to advance joint initiatives of strategic importance
• Involve more diverse people and groups in CHSO governance and operations
• Develop a framework for collaborative partnerships
• Improve our effectiveness through partnerships with external organizations

“With any great challenge, there has to be cooperation. Courtesy breeds charity.”

ARCHBISHOP JOSÉ BETTENCOURT, APOSTOLIC NUNCIO TO ARMENIA AND GEORGIA (FORMERLY HEAD OF PROTOCOL FOR THE HOLY SEE)
STRATEGIC GOAL 5

Ensure the Sustainability of our Ministry

We want to be innovative in both our financial and organizational sustainability. Our goal is to optimize our processes and systems around routine work—to enable dedicated time for new activities. Ensuring sustainability also means we are committed to building towards financial sustainability. We will use our internal resources—both organizational and financial—to maximize efficiency and continue to minister guided by our values and charism.

We will achieve this direction through the following actions:

- Strengthen the stewardship accountability of CHSO and CHSO organizations by utilizing the tools of the Sponsorship Roles, Relationships & Accountabilities framework
- Alter our administrative and operational activities to enable the redirection of resources toward new initiatives
- Identify new financial resources for sustainability
- Ensure financial self-sufficiency of the Catholic Congregational Legacy Charity

“You have to go into social innovation space with a feeling of abundance, not scarcity. When you start to measure the assets you have, you realize you have more capacity and capabilities than you thought you had.”

SHARON AVERY, PRESIDENT AND CEO OF THE TORONTO FOUNDATION
“The attachment to the past may prove to be a dangerous temptation. Authentic servants of tradition are those who, while keeping memory alive, know how to discern the signs of the times and open new paths.”

POPE FRANCIS
**CHSO organizations include:**

<table>
<thead>
<tr>
<th>Location</th>
<th>Organizations</th>
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<tbody>
<tr>
<td>Algonquin Nursing Home, Mattawa</td>
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| Bruyère Continuing Care, Ottawa | • Bruyère Village  
• Elisabeth Bruyère Hospital  
• Elisabeth Bruyère Residence  
• Saint-Louis Residence  
• Saint-Vincent Hospital |
| Catholic Congregational Legacy Charity |  |
| Marianhill, Pembroke |  |
| Mariann Home, Richmond Hill |  |
| Marycrest at Inglewood Senior’s Residence, Peterborough |  |
| Mattawa Hospital, Mattawa |  |
| Pembroke Regional Hospital, Pembroke |  |
| Providence Care, Kingston | • Providence Care Hospital  
• Providence Manor |
| Providence Village, Kingston |  |
| St. Joseph’s at Fleming, Peterborough |  |
| St. Joseph’s Care Group, Thunder Bay | • Balmoral Centre  
• Behavioral Sciences Centre  
• St. Joseph’s Health Centre  
• St. Joseph’s Heritage  
• St. Joseph’s Hospital  
• Sister Leila Greco Apartments  
• Sister Margaret Smith Centre |
| St. Joseph’s Hospital, Elliot Lake | • St. Joseph’s General Hospital  
• St. Joseph’s Manor  
• The Oaks Acute Care Centre |
| St. Joseph’s Health Centre, Sudbury | • St. Gabriel’s Villa, Chelmsford  
• St. Joseph’s Continuing Care Centre, Sudbury  
• St. Joseph’s Villa, Sudbury |
| St. Patrick’s Home, Ottawa |  |
| Unity Health Toronto, Toronto | • Providence Healthcare  
• St. Joseph’s Health Centre  
• St. Michael’s Hospital |
| Waypoint Centre for Mental Health Care, Penetanguishene |  |