

Connecting One Person at a Time

I never look at the masses
as my responsibility
I look at the individual
I can only love one person at a time
Just one, one, one...
So you begin... I begin
I picked up one person —
Maybe if I didn't pick up
That one person I wouldn't have
picked up some 42,000
The whole work is only
a drop in the ocean
But if I didn't put the drop in,
The ocean would be one drop less
Same thing for you
Same thing in your family
Same thing in your business
Wherever you go
Just begin... one, one, one.
—Mother Teresa

Introduction

Never before has there been such a critical need for Catholic health care organizations, given the need to support healing as so much bigger than recovery from sickness, offering a voice and better health care to those who are most in need (mental health, those with chronic, debilitating illness, the elderly, etc.) and a yearning from employees for a strong identity with a values-based organization. By sharing this publication with others, we hope to create a better understanding of our history, our mission and our future in the context of our identity as a Catholic health care facility.

Paul Caplan, Chair

Cliff Nordal, President & CEO

A Future Nurtured in Histories of Faith & Compassion

LIKE THE TREE THAT TAKES ROOT & THEN BEARS FRUIT, St. Joseph's Health Care, London continues to grow from the humble and compassionate beginnings of our founders, the Sisters of St. Joseph, the Women's Christian Association of London, and the former London and St. Thomas Psychiatric Hospitals.

Today, we continue to be

- a publicly-funded teaching health care organization;
- owned by the St. Joseph's Health Care Society of the Roman Catholic Diocese of London: and
- governed by a volunteer board of directors who represent the community.

Our collective identity or culture may generate questions about what makes us unique in today's emerging health care system; what we have in common with others; how we embrace all those who come to us for care and those who provide care; what expectations our owners have of us; and how we balance these expectations with the needs of a large, diverse region — in keeping with our mission and vision.

This publication is intended to help answer some of these questions. We want to ensure that everyone who volunteers, practises or is employed at St. Joseph's has a clear understanding of our identity and our values.

Here you will learn more about the efforts we are making to continue to honour our faith-based heritage, Roman Catholic sponsorship and legacy of service to the poor, marginalized and most vulnerable members of our communities. As a Catholic health care facility, we are distinctive for our holistic view of human beings, concern for the soul, view of life as sacred, concern for human dignity and quest for meaning, understanding of the value of ritual and religious symbols, responsibility to the community and the greater good and the call to justice.

We hope to assure you, the reader, of our commitment to care as we continue to develop our new roles and fulfill our mission.

What is an Organization's Culture?

THERE ARE MANY WAYS to describe an organization's culture. Some refer to it as the 'personality' or 'soul' of an organization. Others identify key elements that together, describe a culture. These elements include:

- values and beliefs that are stated openly to be of core importance and upon which decisions are made and behaviours are measured;
- attributes and other characteristics described as important or notable about the organization;
- tangible signs or artifacts that illustrate an organization's beliefs and values; and,
- certain events and activities that staff routinely participate in that demonstrate how those beliefs and actions are lived in the organization.

Understanding organizational culture is vitally important in organizations facing major change – and St. Joseph's is no exception.

In 1997, we began implementing the sweeping changes mandated by the provincial Health Services Restructuring Commission. One of our first tasks was to create a shared understanding of the cultures of Parkwood Hospital, the London and St. Thomas Psychiatric Hospitals and

St. Joseph's Health Centre (including Mount Hope Centre for Long Term Care) — the major groups coming together to form the new St. Joseph's Health Care, London.

At St. Joseph's, we do reflect on our culture. We know that, as an organization created from an amalgamation of separate organizations, we have distinct cultures. However, our focus is on our common strengths and vision.

Our common strengths began to emerge -

- an abiding concern for those in need and to respond with compassion;
- a desire to seek excellence in all we do and to find new ways to meet the needs of those we serve;
- to provide care and service in a team or shared leadership environment, based on strong relationships of respect and compassion for one another; and
- to be accountable to our community as good stewards of our resources.

Our funding and government relations also present unique features that influence organizational culture. For example, the expectations of veterans and Veterans Affairs Canada at Parkwood Hospital has a tremendous cultural influence in that facility, while the history of direct provincial administration of psychiatric hospitals instilled a different approach at those facilities.

Today, as part of our consciousness about culture, we acknowledge our unique roles — acute/ambulatory care; specialized mental health care; rehabilitation; specialized care of the elderly (including veterans care); long-term care; and complex care (including palliative care) — and at the same time, continue to weave and strengthen our 'common threads'. As partners in the health system, again we are focusing on the common good and mutual objectives.

Common Threads - Defining Our Values

RESPECT: Honour the people we serve. Appreciate the work of others. Welcome the contributions of all. Celebrate diversity. Be truthful, honest and open. Listen.

EXCELLENCE: Give our best each day. Be creative and resourceful with our gifts, skill and talents. Build on our proud past. Work as a team to seek the new, the undiscovered. Make a difference. Learn.

COMPASSION: Be with others. Understand their needs, realities and hopes. Give from the heart. Sustain the spirit. Care.

LIVING OUR VALUES

During 2000, as part of our values clarification work, we created a new performance development system (PDS). PDS describes day-to-day examples of the behaviours that demonstrate how, as individuals, we try to live out our organizational values. We ask others for examples of how we have demonstrated the values and what we could do to strengthen them in our own work. This integration of our values into our daily work lives helps us to remember the impact each one of us has on our organization's culture and success. Our values are demonstrated in our performance.

Values, Vision & Mission

OUR VALUES ARE THE FOUNDATION on which we make decisions and exemplify our culture and identity to others. Our vision is what we aspire to be. Our mission describes what we do and whom we serve. Our success factors identify what we need to focus on in order to achieve our vision and mission.

The building of our new organization and culture is continuous and ongoing as St. Joseph's continues to experience unprecedented change.

Our founders mean a great deal to those who are part of today's St. Joseph's. While some may not have had a direct connection with our founding organizations, the stories and histories of their humble beginnings reflect our work today.

8

Our Mission, Vision & Values

Who We Are

ST. JOSEPH'S HEALTH CENTRE, PARKWOOD HOSPITAL & THE LONDON/ST. THOMAS PSYCHIATRIC HOSPITAL have joined together to create a new health care organization to serve the residents of London and Southwestern Ontario, and the Veterans of Canada. We are owned by the St. Joseph's Health Care Society of the Roman Catholic Diocese of London, and governed by a volunteer board of directors representing the community. Our services are publicly funded.

We are a major teaching and research centre affiliated with the University of Western Ontario and Fanshawe College.



What We Do (Mission)

WE HELP PEOPLE to maintain and improve their health and work with them to minimize the effects of injury, disease and disability.

We do this by pursuing excellence in care, research, and education in a wide range of hospital, clinic, long term and community-based settings. We work with our partners to create a better health care system.

What We'll Be (Vision)

A RESPECTED SOURCE OF EXCELLENT HEALTH SERVICE guided by the people we serve... provided by people who care.

How We Serve (Values)

INSPIRED BY THE CARE, CREATIVITY & COMPASSION OF OUR FOUNDERS – the Sisters of St. Joseph, the Women's Christian Association, and the London Psychiatric Hospital and St. Thomas Psychiatric Hospital – we serve with respect, excellence and compassion.

Five Key Success Factors

AS A COMPANION piece to our values, vision and mission, we have identified the key success factors for achieving our vision. The five key success factors are used to frame our strategic plans and to report on and share our progress with others.

- · Focus on those we serve
- · Plan, Innovate, Implement
- · Bring out the best in ourselves and others
- Foster collaborative relationships
- · Use our resources wisely

The success factors are integrated into each person's role map. Staff members helped to create role maps for each of 23 role groupings. The role maps describe the tangible ways people in all job groupings — from support staff to clinicians; from leaders to board members — contribute to the achievement of our vision by focusing on our success factors and values-based behaviours. This forms the basis of everyone's performance development and learning plan.

Strategic Plan

ST. JOSEPH'S IDENTITY IS ROOTED in how we care, in our strong emphasis on ethical discernment, and in our tenure as a Catholic health care organization. Our respect for the value of human life and the dignity of the individual are inherent parts of the St. Joseph's 'brand' of health care. Our strategic plan for 2005–2009, which identifies the focus of our work, includes key elements of our Catholic ministry.

There are specific initiatives and plans in three key areas: patient satisfaction, human resource plan (learning, recognition), and partnership and strengthening identity. We will:

- Be a progressive workplace that lives its values;
- Excel in compassionate evidence-based care; and,
- Together with our community and partners, strengthen our role in the evolving integrated health care system.

"I find the great thing in this world is not so much where we stand, as in what direction we are moving — We must sail sometimes with the wind and sometimes against it — but we must sail, and not drift, nor lie at anchor."

—Oliver Wendell Holmes Ir.

Spiritual Care

THE ROLE OF THE SPIRITUAL CARE TEAM, comprised of people from a variety of faith traditions, means embracing all human questions and expressions of need, longing and desire for purpose in life. It means helping people to live with their own questions as they seek to understand their relationship with our world and with God — however God is perceived. It is inclusive of all religious expressions but not limited to them.

As individuals and families struggle to find meaning in the midst of the chaos of life and in the face of an illness or injury, this dedicated team of chaplains, spiritual care professionals, are available to provide support.

The spiritual care team understands that people have varying ways of experiencing and expressing a spiritual dimension in their lives. In today's multi-faith world, and through our name, our service respects all people we serve. Our name conveys an understanding that a person's religious expression may be different from ours, but their spiritual needs, hopes and fears are common to all.

Opportunities for training and education are also available through our spiritual care team with our clinical pastoral education program. Internships are available to suitable candidates interested in learning more about spiritual care, or for those who have a view to a career in clinical chaplaincy or who may be preparing for ministry within their own faith community.

Life as a Gift

THE ROMAN CATHOLIC TRADITION HOLDS
THAT LIFE IS SACRED – from the moment of
conception until physical death – because God has
given life to us in trust. Recognition of life as a gift has
implications for how we view and treat each other because
we believe each person's dignity flows from God – has
been given by and reflects the goodness of God. Many
religious groups hold similar beliefs.

As a Roman Catholic hospital, we are entrusted to ensure respect for all human life. Ethical guidelines are in place for procedures that may call these values into question — ie, abortion & counselling, vasectomy, tubal ligation, early induction for lethal fetal anomalies and treatment of ectopic pregnancies. (Contact Communication & Public Affairs if you would like additional information on these guidelines.)

We provide supports for people making personal and care decisions in these matters in their experience of acute and chronic illness and at the end of life. Those we serve, their families and our care providers have 24-hour access to counselling and support. We help people make their personal decisions by ensuring they are informed about their choices.

Our ethical discernment process, outlined on pages 18-19, is a guiding light for both the 'big' ethical issues in health care and the everyday ethical questions around our care.

Relationship with the St. Joseph's Health Care Society

OUR OWNERSHIP & SPONSORSHIP hold important and distinguishing accountabilities for our organization and its people. When the Sisters of St. Joseph concluded their direct leadership and management roles in the operations of St. Joseph's, a new ownership body — St. Joseph's Health Care Society — was formed to ensure the Objects of the Sisters of St. Joseph continue to be upheld.

These Objects are:

- "to promote the establishment of a philosophy of health care in the hospitals as noted above "reflecting the Christian values in the Roman Catholic tradition that have traditionally been exemplified by the Sisters of St. Joseph;"
- "to ensure that there is an active and committed spiritual care department that effectively meets the need of patients of all religious convictions" and "to ensure that the sacramental needs of members of the Roman Catholic faith community must always be especially provided for;" and,
- "to encourage a planned and ongoing mission statement implementation process."

The Society is generally made up of lay people who elect their own board from their membership. The Society Board approves the appointments of the board of directors, the appointment of the CEO, and ensures that mission, spiritual care and ethics services are in place and are serving people of all faiths and belief systems.

Each year, we present annual reports and audited financial statements to the Society Board for approval. At this time, our slate of board directors is also approved, along with the auditors for the next fiscal year.

We enjoy a positive relationship with the St. Joseph's Health Care Society. They are most supportive of our endeavours to work in partnership with other care providers while maintaining our organization's identity and values. The Society is very interested in understanding the types of ethical dilemmas our care providers face and how we work through issues and make decisions in keeping with the examples set by our founding organizations.

16

17

Health Care Ethics at St. Joseph's

ST. JOSEPH's Health Care, London, in accordance with its mission statement, has an obligation and legitimate right to establish and articulate ethical health care policies that communicate and witness to our Roman Catholic faith and Christian values in providing health care services in the community.

St. Joseph's also recognizes the need to provide education to all levels of the organization and the broader community so that these ethical health care policies of St. Joseph's are clearly understood and appreciated as being essential to our mission.

The Health Care Ethics Committee is a standing committee of the Board of St. Joseph's Health Care, London. It serves as a resource of consultation, research and study to the Board, the administration and health care staff, the patients and the broader community. As such, the committee tries to help these audiences as they struggle with the complex ethical issues arising out of today's health care practices within the framework of St. Joseph's Health Care mission, values and philosophy. This philosophy is to apply the compassion and justice of the teachings of Jesus Christ as they promote the dignity of the human person in administering health care. We are in continual dialogue with our local Roman Catholic diocese in all areas of difficult discernment.

In today's society, it is hard to miss the 'big ethical issues' in health care. The public and the media debate over the

ethics of modern medicine and science, especially cloning and stem-cell research, reproductive technologies, resource allocation and issues in death and dying.

But ethics is more than 'big issues'. It is first and foremost about the everyday ways we treat and serve one another. We seek in all these situations, scientific and ordinary, ways to understand and apply our Catholic tradition founded on a Christian love of neighbour and respect for all.

A Roman Catholic tradition of ethics confirms life and healing. It speaks to truths about the dignity of the person, the goals of medicine, the common good, and meaning in suffering and death. We are committed to ethical and professional practice, rooted in the Christian tradition of healing and our core values. In each of our founding organizations, there is a long-standing and strong tradition of ethics, and importantly, a tradition of care with and for those who are most vulnerable. Such care is integral to the ministry of the Church — a ministry that continues today in a rapidly changing health care system.

Health care is shaped dramatically by scientific, economic and political factors. In the face of such complex change, it is sometimes difficult for us to see the ways in which our traditional values are to be understood and applied in differing situations. We live in a time in which it is important for us to ask questions so as to understand better how we can act upon our values in keeping with Catholic tradition.

St. Joseph's Health Care Ethics Committee of the Board has members drawn from the Board, the community, our care providers and our full-time clinical ethicist. The committee also includes two Roman Catholic theologians. Through this committee, its various sub-committees, the ethics education and consultation committees at each site, and the perinatal ethics council, we identify ethical issues and provide ethics consultation to support patients/residents/clients, their families and care delivery teams. We offer a range of education opportunities, and also provide input into the development of care delivery and administrative policies.

A recent initiative, noted in the 2005 accreditation surveyors' report under Good Practices, is the development of the Ethics Pocket Tool, which is available from organizational development & learning services, ext. 64473, to assist staff in decision making, reflection and skill development. Surveyors noted the "excellent process for the resolution of ethical issues." In other work, the committee has revised its statement of covenant, which explains why St. Joseph's, as a Catholic hospital, is different from other hospitals that are not religiously affiliated.

The Health Care Ethics Guide, published by the Catholic Health Association of Canada in consultation with Catholic hospitals, is a most important reference for our care providers.

Our Catholic tradition and values ground the way we see ourselves as an organization, living ethically and providing 'places of moral trust' for all those who work, practice and volunteer and for all whom we serve.

Questions & Answers

What are some of the ways we express a Roman Catholic identity?

Our organization's Roman Catholic heritage is expressed visually as well as other ways within our organization. Religious symbols, such as statues and crucifixes are placed in common areas, particularly at our St. Joseph's Hospital and Mount Hope Centre for Long Term Care sites — the founding sites of the Sisters of St. Joseph. We are sensitive to the placement of Roman Catholic symbols at some of the sites that have recently joined the organization. We hold a principle of inclusiveness, upheld by Catholic teaching, and therefore do not impose to the same extent the overt signs of Roman Catholicism across the organization.

Symbols of a common Christian heritage exist at all sites.

The organization is blessed with places of worship, reflection and prayer at all major facilities, providing sacred places for all seeking sanctuary. For many, these places and symbols offer solace, hope and connection to each person's faith or spiritual tradition.

We also express our faith-based tradition through our actions. In addition to individual behaviours, expressions of belief are manifest in spiritual celebrations, the reflections offered at the beginning of Board and leadership meetings, and in the ways we portray ourselves to the community through publications and presentations.

We provide preferential treatment for the poor, marginalized and most vulnerable members of our communities. How do we ensure that everyone — regardless of beliefs or religious affiliation — feels welcome and comfortable within a faith-based and Roman Catholic-sponsored organization?

We foster an environment of shared leadership and shared accountability, respecting all members of our organization and those who come to us for care: We engage those we serve and their families in making decisions about their care. We strive to include physicians and staff members in decisions that affect their service to others. And we ensure the communities we serve are represented in the life, work and decisions we make as a corporation. We want to live, work and serve in the example of Jesus Christ.

Does the care delivered at St. Joseph's — or in other faith-based hospitals — really differ from other public hospitals?

We believe that people are called to work in health care out of a desire to serve and help others, and that, regardless of their organizational affiliation, this sense of duty and compassion is present. However, we do hear from those we serve and from people who have worked in other organizations that there are differences.

We believe these differences stem from an environment in faith-based organizations that values time spent on values clarification and relationship building. Faith-based organizations also regard their role as a healing ministry, with an equal emphasis on physical, emotional and spiritual wellbeing. We believe we should be aware of differences, but our primary focus with other organizations is to seek common ground on which to build our collective capacity to serve those in need.

A beacon of light for the future

THE FOLLOWING HOPES HAVE A DIRECT BEARING for the ongoing role of our Health Care Ethics Committee:

- We hope to provide a consistent interpretation of health care that respects the totality of the human person with a special emphasis on the spiritual dimension.
- We hope to be a beacon of rationality in a world where technology is reducing people to objects and values to expediency.
- We hope to witness to the deepest meanings of life and death, suffering and hope, the poor and the marginalized.
- We want our Health Care Ethics subcommittees, in their reflection and action around ethical issues, to be a true conscience, that is, a personal response to the call of the Holy Spirit who resonates in every human heart, in order to be a resource to staff, patients and families who are struggling with ethical problems and decisions.
- We hope St. Joseph's, through its staff and Health Care Ethics committees, can be a light to the values of the world, a signal for future directions of ethics and moral theology in witnessing to the call of Jesus Christ in our own lives and in the life of St. Joseph's Health Care.

In all of this, the key words are: Interpretation, Rationality, Meaning, Conscience, and Jesus Christ.

We strongly think and feel that ethical discernment has a vital role to play at St. Joseph's and our various Health Care Ethics committees are essential in assisting everyone at St. Joseph's to be more integrated personally and in their witnessing of positive health care in our city and our religious communities.

