

# Working Together

A Core Document for Sponsorship and  
Governance in Catholic Institutions





*Established 1997*

712 College Avenue West  
P.O. Box 1879  
Guelph, Ontario N1H 7A1

Tel: (519) 767-5600  
Fax: (519) 767-5602

E-mail: [chco@chco.ca](mailto:chco@chco.ca)  
Web: [www.chco.ca](http://www.chco.ca)

***We thank you for your collaboration in our shared mission.***



# A Challenge to Assess

The Catholic Health Corporation of Ontario (CHCO)\* was created in 1997 as a corporation and a health care sponsoring agency of the Catholic Church. The purpose is to accept sponsorship of health care institutions in Ontario when congregations of Sisters are ready to move on to other ministries, and to work in partnership with them. The congregations currently involved are: The Sisters of St. Joseph, Toronto; The Sisters of St. Joseph, Sault Ste. Marie; The Grey Sisters of the Immaculate Conception, Pembroke; The Sisters of Charity of Ottawa; The Sisters of Providence of St. Vincent de Paul, Kingston; The Missionary Sisters of the Precious Blood, Richmond Hill, as well as the Catholic Health Association of Ontario.

The institutions sponsored by the CHCO share in a common mission – furthering the healing ministry of Jesus. This call is reflected in the mission, vision and values statements of each institution. At the same time, each institution has a particular heritage and tradition that marks the identity of the institution in a unique way.

As the sponsor the CHCO is committed to working with each institution in a way that furthers the institution's mission, enables it to operate in a manner consistent with the teachings of the Catholic Church, and honours the philosophy of the founding congregation.

This document is intended for use by the sponsor board and the institutional boards, chairpersons and CEOs to assist in understanding the meaning of **Sponsorship** and the roles and responsibilities this entails. It presents an understanding of the relationship and expectations between the sponsor and the sponsored institutions. The **Key Indicators** of *Catholic identity* and *mission* are offered in order to help measure the influence of mission and values within each institution. It is the hope of the CHCO that reflection on these indicators, and acceptance of the challenge to measure current standing in relation to them, will ensure these core elements of Catholic identity remain a meaningful and life-giving part of the mission and ministry of each institution.

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\* CHCO Mission Statement: We sponsor member institutions and thereby continue and strengthen Catholic health care in Ontario. We work with the people we serve to perpetuate the healing ministry of Jesus.

# Sponsorship

Sponsorship is the **Relationship** whereby the CHCO<sup>1</sup> continues to influence the incorporated institutions that have been entrusted to it in a way that furthers the mission of both the sponsor and the institutions. Sponsorship includes a **Formal** relationship expressed in legal documents and an **Informal** relationship that represents a commitment to work together in mutual service to mission. As such the relationship assumes accountabilities between sponsor and the institutions.

As an incorporated body the CHCO has defined responsibilities under canon law, civil law and the *Federal Corporations Act*.

In 1997 CHCO received formal approval from the Vatican as the sponsor of the health care institutions established by the religious congregations that partnered to form the CHCO. That recognition of CHCO as a sponsor entails defined powers, responsibilities and accountabilities.

The CHCO is directly accountable to the Vatican for ensuring these institutions, in their operations and spirit, adequately reflect the indicators of Catholic identity.

As is imbedded in the by-laws of each of the sponsored institutions, the directors of the CHCO are the Members of each institution's corporation, and in that capacity the CHCO holds certain Reserved Powers in relation to the governance and operation of each institution.

One of the central responsibilities of the sponsor is to elect individuals to the institutional boards. In this way there is a line of accountability between the institution's board and the sponsor. This represents a mutual relationship that calls the institutional board to report to the sponsor on its efforts to ensure the institution operates in a manner consistent with the teachings of the Catholic Church. The relationship also entails a commitment on the part of the sponsor to work with the institution to enable it to carry out its work as an expression of the church's health care ministry.

The key indicators of Catholic identity, which the institutional boards are expected to measure and report on to the sponsor, are presented in this document.

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1. The Catholic Health Sponsors of Ontario (CHSO) is a public juridic person that carries out its canonical responsibilities by means of a civil corporation, The Catholic Health Corporation of Ontario (CHCO). The Boards of both corporations are the same. The CHCO carries out its civil responsibilities by being identified as the MEMBERS in the by-laws of the Corporation of the institutions it sponsors.



# Sponsor Responsibilities

## Mission

- Formulate the sponsor mission, recognizing the heritage of the partner congregations as integral to the sponsorship ministry.
- Ensure that mission education is available for the institutional directors and leadership of sponsored institutions; receive annual reports on the mission of the sponsored institutions.

The mission is carried out in a spirit of **Collaboration**:

- Build trust with institutional directors and leaders based on collaboration and recognition of a shared call to service.
- Be models of transparency by willingly acknowledging achievements and mistakes.
- Exercise dialogue skills, listening, prayer, and ethical decision making processes.

**Leadership Development** is a core element of the sponsor's mission:

- Provide opportunities for leadership development focused on the spiritual and ethical foundations of Catholic health care.
- Provide education on key issues facing Catholic health care.

## Relationship with Church

- Cultivate a strong relationship with church leadership and founding congregations through open communication and regular discussions.
- Articulate the foundations of Catholic health care and the ministry of sponsorship in a pluralistic society.

## Catholic Social Teaching

- Ensure that sponsor and institutional decisions reflect Catholic social teachings with special attention to those most in need, the common good, justice, dignity of the person and reverence for life.

## Ethical Reflection

- Make decisions that are in keeping with the Catholic ethical tradition.
- Hold institutional boards accountable for adherence to the *Health Ethics Guide*.<sup>2</sup>
- Engage in and encourage opportunities for education on church teachings and ethical issues facing Catholic health care.

The CHCO has a sponsorship relationship with:

**St. Joseph's Health Centre**  
Toronto

**St. Joseph's Health Centre**  
(including **St. Joseph's Continuing Care Centre** and **St. Joseph's Villa**)  
Sudbury

**The Mattawa Hospital**  
Mattawa

**St. Michael's**  
Toronto

**St. Patrick's Home**  
Ottawa

**St. Joseph's Care Group**  
Thunder Bay

**Bruyère Continuing Care**  
Ottawa

**Providence Healthcare**  
Toronto

**St. Joseph's General Hospital**  
Elliot Lake

**Pembroke Regional Hospital**  
Pembroke

**Marianhill**  
Pembroke

**Providence Care**  
Kingston

**Mental Health Centre**  
Penetanguishene

**Mariann Home**  
Richmond Hill

2. The Catholic Health Association of Canada, *Health Ethics Guide*, Ottawa, 2000.



*St. Joseph's Care Group will identify and respond to the unmet needs of our region as a way of continuing the healing mission of Jesus in the tradition of the Sisters of St. Joseph of Sault Ste. Marie."*

**St. Joseph's Care Group**  
Thunder Bay

*"Inspired by the compassionate spirit of St. Marguerite d'Youville, staff, Sisters and volunteers reveal the healing presence of God by creating an enlivening and welcoming home."*

**St. Patrick's Home**  
Ottawa

## **Spiritual and Religious Care**

- Ensure institutions provide spiritual and religious care and maintain visible signs of Catholic sponsorship.

## **Corporate Accountability**

- Act in accordance with legal and church-related requirements in fulfilling responsibilities.
- Exercise the sponsor's reserved powers appropriately and in a timely manner.
- Aid in the selection of, and approve the recommendations for, directors and institutional CEOs who are committed to the ministry of Catholic health care.
- Develop a mission orientation and succession plan for sponsor board and CEO.
- Approve the mission and values of the sponsored institutions to ensure they are identified as Catholic and that the institutions continue the healing ministry of the church.
- Elect and appoint individuals to institutional boards and dismiss directors as required; appoint a CHCO designate to the institutional boards – their responsibility is to help facilitate communication between the institution and the sponsor.
- Require the pursuit of excellence and high standards in sponsored institutions.
- Receive annual reports from sponsored institutions and provide feedback.
- Appoint auditors for CHCO and member institutions; receive and review audited financial statements and reports.
- Approve institutional loans greater than a designated amount so as to be assured of ability to repay and not place church property in jeopardy.
- Review recommendations for the purchase or sale of property owned by congregations, ensuring the owner is aware and involved.

# Institutional Responsibilities

## Key Indicators of Catholic Identity

In light of its **Mission** and **Values**, and on the basis of its responsibilities as sponsor, the CHCO calls on the people within the institutions it sponsors to demonstrate the **Indicators** of Catholic identity. This challenge is meant to assist the boards and leadership in making value-based decisions and in shaping their institutions so that they thrive as compassionate and vibrant witnesses of the church's healing ministry.

### MISSION and VALUES

Mission and values statements are a call to build an understanding of the heritage and tradition of the institution, to define the service which the employees work to accomplish, and to know the spirit which motivates that activity. These statements define who will benefit from the institution's existence and what experience those inside and outside the institution can expect to have.

### KEY INDICATORS:

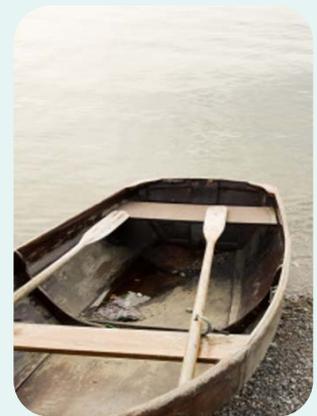
1. The mission of the institution is clearly formulated; a culture is fostered that aims at the integration of the institution's mission and values into the operations; programs at all levels reflect the philosophy and mission of the institution.
2. Clear lines of responsibility and accountability for mission integration have been incorporated; a report on mission and its integration into operations is submitted to CHCO annually.
3. Decisions are made consistent with the heritage of the Sisters and the mission and values of the institution; the historical foundations of the institution as a Catholic organization are articulated to internal and external constituents.
4. Strategic plans are kept current in light of the mission of the institution.
5. Mission orientation takes place for directors, volunteers and staff.

*"We are a regional community hospital committed to delivering a wide range of quality health services. Following Catholic tradition, we will meet the physical, emotional, and spiritual needs of all."*

**Pembroke Regional Hospital**  
Pembroke

*"Trusting in Providence and strengthened by the spirit and tradition of our Founders, the Sisters of Providence of St. Vincent de Paul, we enhance the quality of life by meeting the physical, emotional, social and spiritual needs of each person."*

**Providence Care**  
Kingston



*“Providing expert long term care of those in need and in particular for the frail, elderly and dependent, through a holistic, Christian approach to all persons.”*

**Mariann Home**  
Richmond Hill



*“Inspired by our founder, Mother Élisabeth Bruyère, we are a Catholic health care organization committed to improving the quality of life of our patients and residents. We do this by providing compassionate, exemplary care and by promoting excellence through teaching, education and research.”*

**Bruyère Continuing Care**  
Ottawa

## **ETHICAL REFLECTION**

Questions of fundamental meaning about life, death, suffering, dignity, dependence, fidelity, care and justice are inherent in all the decisions made by the health care institution. The Catholic ethical tradition is based on a number of pillars of moral wisdom: scripture; tradition – especially official church teaching; experience; and reason. The challenge is to be faithful to fundamental beliefs and ethical principles while applying them to particular cases so that the health care encounter is one that reflects the openness and compassion of Jesus.

### **KEY INDICATORS:**

1. Decisions are made and policies developed that are in keeping with the guidelines found in the *Health Ethics Guide*; all persons within the institution understand the requirement to follow the *Guide*.
2. The actions and example of decision makers and leaders create an atmosphere that reflects and supports reverence for each person.
3. Education is provided for the board on moral and ethical issues facing Catholic health care; management keeps the board, Bishop and CHCO apprised of emerging issues.
4. Opportunities are provided for education and discussion of ethical issues by an ethics committee that is empowered to review and recommend policies; ethics consultation services are available to advise on challenging ethical situations.
5. Time is taken for ethical reflection to examine how the use of assets, decisions for new undertakings, and governance / management / financial decisions reflect the culture of the institution.

## **SPIRITUAL and RELIGIOUS CARE**

The Catholic health care institution is a community of healing and compassion. Its care embraces the whole person, including the spiritual dimension. It aims in all its disciplines to promote health, to discover meaning and hope in human suffering, and to relieve that suffering where possible. Spiritual and religious care respects and embraces all members of the community.

### **KEY INDICATORS:**

1. The number of qualified persons in spiritual and religious care in the institution is sufficient for the population it serves; the service is reflective of the standards for such care.<sup>3</sup>

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3. Catholic Health Association of Canada and Canadian Association for Pastoral Practice and Education, *Standards of Spiritual and Religious Care for Health Services in Canada*, 2000.

2. Leaders are assisted to develop a mature understanding of the spiritual and ethical foundations of Catholic health care.
3. An environment is fostered in which managers develop a sound grounding in the ministry of Catholic health care; prayer and spiritual reflection are evident in the life of the institution.
4. Visible signs of the Catholic nature of the institution are evident.

## CATHOLIC SOCIAL TEACHINGS

The social teaching of the church is an essential part of the Catholic tradition. These teachings emphasize a commitment to justice and the common good of all people, and provide guidance on various political, economic and social issues of our time.

### Human Resources and Resource Allocation

Resources need to be equitably allocated for internal needs, employee compensation, human growth and development, and community benefit. The stewardship of resources, reasonable use of technology, and value-based employee relations will reflect an appreciation for and practice of the Catholic social teachings.

#### KEY INDICATORS:

1. Institutional policies such as human resource and budget guidelines reflect Catholic social teachings.

### Community and Social Responsibility

Catholic social teaching expresses concern to balance the individual and social needs of people, as well as a concern for the general welfare of the entire human family – the common good.

#### KEY INDICATORS:

1. Initiatives are taken to promote social justice within the organization and in the communities served, with special attention to those most in need.
2. Culturally appropriate programs and services are developed for the communities served.
3. Efforts are made to build trust with partners / stakeholders based on a shared commitment to develop quality health services in the community.
4. An atmosphere and culture of consistent and appropriate communications is encouraged throughout the organization and with the communities served.

*“The Mattawa Hospital will be recognized as the leading health care resource through innovation, partnerships and education, inspired by our founders' Catholic values.”*

**The Mattawa Hospital**  
Mattawa



*“We are a Catholic hospital committed to providing excellence in specialized mental health and addictions services grounded in research and education and guided by faith-based values.”*

**Mental Health Centre**  
Penetanguishene

*“Inspired by the healing ministry of Jesus Christ and the life of St. Marguerite d'Youville, Marianhill provides love and compassionate care in the Catholic tradition to older adults within their homes, the community and Marianhill.”*

**Marianhill**  
Pembroke

*"In 1892, in the face of a diphtheria epidemic, the Sisters of St. Joseph answered the call to service and founded St. Michael's Hospital. Today we champion the never-ending quest for a healthier world, through our culture of caring and discovery."*

**St. Michael's**  
Toronto



*"Providence Healthcare's Catholic legacy dates back to 1857 when the Sisters of St. Joseph founded the original House of Providence. Today, this tradition lives on at Providence Healthcare, and is reflected in our mission and values, our commitment to compassion and our excellence in care."*

**Providence Healthcare**  
Toronto

## LEADERSHIP DEVELOPMENT

The integration of professional education with religious values needs to combine intellectual learning with the human and Christian dimensions of life. This requires learning experiences that will enable leaders to articulate the principles of Catholic health care in a pluralistic society.

### KEY INDICATORS:

1. The institutional board requires and adequately funds initiatives that provide education, grounding and background in the spiritual and ethical foundations of Catholic health care for institutional directors.
2. The institution ensures senior leaders attend programs / retreats that include education in the Catholic tradition and an opportunity for reflection on Catholic health care as a ministry.<sup>4</sup>

## CORPORATE STRUCTURES

In holding accountability as a key requirement, the sponsor and institutional board and leaders engage in reporting practices that ensure the quality of service and the institution's integrity and fidelity to mission.

### KEY INDICATORS:

#### **Institutional Boards**

1. The board acts in accordance with its by-laws and policies, and civil and church requirements, recognizing the sponsor's reserved powers.
2. A governance or nominating committee has been established to recommend individuals as directors who are committed to the mission and values; new directors commit to upholding the institution's mission and values.
3. Succession plans are in place for the institutional board that reflect a commitment to diversity.
4. A formal evaluation process has been established for assessing commitment to the mission and values of the organization on the part of the board, Board Chair, and individual directors.

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4. The CHCO regularly offers the *Foundations in Leadership for Catholic Organizations* program for leaders in Catholic health and social service organizations.

## The Institution

5. The institution is a model of transparency and sets policies that require high standards and the pursuit of excellence in providing high-quality, compassionate care for the whole person – body, mind, and spirit.
6. The CEO is committed to and held accountable for the living out of the healing mission of Jesus; a formal CEO evaluation process is in place, which includes mission integration as a key component.
7. The institution is governed in a fiscally prudent manner: it reports annually on the financial viability of the organization and advises CHCO of potential risks; it recommends the appointment of an auditor; receives and reviews the auditor's reports ensuring recommendations are carried out.
8. Open communication is promoted and practiced with the CHCO as sponsor and with the local bishop through regular discussions and invitations to visit.

## Reporting to the Sponsor

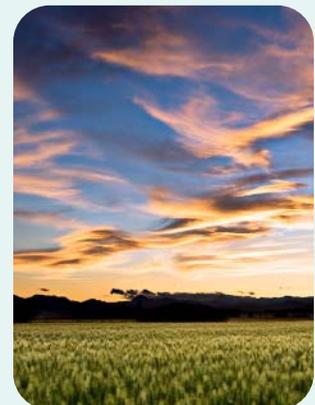
9. Annual reports are submitted to the sponsor in the form of CEO and Chairperson reports regarding the quality and scope of service and the institution's fidelity to mission, ethics and spiritual and religious care.
10. The institution acts in accordance with the reserved powers of the sponsor in recommending changes to by-laws, the nomination of directors, in undertaking loans beyond the designated amount as determined by CHCO, and in proposing changes to the institution's mission and values.
11. In considering the purchase or sale of property the institution presents the rationale to the sponsor, keeping the owners informed.

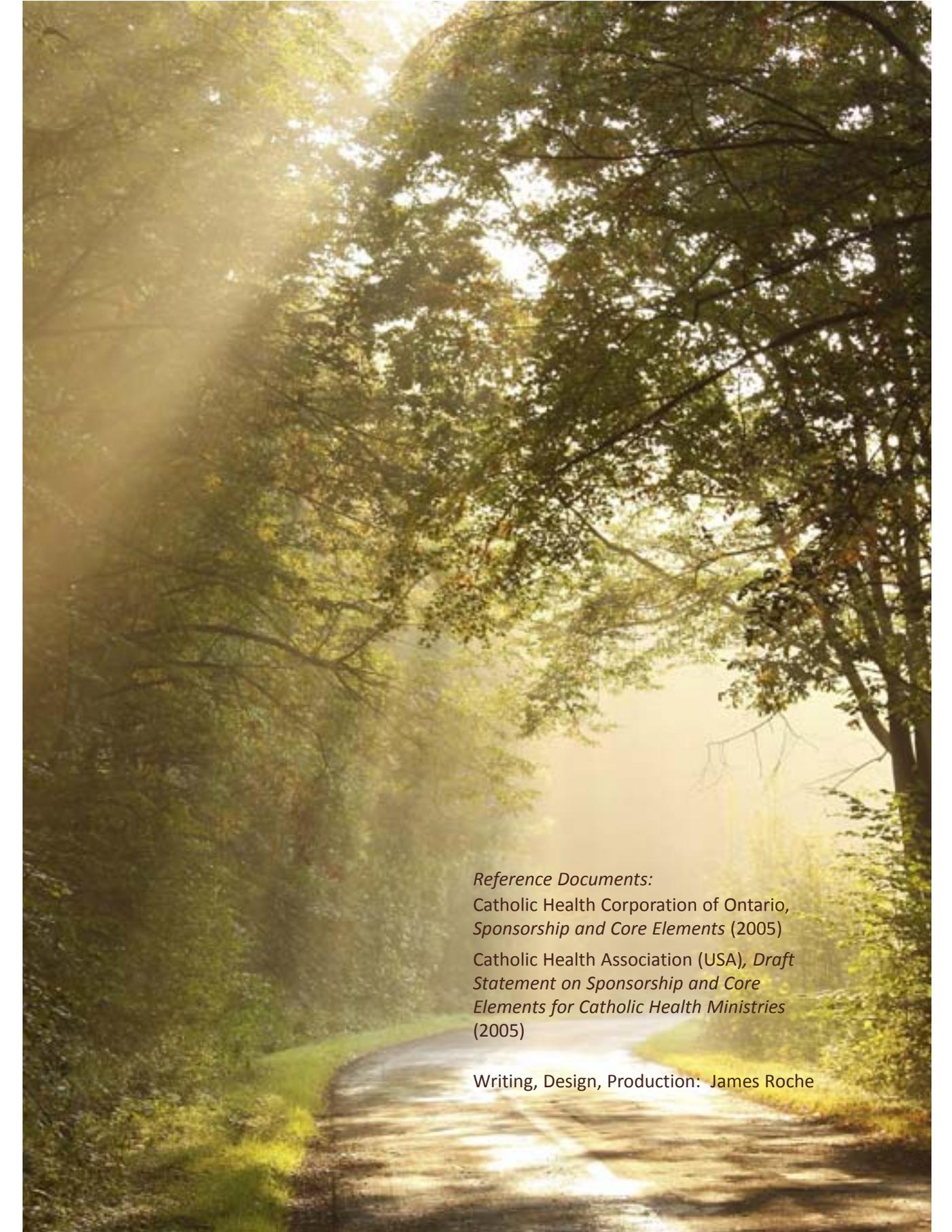
*"As a Catholic organization, we faithfully continue the healing Mission of Jesus, and respond to the needs of the whole person – body, mind and spirit."*

**St. Joseph's Health Centre**  
Sudbury

*"St. Joseph's General Hospital Elliot Lake, a Catholic health care organization committed to the healing ministry of Jesus, shall provide quality health care services to the residents of Elliot Lake, the North Shore and visitors to the area."*

**St. Joseph's General Hospital**  
Elliot Lake





*Reference Documents:*

Catholic Health Corporation of Ontario,  
*Sponsorship and Core Elements* (2005)

Catholic Health Association (USA), *Draft  
Statement on Sponsorship and Core  
Elements for Catholic Health Ministries*  
(2005)

Writing, Design, Production: James Roche