

A Vision for the Future

Corporate Renewal of St. Joseph's Health System

Corporate Renewal Implementation: An Update

The SJHS Corporate Renewal (CR) implementation process continues with significant work being done by CR sub-committees and task groups.

The main purpose of this issue is to outline the recommendations in the report of the International Outreach Program Task Group and to provide a brief update on the status of the CR sub-committees and task groups. All groups continue to meet frequently and are on schedule to complete their work according to the agreed timeframe.

As always, feedback, comments and questions about the corporate renewal process are welcome!

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Who We Are: 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 healthcare. Our member organizations are known for genuine compassion and caring, locally and around the world.

Feedback? Questions?

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

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)

SJHS Board of Directors Approves Report from Corporate Renewal IOP Task Group

The International Outreach Program (IOP) was founded in 1986 as a continuation of the healing ministry of the Sisters of St. Joseph of Hamilton and has grown significantly since that date. The Sisters have provided the inspiration and funding for the program since its inception. In addition, the tremendous contribution of time, energy, and expertise of physicians, staff, and other volunteers is extraordinary.



International Outreach Program Research.
Dr. Mark Crowther and Dr. Henry Ddungu,
Mulago Hospital, Kampala

The program goals are to provide long-term sustainable assistance to teaching hospitals in developing countries. The “work” is done on a volunteer basis by various members of SJHS and often supported by their family members. There is no additional remuneration for doing this work and there are many donations in kind of expertise and personal donations to cover related expenses.

The recent SJHS Retreat (2007) focusing on our commitment to the poor and marginalized highlighted the important contributions of our international ministry to those less fortunate in the developing world.

Staff/physicians at many levels are actively involved in the program, including nursing (training in infection control and best practices), bio-medical engineering (maintenance of equipment), physicians (resident training), purchasing (coordination and shipping of surplus equipment/supplies), and the Corporate Office (address travel and accommodation for visiting health care professionals from the developing world).

Since the SJHS program began, over 90 medical residents and fellows from developing countries have received training through the Faculty of Health Sciences at McMaster University and at area hospitals. In addition, on average 4-5 large 40-foot shipping containers of medical equipment/supplies are shipped annually to our partner countries.

The Corporate Renewal questionnaire results demonstrated the overall support for the program scoring an average rating of 4.15 on a five (5) point scale. In addition, internal stakeholders gave a rating of 3.85 on whether to provide ongoing funding to replace and/or enhance the Sisters’ contributions.

Each IOP program has a program coordinator who has been typically a Canadian physician who was born in the partner country and wishes to “give back” in some fashion. The key infrastructure support is from the Corporate Office staff, the SJHS Group Purchasing Organization, and the SJHH Biomedical Engineering Department. A number of key leaders in SJHS are involved directly or indirectly in support of IOP programs. Human Resource (HR) specialists have noted the potential value added as the program provides opportunities to gain international experience as part of a comprehensive retention/recruitment strategy. A set of Human Resources policies has recently been developed and approved.

Our current programs include those in Haiti and Uganda which have continued over the last 20 years and a new emerging program in Sudan. A brief outline follows:

Haiti - continuous support of medical equipment/supplies for both University teaching hospitals in Port-au-Prince and medical resident training.

A proposal has been submitted to the Canadian International Development Agency (CIDA) to “co-administer” the relatively new hospital in the Delmas district of Port-au-Prince. This ambitious project is at the request of the Haitian Minister of Health.

Uganda - provision of medical equipment/supplies, medical resident training, and assistance in developing research capacity “in Uganda by Ugandans”. Long standing programs have been developed with Makerere and Mbarara Universities.

In 2008, an exploratory visit was made to the Gulu district in Northern Uganda and a Memorandum of Understanding agreement has been signed. This district is recovering from over 20 years of conflict and our initiative has the full support of the Ugandan Ministry of Health and university partners.

Sudan - replacement of computer infrastructure and provision of medical supplies/equipment. In November 2008, a visit was made to Gezira State and negotiation of a Memorandum of Understanding agreement has been completed. The Board of Trustees and Senior Management of St. Mary’s General Hospital, Kitchener has endorsed the Sudan program and will take the lead.

Each year the program coordinators, together with our host partners and the SJHS CEO, review strategic goals, objectives, and timelines. Work in the developing world, while very rewarding, has many challenges. In the 20+ years experience, it has been deemed advisable to develop formal signed agreements for our partnerships with mutually agreed upon goals and responsibilities of all parties. In this way, our mission can continue even when there is a change of leadership at the host country level.

In addition to written partnership agreements with our host hospitals and Ministries of Health, the IOP is a true community effort with the active ongoing support of all SJHS member organizations as well as:

- Brantford General Hospital, Cambridge Memorial Hospital and Hamilton Health Sciences (resident training);
- Faculty of Health Sciences, McMaster University (resident training);
- College of Physicians and Surgeons of Ontario (resident training);
- Many Ontario hospitals and long-term facilities (provision of surplus equipment).



University Hospital, Delmas, Haiti

Initially, in 1986, the focus was on providing equipment and supplies, but that has evolved over the years to include education, training and more recently, building research capacity in the host country.

In many ways, the SJHS-IOP is at a crossroads with many exciting initiatives and growth opportunities. The entire focus of the SJHS-IOP is to provide better health care to the poor and marginalized in developing countries. As is evidenced by the discussions at the 2007 System retreat, the program is seen by many as epitomizing our commitment to those less fortunate.

The recommendations related to IOP which were approved at the October 1, 2009 SJHS Board meeting are as follows:

RECOMMENDATIONS:

1. A self-sustaining business plan with a multi-year funding model be developed by April 1, 2010 by the SJHS CEO to ensure continuation/enhancement of IOP after the contributions of the Sisters cease on December 31, 2011;
2. A lateral versus integrated management/governance model be developed with the Father Sean O'Sullivan Research Centre (FSORC) with a primary focus on teaching and education and a secondary focus on assisting with host country research priorities;
3. A Board of Trustees for IOP be developed in accordance with the OHA Guide to Good Governance. Trustees should have a passion for international work in developing countries and an appreciation of the need for flexibility to govern at a high level in volatile environments;
4. The initial IOP Board should consist of seven to nine (7-9) members. Areas of expertise should include fundraising, academic education and research, accounting, marketing and government relations;
5. That the IOP task group take on the responsibility of being the Nominating Committee for the initial IOP Board;
6. The executive leader of IOP should have a track record of success in mission related activities, branding, marketing and fundraising, and a passion for international work for the poor and marginalized;
7. IOP should be seen as an overall SJHS program and not limited to the acute care sector or SJHH specifically;
8. Partnership opportunities with local and national universities, community colleges and health care providers should continue to be developed and celebrated;
9. IOP should be integrated into overall SJHS initiatives, including but not limited to strategic planning, branding, marketing, retention/recruitment, succession planning and building a culture of philanthropy;
10. The SJHS Vision, Mission and Values and the Catholic Health Association of Canada (CHAC) Health Ethic Guide continue as fundamental underpinnings of all IOP initiatives;
11. A succession plan be developed by April 1, 2010 for each existing program and infrastructure support and a succession planning process in place for all future programs;
12. A recommendation be developed by April 1, 2010 relating to sustainable fundraising support for IOP and determining the relationship between the IOP and the existing SJRDS Foundations;
13. IOP be separately incorporated with charitable status subject to review by the CRCC Legal review subcommittee.



Vera Millar, Sudan

All sub-committees/task groups are well into the review process. Below are highlights of each group's progress.

SUB-COMMITTEES

Legal Review Sub-committee:

- Held several meetings with legal counsel to review implications of Corporate Renewal (CR) process.
- Revisiting issue of separate incorporation of member organizations.
- Developed work plan including presentation of high-level report to November SJHS Board meeting.

Communication Sub-committee:

- Coordinating all communications in term of content and timing.
- Reviewing all minutes of sub-committees/task groups related to communication strategies.

TASK GROUPS

One Community-One Board Task Group – Brantford

- Reviewed SJHS governance publications and discussed Board recruitment strategies.
- Developing position descriptions for Board members for recruiting purposes.

One Community-One Board Task Group – Hamilton

- Representatives from three existing Hamilton Boards met with task group to review work to date and offer their perspective.
- Work will be coordinated with Legal Review Sub-Committee on legislative and other legal requirements.
- Work plan anticipates full transition to "new" Board by June 2010.
- Presentation of task group report will be made at November SJHS Board meeting.

Sponsorship Task Group

- SJHS Board approved transfer of International Outreach Program from Sisters of St. Joseph to SJHS at October Board meeting.
- Agreement in principle to accept recommendations of Public Juridic Person (PJP) discussion paper at October Board meeting.

International Outreach Program (IOP) Task Group

- Report/recommendations approved at October SJHS board meeting.
- IOP Task Group will serve as Nominating Committee for initial IOP Board.
- Executive Lead for IOP will be named by SJHS President and CEO in consultation with IOP Board.

Additional Developments

In addition to work at the sub-committee/task group levels, there have been a number of additional initiatives/developments related to achieving the goals of the Corporate Renewal process. These include but are not limited to the following:

1. Implications for Foundations

Our member Foundations are key partners in achieving our Mission, Vision and Values. A discussion paper on implications of the Corporate Renewal process has been developed and will be the focus of a meeting of the St. Joseph's Resource Development System (SJRDS) Board of Directors/CEO meeting in late October.

2. Site visits

Beginning in October 2009, Dr. Kevin Smith, President and CEO of SJHS, has begun a series of site visits to meet with each leadership team including Board Chairs/Vice-Chairs/Senior Management.

3. Meeting with Senior Teams

A joint meeting of all the senior teams has been scheduled for November to present an update on the Corporate Renewal process and to gain the insights of this key group.