



A Vision for the Future

Corporate Renewal of St. Joseph's Health System

System Embarks on Visionary Corporate Renewal

Ontario's health care system has evolved significantly since the introduction of Local Health Integration Networks (LHINs) in 2006. St. Joseph's Health System (SJHS) has a proud history of health care leadership and innovation. In that tradition, SJHS recently embarked on an ambitious corporate renewal process to ensure that the Mission, Vision and Values of the System will continue to be realized, even as the health care landscape in Ontario continues to evolve.

This newsletter has been designed to keep you informed and updated about the corporate renewal process, and our progress as we move forward with the implementation of the report's strategic directions.

This newsletter will be published as often as necessary to share our progress and successes.

We anticipate that it will take approximately 12–16 months to fully implement the strategic directions outlined in the renewal process, which addresses key changes to the System's management and governance structures. Your feedback and comments are welcome throughout this process—for contact information, please see Page 4 of this newsletter.



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SJHS MEMBER ORGANIZATIONS

- St. Joseph's Home Care (Hamilton)
- St. Joseph's Healthcare (Hamilton)
- St. Joseph's Health Centre (Guelph)
- St. Joseph's Lifecare Centre (Brantford)
- St. Joseph's Villa (Dundas)
- St. Mary's General Hospital (Kitchener)

www.sjhs.ca

What is St. Joseph's Health System?

Founded in the healing mission of the Sisters of St. Joseph of Hamilton, St. Joseph's Health System was established in 1991 to meet the challenges of the changing environment for delivery of health and social services.

Today, we are one of the largest corporations in Canada devoted to health care.

Our member organizations are known for genuine compassion and caring, locally and around the world.



Corporate Renewal: Strategic Directions

Following significant discussion and consultation with member organizations, the SJHS Board endorsed the following strategic directions:

- The need for an integrated vision that includes high-quality care across the continuum (home care, long term care, acute care, community based care);
- To develop a governance and management structure to achieve this vision;
- To maximize opportunities related to the retention/recruitment of staff, management, physicians and volunteer Board members;
- To provide an opportunity to take a leadership role with our Local Health Integration Networks (LHINs), Community Care Access Centres (CCACs) and Ministry of Health and Long Term Care (MOHLTC) in fulfilling their mandate of providing a continuum of care through strong partnerships;
- To further integrate mission and service excellence to provide a true holistic approach to care.



Key strategic directions will guide the corporate renewal process

Key Themes of Focus: Corporate Renewal

The corporate renewal process began in May 2008, with the engagement of more than seventy internal and external stakeholders. To ensure as comprehensive and complete input as possible, the Review included participation from local communities within which the member organizations exist, provincial partners, and comparator organizations throughout Canada and the United States.

During this process, a number of recurrent themes were expressed. These themes included, but were not limited to:

- The need to be mindful of the complexity and due diligence required for effective implementation of the report;
- The need for further education and clarification to properly assess the implications of the recommendations;
- The importance of vibrant and innovative long term care and community-based care programs and services, which represent the growth sector in each SJHS community;
- A commitment to ongoing communication with local Boards, Foundations and external partners in a transparent and meaningful fashion.

What Will Corporate Renewal Mean to Our People?

In October 2008, the SJHS Board of Directors and CEO group endorsed a comprehensive review of the System with a key goal: to identify the most appropriate government and management model to ensure the Mission, Vision, Values of St. Joseph's Health System continue to be realized.

The System has a long-established reputation of providing excellent

leadership in health care delivery and efficiency through economy of scale.

While there will be changes in management and governance, the hallmarks of the System's identity will not change. Our commitment to caring will continue in the spirit of the legacy of the Sisters of St. Joseph of Hamilton.

"Corporate renewal will allow us to create a vision of excellence for the future. Through this process, we will be able to further enhance the way in which we serve our communities, by strengthening our System and delivering a cohesive continuum of care."

SUMMARY of RECOMMENDATIONS

The scope of the renewal process is very broad, but is outlined here in a summary of the five key recommendations:

1. SPONSORSHIP

The Sisters of St. Joseph of Hamilton, together with the Bishop of the Diocese of Hamilton, retain key responsibilities often referred to as “**reserved powers**” for a Roman Catholic organization. These responsibilities range from the holding of SJHS assets to the determination of ethical standards. Throughout our history, the Sisters and Bishop have worked in partnership with lay Board members of all faiths to **ensure that our mission, vision and values are evidenced in all we do**. The Sisters began the planning process to address the anticipated decline in the number of Sisters in the Congregation when they formed SJHS in 1991. Both the Sisters and the SJHS Board wants to ensure that the legacy and the mission of the Sisters continue for generations to come.

2. CORPORATE GOVERNANCE STRUCTURE

Since 1991, there has been a gradual transition of memberships and accountabilities at the SJHS Board level. **A number of recommendations are aimed at improving the effectiveness and efficiency of the Board by adopting best practices** from other leading health care organizations.

3. COMMUNITY-BASED BOARDS

The corporate SJHS Board is well supported by community based local Boards of Trustees, consisting of leaders from each local community. This linkage to each of our communities is vital to ensuring that the delivery of care is sensitive and adaptable to the needs of each community. **An important aspect of our linkage to each community is the degree of local Board autonomy to govern and manage programs and resources and this will continue to be respected and reinforced under the new model**. Over the next several months, the SJHS will be moving to a “One Community, One Board” model, which will reinforce our commitment to strong community linkages in Kitchener-Waterloo, Guelph, Brantford and Hamilton.

4. ST. JOSEPH'S HEALTH SYSTEM MANAGEMENT

For many years, SJHS has utilized economy of scale and energy to deliver maximum resources to the bedside. Successful and long-standing initiatives such as group purchasing (in which we are one of the leaders in Canada) and common contracts for things like employee benefits and insurance have assisted us in maximizing effectiveness and efficiency throughout the SJHS. With this bold new direction, **SJHS will adopt an integrated management structure for the entire System**, based on the importance of all health sectors in delivering care to our communities, sound business principles, and most importantly, commitment to mission. The process of determining which is the most effective and efficient structure will be reviewed as part of the implementation process and will balance both local and System needs and responsibilities. There is a strong consensus that the SJHS has a great deal of existing strength at the management level both in terms of skills and abilities, and a commitment to mission. Our goal is to maximize our ability to retain key personnel in a highly competitive market and to attract others that wish to join an exciting and vibrant organization.

5. INTERNATIONAL OUTREACH PROGRAM

An important part of the legacy of the Sisters of St. Joseph of Hamilton is their **ongoing commitment to capacity building for the health care needs in developing countries**. At present, there are formal partnership agreements in place in Haiti, Uganda, and Sudan. While no public funds are utilized to support this initiative, there have been many accomplishments since the program commenced in 1986, including: training for over 80 medical residents and fellows through a partnership with the Faculty of Health Sciences at McMaster University and area hospitals; four to five 40-ft. shipping containers sent *per year* of much needed medical equipment and supplies, and capacity building to develop research expertise in our partner countries to address their needs. Our goal is to establish a separate division of SJHS with its' own governing Board to ensure that this vital program reaches its full potential. We will be working closely with the Father Sean O'Sullivan Research Centre in pursuit of this goal.

About Our Members

St. Joseph's Health System is one of the largest corporations in Canada devoted to health care. Our member organizations provide excellent, compassionate care across the continuum.

St. Joseph's Home Care—Hamilton

To meet with the ever increasing demands for health care, SJHC provides a multitude of services that respond to community needs. Our mandate is to help people including the frail, elderly, and disabled, lead more independent lives. We do this through our nursing, personal and home support and volunteer services, as well as our Constant Care, Palliative Care, Healing Touch, With Seniors in Mind, and Corporate Health programs. These programs are all tailored to meet the needs of the individual.

www.stjosephshomecare.ca

St. Joseph's Health Centre—Guelph

St. Joseph's Health Centre has been serving the Guelph and Wellington community since it first opened as a refuge for the sick, injured, frail and the indigent in 1861.

Today, we are Guelph's leading, fully accredited, not-for-profit provider of resident long term care, complex continuing care, and rehabilitation services.



We are committed to providing leadership, exemplary care in a home-like, stimulating, and supportive environment to everyone

who receives care here, whether he or she is with us for shorter term rehabilitative help, complex continuing care, or for long-term residential care.

www.sjhh.guelph.on.ca

St. Joseph's Healthcare—Hamilton

Known as the "hospital of choice" in Hamilton, SJHH is recognized internationally as a leader in asthma, mental health, nephrology and urology, and critical care research.

Patient care, research, education, and the use of advanced technology are the pillars that provide a firm foundation for the thousands of professionals who are drawn to our hospital. Our staff and physicians are committed to providing compassionate care, in a state-of-the-art environment, close to home.

www.stjoes.ca

St. Joseph's Lifecare Centre—Brantford

St. Joseph's Lifecare Centre, Brantford is breaking ground with a new concept of health care, one that combines long term care with Brant County's first hospice as well as a centre for research and academics.

St. Joseph's Lifecare Centre is a multi-generational place of care, hope and education. Our commitment to our mission and philosophy of providing compassionate care will never change.

www.sjlc.ca

St. Joseph's Villa—Dundas

St. Joseph's Villa has built a new vision of long term care; one that understands that "there's no place like home". Our staff embrace our mission, providing compassionate care with dignity and respect.



Over \$70 million in new buildings have transformed the Villa and Estates into a modern home and continuum of care able to meet the needs of seniors and their families now and into the future.

The Margaret and Charles Juravinski Wing and the Anne and Neil McArthur Family Wing provide wheelchair accessible "resident home areas", each with 20 to 25 spacious rooms, private washrooms, dining, leisure activity, and living rooms replace current multiple-bed wards.

www.sjv.on.ca

St. Mary's General Hospital—Kitchener

St. Mary's provides adult, acute care to the more than 500,000 people in



Waterloo Region and beyond. As home to the Regional Cardiac Care Centre, St. Mary's provides a full range of cardiac care including cardiac surgery, catheterization procedures, angioplasty, pacemaker insertions, and diagnostic services, as well as outpatient rehabilitation programs and clinics.

Our dedicated health care professionals are also leaders in respiratory care, minimally invasive surgery, urology ophthalmology and emergency medicine. We continue to grow to meet the needs of our community, recently opening a 100,000 sq. ft. addition.

www.smgh.ca

To learn more about St. Joseph's Health System, visit www.sjhs.ca

FEEDBACK

Your feedback to the renewal process is both welcome and encouraged! Please forward your insights to:

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All feedback will be kept in the strictest of confidence and no individual or group will be identified.