



# A Vision for the Future

## Corporate Renewal of St. Joseph's Health System

### Corporate Renewal Implementation Process Begins

In April, 2009, St. Joseph's Health System (SJHS) announced its plans to move forward with the implementation of an ambitious and visionary renewal process that will ensure the continued realization of the System's Mission, Vision and Values in Ontario's health care landscape.

Progress has already begun in driving the corporate renewal process forward in three key areas: Task Groups have been formed to lead the implementation, an in-depth review of Canon Law as it relates to health care today has

taken place, and a timeline for implementation has been established.

**This edition of the Corporate Renewal Newsletter will provide details on these three key steps to progress.**

As always, 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)

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

## Canon Law as it Relates to St. Joseph’s Health System

Over forty-five leaders (45) leaders of SJHS and St. Joseph’s Resource Development System (SJRDS) recently gathered to participate in a retreat on **Canon Law and Health Care in Today’s Reality**. The retreat was facilitated by Father Francis G. Morrissey, who is an acknowledged expert on Canon Law and its relationship to health care.

The purpose of the retreat was two-fold: **to gain a greater understanding of Canon Law and the relationship/ accountability of SJHS to the Church and to provide insights and an opportunity for dialogue between the**

**Sisters, Bishops and lay leaders as it relates to the Corporate Renewal Process.**

### What is Canon Law?

Canon law is the body of laws and regulations made by or adopted by ecclesiastical authority for the governance of a Roman Catholic organization and its members.

As Catholic health care providers, each member of SJHS is bound by Canon Law, and as such is expected to operate in a manner consistent with the teachings and practices of the

Church. As such, the Mission, Vision and Values of SJHS clearly reflect those considerations. For example our **Mission** states;

*We are a community of health care providers inspired by the vision, mission and legacy of the Sisters of St. Joseph in the Diocese of Hamilton as well as by their dedication to compassionate service in the healing ministry with a preferential concern for the poor and underprivileged .*



## Public Juridic Persons—Essential for a Sustainable System

At its core, St. Joseph’s Health System is committed to maintaining a strong connection to the Catholic Church, both in spirit and in practice. For more than 160 years, the Sisters of St. Joseph of Hamilton have had a strong and clear impact on health care in their member organizations. As leaders and visionaries, they have set a standard for the delivery of quality, compassionate care that is recognized throughout the province.

As the number of Sisters declines, it is essential that SJHS move forward with a corporate renewal process that will ensure the sustainability of their legacy, and the continued strength and viability of their organizations.

Since founding SJHS in 1991, the Sisters and Bishops have practiced as a Public Juridic Person, retaining a number of reserved powers for each member organization, such as the acquisition and/or disposition of assets, appointment of Chief Executive

Officers and Directors of Spiritual Care, and delivering ethical positions on health care matters. Through the Corporate Renewal Process, SJHS will be retaining a Public Juridic Person, which will enable a continued connection between the System and the Church.

### What is a Public Juridic Person (PJP)?

A PJP operates in the name of the Catholic Church, and thus engages in the credibility of the Church in its activities. While a PJP also has its own statutes, the Code of Canon Law spells out many of its prerogatives and obligations, particularly in the area of accountability.

A PJP is not necessarily an individual; more often it is a body of individuals selected as the sponsors of an organization.

### Will Corporate Renewal mean that SJHS is now owned by the Church?

No. The Corporate Renewal process will outline a new governance model for the System, but will not have an impact on the System’s ownership or operation.

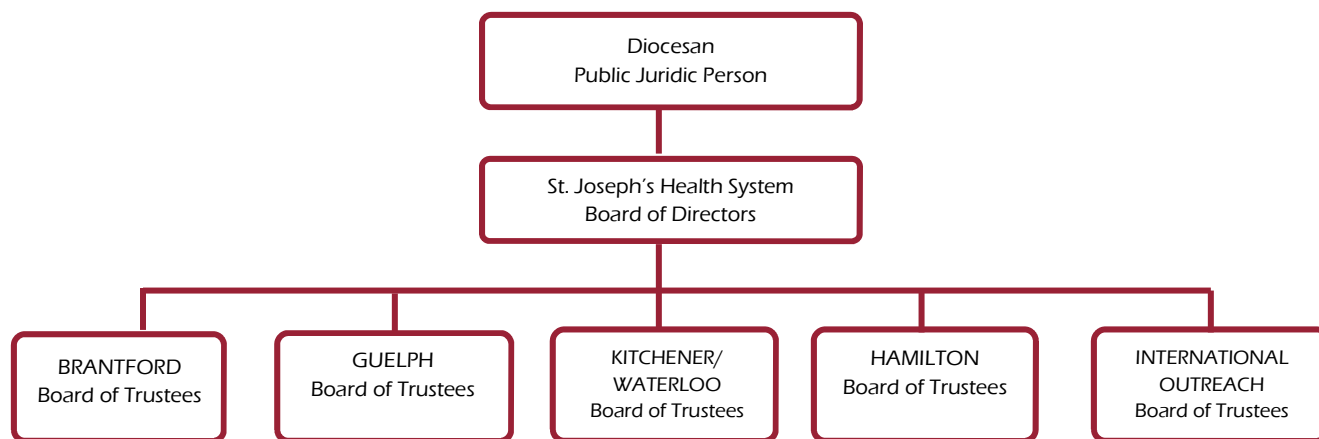
### Who will the PJP be?

As the PJP is the primary linkage to the Church for our health care Ministry, the members of the PJP will include the Sisters/Bishops, and will evolve over time.

**There is no one model for establishing a PJP. The membership and responsibilities can be adapted to local needs and preferences but must conform to overall guidelines. There is a considerable amount of flexibility in how a PJP is established.**

## Corporate Renewal – A New Organizational Structure

Currently, each organization within SJHS has an individual Board that works to further the Mission, Vision and Values of the System in their local communities. These Boards report directly to the SJHS Board of Directors. In the new Organizational Structure, each member Board will report to the SJHS Board of Directors, who will in turn report to the Diocesan Public Juridic Person (PJP).



## Impact on St. Joseph's Resource Development System (SJRDS)

The relationship of St. Joseph's Resource Development System (SJRDS) and member Foundation Boards to the new PJP and SJHS Board is still to be determined. SJRDS representatives, both at Board and CEO levels, were involved in a significant way during the consultation process to develop the Corporate Renewal as a key partner of SJHS. The SJRDS Board/CEO Group has commenced a separate review process to determine opportunities for SJRDS members as a result of the Report's approved recommendations. This review process will engage our local Foundations in a consultative manner, and updates will be provided in future newsletters.

## Leadership of the Renewed System—CEO Search Underway

A key component of developing a fully integrated management model for SJHS is the development of a position description for the President and Chief Executive Officer (CEO) role.

The SJHS Board, in approving the Corporate Renewal Report, recognized that this is a "new" position as there are a number of different areas of responsibility from the existing SJHS CEO position.

The primary change in the role is that all operations and staff will now report directly or indirectly to the SJHS CEO position. In the past, the focus of the

position was on facilitating versus directing SJHS initiatives.

For this reason, the current position has been determined to be "vacant" and a Search Committee has been formed. The recruitment process will be guided by the SJHS CEO Search policy. The initial phase of the process will be limited to internal SJHS candidates and a notice has been posted throughout SJHS member organizations.

If the internal search process is unsuccessful in attracting a suitable candidate for this position, a full national search will take place.

One of the initial key responsibilities of the successful candidate will be to design an organization structure for SJHS based on successful models in Canada and internationally to maximize mission integration, strategic and succession planning, and stewardship. Additionally, the importance of strong relationships and partnerships in each local community and integrated programs across the health care continuum (long term care, complex care, home care, mental health, acute care and community-based care) are important goals consistent with the Mission, Vision and Values of SJHS and the legacy of the Sisters of St. Joseph of Hamilton.

## Corporate Renewal Sub-Committees and Task Groups: An Overview

**SUB-COMMITTEES:** Two Corporate Renewal Sub-committees have been established: one to oversee legal review and a second to oversee communication.

### The Legal Review Sub-committee will:

- Act as a liaison with legal counsel on all matters pertaining to work of the Corporate Renewal Coordinating Committee (CRCC) sub-committees and task groups;
- Review response from legal counsel and report to CRCC on key issues;
- Review and make recommendations on incorporated status of SJHS and member organizations based on Corporate Renewal recommendations.

### The Communication Sub-committee will:

- Coordinate all internal and external communications related to the work of the CRCC, sub-committees and task groups.

**TASK GROUPS:** Four task groups will lead the Corporate Renewal process.

### St. Joseph's Health System CEO Search

- The SJHS CEO Search task group will undertake a CEO Search process consistent with the existing SJHS Search Policy and recommendations of Corporate Renewal. This process will commence immediately.

### One Community-One Board

- Two sub-groups will exist in this task group: one for Brantford (St. Joseph's Lifecare Centre) and one for Hamilton (St. Joseph's Healthcare Hamilton, St. Joseph's Home Care Hamilton and St. Joseph's Villa Dundas).
- BRANTFORD—this task group will form a Nominating Committee to recreate a Board of Trustees for the Brantford Community utilizing the model outlined in the OHA Guide to Good Governance and SJHS Roles and Responsibilities booklet. It will also facilitate the transition of governance from SJHH to SJLB.
- HAMILTON—this task group will develop a transition strategy to implement a single Board structure for Hamilton. It will also address appropriate skills/abilities of a Board to govern a multi-sector organization and will facilitate the transition of governance to a single Board in Hamilton.

### Sponsorship

- Within the sponsorship Task Group, one sub-group will oversee the reserved powers for PJP and a second sub-group will work on determining the relationship between PJP, SJHS Board and Member Boards.
- RESERVED POWERS—this task group will determine the reserved powers which will be transferred from the Sisters to the Bishop in a PJP model.
- DETERMINING RELATIONSHIP—this task group will establish the relationship between PJP and SJHS Board of Directors and member Boards based on distribution of reserved powers, SJHS By-laws and the SJHS Roles and Responsibilities booklet.

### International Outreach Program (IOP)

- The IOP task group will develop a SWOT analysis and recommendations relating to combining IOP and Research into a separate division. It will further develop an implementation strategy and recommendations to create a separate governance/management structure for IOP (with or without research).

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

Brian Guest, CEO, SJHS

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