



The *Great* Canadian
Catholic Hospital History Project

Documenting the legacy and contribution of the
Congregations of Religious Women in Canada,
their mission in health care, and the founding and operation of Catholic hospitals.



Projet de la *Grande* Histoire
des hôpitaux catholiques au Canada

Retracer l'héritage et la contribution des
congrégations de religieuses au Canada,
leur mission en matière de soins de santé ainsi que la fondation et l'exploitation des hôpitaux catholiques.

**The Sisters of St. Joseph of Hamilton
Leaders in Health Care**

by
Peter Rosser

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The Sisters of St. Joseph of Hamilton



a) St. Joseph's Motherhouse, Hamilton

The Sisters of St. Joseph – Leaders in Health Care

The Congregation of the Sisters of St. Joseph in Hamilton (CSJ or the Sisters) is an Order of Roman Catholic nuns. Their ministry in Hamilton has been long and diverse: health care, education, caring for the elderly and the disadvantaged, women's issues (relating to domestic violence and the sex-trade industry), and pastoral work in parishes and communities throughout the world.

The objective of this paper was to present a history of the Sisters with an emphasis on the stories of selected leaders and their particular efforts in the development of the St. Joseph's Health System.

Current leaders in the congregation readily identified nine sisters who are regarded as being among the most significant leaders in health care. However, documenting details about these sisters and their individual accomplishments proved somewhat challenging. The sisters did not apply for positions, but were appointed by the General Council (an elected body of sisters chosen from within the congregation) as supervisors, administrators and directors and were moved from one hospital or school to another to meet the required needs of the institution. The Sisters were better at 'doing' than 'recording'. "The Sisters didn't write things down. You learned by osmosis." (Interview: Guest, October 26, 2015.)

After reviewing the material available in the Sisters' archives and the local libraries (McMaster University, St. Joseph's Hospital, and Diocese of Hamilton) and conducting four interviews with past and present members of the health care team, the pertinent information has been assembled in the following documents.

- A brief history of the Order from its arrival in Hamilton in 1852 until the present day.
- A table indicating the number of sisters in the Order from 1852 until today.
- A collection of excerpts from the Annals – a document written by two sisters on the daily life of the congregation.
- A document from St. Joseph's Hospital, Hamilton, which lists the major events in the history of the institution.

- A link to the digitalized edition of the Peggy Savage book, *To Serve with Honour: The Story of St. Joseph's Hospital, Hamilton, 1890-1990*.
- The stories of the sister-leaders, which include their curricula vitae, information gleaned from other sources and transcripts of interviews with four sisters and a senior vice-president of the current St. Joseph's Health System.

Due to the disparate nature of much of the material reviewed, the accuracy of the all of the information cannot be guaranteed. However, the beginning and the end are clear. Three sisters arrived in Hamilton on April 19, 1852 led by Sister Martha von Bunning. On November 22, 1861, the Sisters opened their first hospital – St. Joseph's – in Guelph. Today, 154 years later, St. Joseph's Health System consists of two acute-care hospitals, one urgent care hospital, one mental health centre, three long-term care residences and one home-support service.

The following information does not tell the whole story; it simply provides a glimpse into the work of these religious women, committed to their faith and the well-being of this community.

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A Brief History – Sisters of St. Joseph of Hamilton

A comprehensive history of the Sisters does not exist. However, there is a collection of short histories written for special events: an anniversary celebration, a feature story in the local paper and several attempts at some period pieces that seemed to end as quickly as they began.

Therefore, what follows in this section is an outline of the history of the Order pieced together from a variety of sources. Since this paper is focussed on sister-leaders in the health care field, the majority of the entries are specific to that ministry. It would be a mistake to conclude that health care became their only – or most representative – ministry.

The story of the Sisters of St. Joseph of Hamilton begins on August 19, 1852 when three sisters from Toronto arrived in Hamilton to establish a new community.

Sisters Martha von Bunning, Joseph McDonnell and Aloysius Walker took up residence with Mrs. Tewksbury until their first home at the corner of MacNab and Cannon Streets was ready for occupancy.

They began their ministry by setting up an orphanage in their residence. To finance the operation of the orphanage, and other ministries to follow, they began cultivating community support and running special events to generate funds. They organized the first Orphan's Festival, which would run annually for 100 years. The Catholic community responded by providing funds through "copper collections" at Sunday Mass. The Sisters developed relationships with local farmers for in-kind assistance through donations of surplus produce and they sought out benefactors from the better-off members of the community.

Their first venture into health care began with the cholera and typhoid fever outbreaks in Hamilton in 1854 and 1855. With the assistance of three additional nuns, Sister Philip Lenaten, Sister Philomena Sheridan and Sister Alphonsus Margerum, they cared for the sick in surplus railway sheds purchased for this purpose. Sister Alphonsus contracted typhus and was the first sister to die in Hamilton - October 23, 1855.

In 1855, Hamilton became a diocese. The Sisters separated from Toronto and prepared to open their own novitiate.

On September 1, 1857, the Sisters moved into their new Motherhouse and novitiate at 204 Park Street North in Hamilton. They would remain there for the next ninety-four years. On December 9, 1858, Sister Martha von Bunning was elected as Superior General of this fledgling congregation, which included eight professed sisters and nine novices. With this growing congregation, the Sisters opened a boarding school for girls and took charge of the new Catholic School System. They also extended their ministry beyond the city to other parts of the new diocese and established mission houses in Paris and Brantford.



b) Convent and novitiate,
204 Park Street North, Hamilton

On November 22, 1861, the Sisters opened their first hospital (St. Joseph's) and residence for the elderly (House of Providence) in Guelph. "With no knowledge of hospital services but richly equipped with the experience gained for years in which they had attended the neglected sick and the afflicted with Christ-like solicitude and tender care the Sisters began their first hospital nursing." (Anonymous history circa 1940, CSJ Hamilton, Archives.)

In 1879, Sister Martina Long and Sister Leo, having trained in nursing in Michigan, returned to open the Sisters' first School of Nursing at St. Joseph's in Guelph.

In 1879, the Sisters opened the House of Providence in Dundas to serve the needs of the elderly and the disadvantaged. A local benefactor paid \$8,000 of the \$10,000 required to purchase the property and the remaining \$2,000 was raised through the "House of Providence Picnic", which was hosted each year by the Sisters for the next ninety-two years.

On December 30, 1879, the congregation was incorporated as "The Sisters of St. Joseph of the Diocese of Hamilton". The order now owned St. Mary's Orphanage in Hamilton, St. Joseph's Hospital in Guelph and the two Houses of Providence in Guelph and Dundas.

On June 11, 1890, CSJ opened St. Joseph's Hospital in Hamilton in what was the former house of the bishop. This facility had twenty-five beds and was located on John Street South – still the current site of the Sisters' flagship medical facility. The first operation at St. Joseph's Hamilton was performed by Dr. Roseberg on June 21, 1890. The hospital opened under the direction of Mother Philip, assisted by Sisters Antoinette, Camilla, Marcelline, Herman and Bride.



c) First St. Joseph's Hospital, Hamilton

Four years later, an addition – the St. Ann Wing – was built to house public wards for women and men, private wards, plus a new chloroform and operating room. Electric wiring, which was a significant advancement, was installed in the operating room in 1902.

Throughout the next forty years, the Sisters improved and expanded their ministry in health care in Hamilton and throughout the diocese.

- 1911: The Sisters opened a school and residence for lay nurses at St. Joseph's in Hamilton. The students would work a full day on the wards and then attend classes in the evenings when the doctor and sister-nurse instructors were available. On June 22, 1915, the first class of eight young women graduated.



d) First Graduating Class, 1915

- 1912: An X-Ray Department was added. Dr. A.D. Unsworth opened St. Joseph's first lab and began instructing the Sisters in "Laboratory Techniques".
- 1916: A new Surgical Wing and a permanent Chapel were added.



e) New Surgical Wing, Hamilton

- 1920: New provincial regulations introduced departmental exams and accreditation for all nursing schools.
- 1921: The Sisters established St. Elizabeth Visiting Nurses, an organization designed to provide nursing services in the home.
- 1922: New residences for the nursing students at St. Joseph's in Hamilton were opened at the Undermount Building, directly across from the hospital. The provision of running water and full-length mirrors in each room was viewed as too extravagant by some members of the public.



f) Nurses' Residence, Undermount Building

- 1923: St. Joseph's staff was re-organized under Dr. H.J. Sullivan and the hospital received accreditation from the American College of Surgeons.
- 1924: On October 21, the Sisters opened St. Mary's General Hospital in Kitchener. As with their previous hospitals, the Sisters would add a Nursing School and residence at St. Mary's in 1931 and 1933 respectively.
- The 1940's would see three expansions to St. Joseph's in Hamilton. Our Lady of Victory Wing was opened in 1941, which included additional operating rooms and an emergency department. In 1947 another significant addition – the John Street building - was finished: "One of the most modern hospital units on the continent...contains the newest operating, X-Ray and Laboratory equipment, and accommodates 191 (*additional*) patients." (Jubilee Celebration Program, 16.) (*italics, mine*). In 1949, the sod was turned for the construction of a new maternity wing, which would bring the capacity of the hospital to 500 patients.

With the arrival of the 1950's, the congregation entered a new phase. Since their numbers were now at one hundred and twenty-four, the Sisters needed additional space and began the process of building a new Motherhouse.

On Monday, July 16, 1951, the last Ceremony of Reception and Profession was held at the St. Joseph's Convent on Park Street North in Hamilton. By September 19th of the same year, the Sisters had completed their move to their new home in Bridgeview survey in Dundas. A grand



g) Motherhouse, 1951, Dundas

opening party was held on Sunday, June 23rd.

The Sisters still did not slow down. On August 15, 1955, the Sisters opened St. Joseph's Hospital in Brantford in response to a plebiscite conducted in the city. This hospital would operate as an acute-care facility until 2001 at which time it would transition into being St. Joseph's Lifecare Centre – a long-term care facility.

In the 1960's, the Sisters would establish a new governance model for their hospitals and nursing homes. They created independent Boards of Trustees, which would operate the hospitals according to the bylaws and the philosophy of the Sisters of St. Joseph.

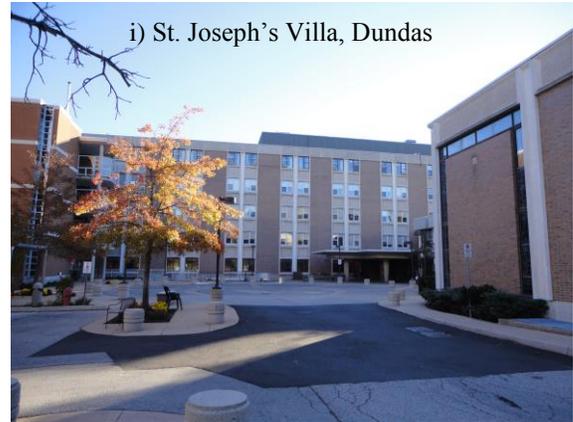


h) Fontbonne Hall Nursing School

In 1962, under the supervision of Sister Virginia Hanlon, St. Joseph's Hospital would build a new nursing school and residence, Fontbonne Hall, which would provide 100 spaces for students. In this same year, a new nine-storey addition was opened at St. Mary's General Hospital in Kitchener.

For the next 24 years, the Sisters continued to expand their health care programs in Hamilton and introduced new ministries to their catalogue.

- 1967: Regional dialysis unit was opened at St. Joseph's.
- 1970: First kidney transplant was performed at St. Joseph's.
- 1971: The House of Providence in Dundas was replaced with the new St. Joseph's Villa.
- 1978: St. Joseph's Villa established a charitable foundation to generate funds for research, resident care and continued capital upgrades.
- 1978-1988: Sister Joan O'Sullivan was appointed CEO of St. Joseph's Hospital and directed the organization through \$80 million in upgrades during her ten year term. Additionally, she established Hamilton's first east-end hospital facility - St. Joseph's Urgent Care Centre in Stoney Creek. Also, during her tenure, St. Joseph's established the Firestone Regional Chest and Allergy Unit.



i) St. Joseph's Villa, Dundas



j) St. Joseph's Urgent Care Centre



k) St. Joseph's Hospital, Charlton Street

- 1983: The Sisters opened Martha House in downtown Hamilton to provide emergency shelter for women and their children who were escaping domestic violence situations.
- 1986: In response to a need from third world hospitals for equipment and medical training, the Sisters would launch their International Outreach Program. The effects of this program were well described in an article in the *Hamilton Spectator* in 2003.

"It now ships 50 tonnes of equipment annually. Haiti and Uganda have been key benefactors. In 1999 Port au Prince's university hospital received \$250,000 worth of life-saving oxygen equipment, installed at that time by Canadian peacekeepers. International Outreach also helps

train medical professionals in developing countries, linking them with professionals in Hamilton hospitals. It's hoped that will be the next step in the new relationship with Yemen." (Thomas Froese, "Sisters of St. Joseph Reach Out to Poor of Yemen," *Hamilton Spectator*, January 31, 2003)

- 1989: The Sisters changed their corporate identity to "The Sisters of St. Joseph in Hamilton".

Prior to 1991, the Sisters owned and operated the following health care institutions in Hamilton and area:

- St. Joseph's Hospital, Hamilton
- St. Joseph's Urgent Care Centre, Hamilton
- St. Mary's General Hospital, Kitchener
- St. Joseph's Health Centre, Guelph
- St. Joseph's Lifecare Centre, Brantford
- St. Joseph's Villa, Dundas

In 1991, the Sisters reorganized their corporate structure to separate the congregation from the health care business by creating the St. Joseph's Health System, an overarching governing body with five independent health care organizations.

- St. Joseph's Healthcare Hamilton (comprised of St. Joseph's Hospital, the Urgent Care Centre, and in 2014 the Centre for Mental Health and Addictions)
- St. Mary's General Hospital, Kitchener
- St. Joseph's Health Centre, Guelph
- St. Joseph's Lifecare Centre, Brantford
- St. Joseph's Villa, Dundas

In completing this transaction, the Sisters transferred the ownership of their health care facilities and their assets to the community for a nominal sum - a true act of community service and selflessness!

On March 4, 1996, the Hamilton-Wentworth District Health Council received a report from the Hamilton-Wentworth Health Action Task Force recommending the closure of St. Joseph's Hospital. The reaction across the city, and particularly within the Catholic community, was one of shock and then anger.

Hamilton Spectator articles over the next nine days provided a picture of the community's response.

March 5, 1996: "Sister Teresita McNally, president and chair of St. Joseph's Health Care System, said only that her order would do whatever is best for the people who use the hospital. But she didn't mince words after the meeting. "We will never roll over," she said. "We will never go down easily.'" (Shaun N. Herron and Suzanne Morrison, "St. Joe's Board Blasts Report: Says Closure Plan Doesn't Make Sense," *Hamilton Spectator*, March 5, 1996.)

March 9, 1996: "The report prompted quick response. Lobbying groups sprung up overnight, petitions are being circulated and staff have reacted angrily. Tomorrow, Catholic church-goers will receive a pastoral letter urging them to contact the task force to prevent the hospital from closing." (Denise Davy, "Proposal to Close St. Joe's Met with Anger: Logic Behind Report 'Flawed,' Says, CEO," *Hamilton Spectator*, March 9, 1996.)

March 11, 1996: "In a pastoral letter read to congregations throughout the region, Bishop Anthony Tonnos expressed concern that the proposal "will erode the ability of St. Joseph's Hospital to continue its healing mission in the tradition of the Catholic Church and the Sisters of St. Joseph. Closing the modern, up-to-date site on Charlton Avenue and moving fragmented portions of its present comprehensive programs to the recommended site on Concession Street would not ensure enhanced health care for our region and could threaten the future viability of the hospital." (Suzanne Morrison, "Bishop Urges Worshippers to Speak Out on St. Joe's," *Hamilton Spectator*, March 11, 1996.)

March 13, 1996: "One of the busiest phone numbers in town belongs to the Health Action Task Force. Since its released its comprehensive plan for health care in Hamilton-Wentworth just over a week ago, 1,566 people have called to voice their opinions. The task force logged 860 calls the day after the report was released... Two hundred faxes have come in and petitions are arriving by fax and mail. Hugh Greenwood, director of public relations at St. Joseph's Hospital, said about 110,000 letters of support, with tear-off cards, have been picked up by the public from a conference room set aside in the hospital's Marian Wing." (Suzanne Morrison, "Public Rallies to Save St. Joseph's Hospital: Response to Health Action Task Force Has Been 'Incredible' and Still Growing," *Hamilton Spectator*, March 13, 1996.)

In the end, St. Joseph's Hospital did not close. Over the next eight years the hospital continued to grow, adding the ten-story Juravinski Research Tower.

In 1999, the Sisters established St. Joseph's Resource Development System by creating Canada's first system of independent foundations – one for each of their hospital facilities. These foundations were to develop plans to ensure that funds would be available to meet the future needs of their programs and physical plants.

The Sisters completed another formidable building project in 2001 with the addition of two new wings to St. Joseph's Villa in Dundas at a cost of \$52 million. The Margaret and Charles Juravinski Wing and the Anne and Neil McArthur Family Wing increased the Villa's capacity to 378 residents. The connection of this community to the various ministries of the Sisters – established through 150 years of service – resulted in their ability to generate the funds required to complete projects of this nature.

By 2002, the Sisters hands-on approach in health care was at a minimum, with sisters serving on boards at the corporate level and working in pastoral care or chaplaincy. But they were not done yet! As Sister Margaret Kane remarked in 2002, “We may not be as visible as we were in the past but we are a powerful prayerful group of women who are involved in your health care every day.” (Suzanne Morrison, “Founding Sisters Had No Fear; St. Joseph’s Congregation in the City Since 1852,” *Hamilton Spectator*, June 28, 2002.)

On June 13, 2013 the four Ontario congregations – Hamilton, London, Peterborough and Pembroke – joined together and were incorporated as “The Sisters of St. Joseph in Canada”.

For the current state of the Sisters’ legacy in health care in Hamilton and the region, follow the link to The St. Joseph’s Health System. <http://www.sjhs.ca/>

Sisters by the Numbers

<u>Date</u>	<u>Professed Sisters</u>	<u>Superior General</u>
April 19, 1852	3	None
September 1, 1857	8	Sister Martha (first)
September 19, 1951	124	Mother Pascal Collins
1960's	304	Mother Alacoque Hayes
1972	250	Sister Marina
1996	137	Sister Teresita McNally
May 31, 2010	67	Sister Anne Karges
June 13, 2013*	262	Sister Veronica O'Reilly
October 19, 2015	55 (residing in the Hamilton neighbourhood)	

Notes:

1. * On June 13, 2013, the four southern Ontario congregations were amalgamated into the Congregation of the Sisters of St. Joseph in Canada. The two hundred and sixty-two (262) sisters represented the total sisters in all four congregations.
2. Between October 25, 1855 and November 1950, one hundred and eighty-seven (187) sisters passed away in Hamilton.
3. Today, the congregation in Hamilton has three (3) novices.

The Annals of the Sisters of St. Joseph of Hamilton

The Annals of the Sisters of St. Joseph of Hamilton is a collection of entries dating from 1859 to 1951. Each entry describes a particular event or celebration that occurred on the date noted. These Annals, covering the period from 1859 to 1911, were originally hand-written by Mother Philip Lenaten. Mother Philip was received into the Toronto congregation in 1853 and soon afterwards was sent to the Hamilton community. She faithfully wrote about the Sisters' experiences in those early days and the events that helped to form the congregation. Her last written entry was on March 25, 1911, two months previous to her death. It was later recorded in the Annals of her efforts, "We, therefore, believe in the authenticity of all incidents recorded in these Annals of our community by her, Mother Philip, until March 1911". Later Sister Mount Carmel Smith continued the recording of the congregation's history from 1911 to 1951.

The Annals' collection consists of two hundred and seventy-two pages of typed entries, which are held in a simple three-ring binder. This single-copy document has never been published or digitalized. Eighty specific entries were selected for this paper to provide a window on the lives of the Sisters since 1860, through the voices of the two sister-authors.

Language and grammar have not been altered from the original.

THE ANNALS OF THE SISTERS OF ST. JOSEPH OF HAMILTON, VOLUME 1A. FEAST OF ST. THERESA 1860 TO DECEMBER 18, 1887

PROFESSION MARCH 19, 1860

Sister St. John O'Neil, Sister Anne Ignatius Pigott, Sister Anne Celestine Ryan, Sister M. Austin Bolen made their holy professions with the usual ceremonies in the convent chapel March 19, 1860. Right Reverend Bishop Ferrell presiding.

1860 ORPHANAGE

Although the annual festival of the country collections contributed materially to our support of the orphans, yet the sisters found their finances very low. They made their wants known to the good and zealous Father Sherry who kindly exerted his influence among the Catholic farmers of the neighbourhood who gladly supplied wood enough for the winter's use.

FOUNDATION OF ST. JOSEPH'S HOSPITAL, GUELPH, NOVEMBER 22, 1861

Reverend Father Holtzer SJ earnestly solicited his Lordship for a group of sisters to open an institution for the sick and poor of his mission. Accordingly, in the autumn of 1861, Reverend Mother Martha, accompanied by Sisters Ignatius and Alphonsus, arrived in Guelph and opened St. Joseph's Hospital on the Feast of St. Cecilia, November 22, 1861. Reverend Father Holtzer SJ purchased for that purpose a small stone house with 25 acres of land situated about a mile from the town.

THE SISTERS CONTINUED THEIR VISITS TO THE SICK 1861

The sisters continued to visit the sick and the poor daily. The sick in the hospital anxiously await the sisters' visiting day. One would say, "Couldn't you come oftener, you holy creature?" Another poor sufferer nearby would reply, "You know they have others to see and to counsel. Blessings on them, the dear angels."

1862 THE ORPHANS

The citizens of Hamilton continued their generous gifts to the institution. With generous donations, the annual grant of \$640.00 from the government, the amount provided by the sisters that realized from the festival and from different sources, the orphanage was maintained in comparative comfort. If they did not have the necessary accommodations for sleeping rooms and play rooms. However, after a short time, thank god their needs were cared for. The numbers of children in the orphanage at this time was 100. Of these, 25 found homes with friends, four children died. At the close of the year there were 71 children still in the orphanage.

REVEREND MOTHER MARTHA'S RESIGNATION, AUGUST 9, 1862

At this time our beloved Reverend Mother Martha's health was fast declining. She had suffered for many years from dropsy. Knowing that she could not long survive, her physician ordered change of air. His Lordship took paternal care and solicitude for the health of the sisters and particularly for one so dear, whose loss to the community would be so deeply felt, gave permission to Mother Martha to visit St. Louis, her first religious home in America. After resigning the office of Superior, which she had ably filled for ten years, she prepared to leave Hamilton. Sister Mother Philip Lenaten was elected to succeed her August 9, 1862. Sister Mother Austin was assistant at this time.

DEATH OF OUR BELOVED AND SAINTLY MOTHER MARTHA, JUNE 13, 1868

After sometime she returned to Hamilton. From the symptoms she experienced, she well knew that the end was drawing near. For this reason, she wished to visit the community in Toronto. Sister Philip Lenaten accompanied her there. A day or two after her arrival, the illness from which she had so long suffered terminated in her death June 13, 1868.

1863 COLLECTION

Six sisters leave for a collecting tour through the country for the support of the orphans. The sisters relate many amusing anecdotes at recreation on their return home. On one occasion they drove to the house of a Protestant family. They were invited in by the lady herself who treated them very hospitably. After some time, she kindly asked one of them if her head ached. After being answered in the negative, after some reflection, she inquired how long her husband had been dead. The good lady had never seen a nun before. The religious garb was a mystery to her.

After receiving information as to the dress and work of the sisters, she was quite satisfied and even gave quite liberally to the sisters when they visited.

DR. MARTIN J. O'DAY'S REPORT OF ST. MARY'S ORPHANAGE, FEBRUARY 1864

The sanitary state of the institution is most satisfactory. Within the past two years 208 children have passed through the hands of the sisters. Everyone knows how, owing to bad ventilation and malnutrition, scrofula is prevalent among the poorer classes; but owing, in a great measure to the care of the sisters, the children, now 84 in number, enjoy remarkably good health and during the past two years I have had to report only two cases of death, one from infantile debility, the other from inflammation of the brain. This is not all the good and charitable institution has been doing. During the past year many young girls have been thrown out of employment, deprived of a home and friendless in a strange city. St. Mary's orphanage has been to many a sure and safe refuge. Before concluding this report on behalf of the community, I cannot but record a few words of thanks to my predecessor, Dr. Ferguson, to whose zeal and careful attendance may be contributed in great measure to the present sanitary state of the institution.

INTRODUCTION OF CITY WATER 1864

The institution was supplied this year with one of the greatest comforts and conveniences it could possibly possess - the introduction of city water in the institution.

1867 – DEATH OF SISTER M. PATRICIA O'SHEA

After receiving the rights of our Holy Mother the Church, the last indulgence administered by Reverend Father Heenan, our beloved Sister Patricia O'Shea died of consumption on April 9, 1867 in the 28th year of her age and the fourth of her religious life. Sister was remarkable for holy obedience, fidelity to the duties of her vacation, and patience in her last illness. The funeral took place in St. Mary's Cathedral, burial was in St. Mary's Cemetery, King Street.

SISTERS OF LORETTO IN HAMILTON

OUR BOARDING SCHOOL CLOSED SEPTEMBER 1867

The Sisters of Loretto purchased Mr. O'Hart's residence on King Street for the purposes of establishing a boarding and select school. During the three or four weeks while the house was being prepared, the sisters received gracious hospitality at St. Joseph's. As their calling is principally the work of boarding schools, the Sisters of St. Joseph's gave up their boarding school in their favour and gave all their care and attention to the advancement of the Separate Schools.

1870 PLUMBING AND SEWAGE

The sewage and plumbing of the institution was one of the outstanding improvements of this year. From the commencement in 1852 the buildings, both on Cannon Street and later on Park

Street, had no sewage facility, consequently the atmosphere was not as healthy as it should be. Consequently, the community decided that the convent and orphanage should be plumbed and sewer pipes laid from the premises to James Street at a cost of about \$700.00. This was not a sum easily acquired at this time. However, the work was begun and completed in October 1870. This is a most necessary improvement for the health and comfort of those living in this district.

ST. VINCENT DE PAUL'S HOME

In 1878 the members of St. Vincent de Paul's Society rented a suitable house on Bay Street for the poor of both sexes, which the sisters took charge of until the inmates were transferred to the House of Providence, Dundas, 1879.

OCTOBER 1879

The orphan boys from St. Mary's Orphanage and the poor from St. Vincent's home on Bay Street were transferred to the House of Providence, Dundas, October 1879. About 70 orphan girls from one year old upwards remained in St. Mary's Orphanage.

1883 SCHOOLS

The Separate Schools progressed successfully under Reverend Father Slavin, Superintendent. The number of pupils continued to increase and a new school on Pearl Street has been opened. Twenty-two sisters are now employed. Mr. White is Inspector.

1886 NEW BUILDING

This year the community decided to erect a three storey building adjoining the orphanage, which would be used as a dormitory for the orphan children. This most necessary addition was much needed. The basement of the convent previous to this was used as a laundry, consequently the atmosphere was not at all pleasant. Partitions were removed in the old building and a new refectory was made for the orphans.

1887 PLUMBING

The plumbing of the convent was renovated this year. Clay pipes and tiles were replaced by iron ones.

THE ANNALS OF THE SISTERS OF ST. JOSEPH OF HAMILTON, VOLUME 1B. DECEMBER 1887 TO FEBRUARY 1936

1888 NOVEMBER

Mr. White, Separate School Inspector, congratulates the sisters on the progress of the school. Twenty-seven teachers of the community are now employed.

PROPERTY FOR THE HOSPITAL, JULY 19, 1889

The property of Mr. Young, John Street South, known as Undermount, was purchased on March 19, 1889 as the residence for his Lordship Bishop Carbery, but God, who knows what is best, willed it otherwise in calling him to his celestial home. His successor, Bishop Dowling, occupied it for a short time. Finding it too distant from the cathedral, he purchased a more suitable residence on King Street. Undermount was advised for sale. On July 19, 1889 the community purchased it for a hospital for \$15,000.00.

1890 OPENING OF ST. JOSEPH'S HOSPITAL, HAMILTON, JUNE 11, 1890

St. Joseph's Hospital was formally opened June 4, 1890 in the presence of a distinguished assemblage of citizens. At 10:00 am our beloved Bishop, Right Reverend Dr. Dowling, celebrated holy Mass for the communion. He was assisted by Very Reverend H.J. Heenan, VG, Very Reverend J. Keehoe, VG, and Reverend Father McEvoy. Many clergy from a distant were present - Right Reverend Dr. O'Connor from Sandwich, Reverend Fathers Brennan and Ryan, OSB, Toronto, Deans O'Connell and Dogherty SJ, Fathers Slavin, Casin, Cushing, and Dogherty of Arthur and the clergy of the city. Many city doctors were present – Doctors J. White, Lesley, Olmstead, Cockburn, McCabe, Dillinbough, Herod from Guelph. Mayor McLellan, Honourable Adam Brown, Alex McKay, T.H. Stinson, M.D. Major Moore, Alderman M. Kavanagh, Arland and other members of the city council. At noon a sumptuous luncheon was served to which all did ample justice. The assembly dispersed after 4:00 in the afternoon, highly pleased with the day's enjoyment and with having a new hospital. It is to be remembered that the Prince of Wales occupied a magnificent suite of rooms in this residence during his stay in Hamilton in 1861. The first sisters in charge were Sister Regina Tobin, Bride Cleary, Dympna Sullivan and Sister M. Philip Lenaten as Superior. The first patient received was a Protestant lady who after a week or two returned to her family perfectly cured. The good done in the hospital and the number of souls saved God alone knows. Praise to Him forever and forever.

1888 TO 1896 PROPERTY PURCHASED TWICE

In 1888 the property on Sheaf Street in rear of the orphanage was purchased for \$1,000.00. In 1890 it was proposed to sell it to the TH&B Railway as the new railway was to pass through the lot. Papers to that effect were drawn up by both parties. After a long time and much expense it was found that the deed was faulty. Consequently, the community, after a still longer time and much expense in finding a true deed, bought the property over again in 1896 at \$1,235.00. "Oh dear, one would fear like praying backwards for those lawyers who had charge of the business, but whose names we shall omit to mention for sweet charity's sake."

NEW WING AT ST. JOSEPH'S HOSPITAL, HAMILTON

On the Feast of St. Joseph 1894 the Bishop, Right Reverend T.J. Dowling, gave the Superior \$8,335 for the purposes of erecting a new wing at St. Joseph's Hospital, Hamilton. The interest

is to be an annuity fund for his two sisters, Mrs. Kehoe and Aggie Dowling for her life. The new wing is a great improvement. It is called St. Anne's Wing in memory of his deceased mother, may her soul rest in peace.

1900 HOUSE OF PROVIDENCE, DUNDAS, DESTROYED BY FIRE OCTOBER 4TH

On October 4th, 1900, a memorable day never to be forgotten by those who were eyewitnesses. The House of Providence, Dundas, was destroyed completely by fire at half past three in the afternoon. It was indeed a terrible conflagration. The origin of the fire was never discovered. It was suspected that one of the imbecil inmates went to the barn and, either with a pipe or match carelessly thrown, ignited the hay or straw and all the products of the farm, which had been put in the barn, just one and a half hours. Barn, house - all were burned to the ground. Mr. John Bertram, with 80 or 100 men from his foundry, were among the first at the scene. In one half hour every man, woman and child in the town capable of walking were on the ground and rendered invaluable service. Every available means was taken to stave the flames, but nothing could be done for want of water. The sisters always remember with gratitude the kindness and sympathy of the people on that sad occasion. The invalids, cripples and those who could not help themselves, the beds, bedding, trunks, boxes and furniture of every description, good and bad, were taken from the flames and placed on the lawn. Oh dear, such a lawn was never seen before. No lives were lost, thank God. Yet, had it happened in the night, most likely many would have been missing.

Through emotion and sympathy loudly exclaimed Sister Mother Austen, "Oh dear, what will become of the poor orphans, what will they do for a home?" Yet the orphans were not the worst off for they found a comfortable shelter in St. Mary's Orphanage in Hamilton, where they will remain in the future. As the sad eventful day was drawing to a close, the sisters were in a dilemma to ascertain where to locate for the night. Kind Mayor Fischer and the council of Dundas at once opened a door by allowing them to occupy the town hall until some place would be provided. The sisters were obliged to seek hospitality from kind friends. During the week the proprietor of the screw factory kindly gave the use of it for the men and the old Methodist Church then used as a literary room was given by the society for the women. After a short time T.A. Wardell exerted his general influence with the authorities of the Cotton Mill and obtained a house free of rent, with expense and trouble to himself, where the poor of both sexes, with eight or ten sisters, were located from November 1900 until March 1902. The building and barn were insured for about \$12,000.00. Our beloved Bishop Dowling lost no time sending a pastoral letter to the priests of the diocese to have collections taken up in the churches for the rebuilding of the House of Providence. They all responded generously. People of all denominations contributed their might and the work commenced at once. The ladies of the city held a bazaar for which they realized between \$7,000 and \$8,000.

On March 2, 1902 the poor were removed from their quarters in the Cotton Mill to the superb House of Providence, second to none in the province. It is indeed a monument to the zeal and

devotedness of our beloved Bishop, to the kind priests of the diocese and to the charitable benefactors who so generously contributed to the good work.

The prayers of the sisters, poor and afflicted, are daily offered in supplication to the throne of mercy in their behalf. May God bless and reward them abundantly in this life and grant them eternal happiness in the next is the sincere prayer of the scribbler.

After the fire the orphan boys were conveyed to St. Mary's Orphanage.

1901 SCHOOLS

The schools are in a flourishing condition. The teachers' salaries are increased and many think that it would not be out of place that the increase be somewhat more. Mr. White is Inspector of Separate Schools.

1902 COAL STRIKE

This is the year of the great coal strike from which event many poor families are suffering throughout the winter. Our Reverent Mother, always wide awake, God bless her, had all the necessary coal secured at a cheap rate previous to the famine.

GOLDEN JUBILEE OF THE DIOCESE

Tuesday, May 20, 1906 is the red letter day in connection with the celebration of the golden jubilee of the Catholic Diocese of Hamilton and the consecration of St. Mary's Cathedral, which marked the introduction of a new era in the history of Catholicism in Hamilton and will long be remembered as one among the most solemn and impressive services ever witnessed in this city. There was a large attendance of priests and prelates from all parts of Canada and the United States, among whom was his Excellency Monsignor Sbarretti, papal delegate to Canada. The altar at St. Mary's was elaborately decorated. On either side were the dates 1856 and 1906, beautifully illuminated in electric lights. The music was given by a choir of 125 children and was most inspiring.

1906 ENTRANCE EXAMINATION

This year the entrance examination, in which 83 wrote from the Separate School, 76 passed. The Separate School's percentage was 91.5%. 70.5% of public school pupils passed. Blessings and success attend the teachers and pupils of the Separate School.

1906 CHRISTMAS

Christmas was celebrated in the usual old fashioned way. Santa Claus came to the orphanage, opening the door instead of coming down the chimney. He gave all the children well fitted boxes of clothing, toys and candy. Three Masses were celebrated by Father Mahony on Christmas morning. The sisters' choir rendered beautifully the appropriate music. In the afternoon the

Bishop visited, gave benediction and before leaving prescribed an extra hour of sleep the next morning.

1907 DESJARDIN CANAL ACCIDENT, MARCH 12, 1857

Fifty years ago today on March 12, 1857 the Desjardin Canal accident occurred. The then Great Western, now the Grand Trunk Railway, train from Toronto, carrying about 90 passengers and crew, crashed through the old wooden bridge over the canal and two out of every three met death. It occurred between 5 and 6 o'clock in the evening. The train plunged into the canal 60 feet beneath and through two feet of ice.

1908 COLLECTION

Sisters are collecting through the northern part of the diocese for the support of the orphans. Times are not good because of many strikes and other drawbacks, yet all have a little to give. May God bless them.

1909 NEW BUILDING

At this time our beloved Mother Antoinette Flahaven decided to erect a suitable building on the premises for the orphan boys as they are much crowded in their present quarters. Consequently, the plans and specifications are ready for the architect who is to see that the building is equipped with every modern improvement. On the feast of St. Paul, July 19, 1909, the first sod was turned.

1909 UNIVERSITY DEGREES

The degree of BA was conferred on Sister M. Marguerite and Sister Mary Mount Carmel October 1909 at Queen's University, Kingston.

1910 THE ORPHANS' HOME ON THE MOUNTAIN

The orphans' summer home on the mountain will soon be ready. The children are anxiously awaiting an outing there to view the city, the beautiful bay, lake and to breathe the pure fresh air on the mountain top.

AUGUST 4, 1914

The world war began.

JUNE 1915 THE FIRST GRADUATION OF NURSES TRAINED IN ST. JOSEPH'S HOSPITAL, HAMILTON

The event took place in the lecture hall of the training school, the former residence of Adam Brown, Postmaster General. Nine young ladies were presented with diplomas by Chester

Walter, Mayor of Hamilton. Monsignor Mahony, Doctor H. Balfe, Doctor Roberts addressed the graduates.

FEBRUARY 1918 PREPARATIONS WERE BEING MADE FOR THE ORPHANS' FESTIVAL

Since the foundation of our orphanage to the present, 3,189 children have been cared for. The registration now lists 71 boys and 67 girls. The government gives for the support of these 2 cents/day for each child, and the city 3 cents/day for each child.

NOVEMBER 5, 1918

Dr. Balfe died today, a martyr to duty.

1922 NEW RESIDENCES FOR NURSES, JANUARY

About 86 young ladies have been trained since the first class was formed 11 years ago in St. Joseph's Hospital, John Street South, Hamilton. The accommodation is now so limited for the increasing number of student nurses, it has been necessary to build a new residence for nurses, which is now under construction.

APRIL 1922

The following sisters graduated with a degree of BA from Queen's University, Kingston. Sister M. Bernadette O'Brien and Sister M. Eusebia Rooney.

NOVEMBER 28, 1922 OPENING OF UNDERMOUNT

The new residence for the training school of St. Joseph's Hospital, to be known as Undermount, was dedicated today by a solemn High Mass at 9:00. It was officially opened by a public reception in the afternoon. Through the cooperation and generosity of the people of Hamilton, our sisters have been able to finance the sum of \$122,000 on the debt of \$170,000.

OCTOBER 1924

St. Mary's Hospital, Kitchener, was completed in the autumn of 1924 and formally opened October 21, 1924. The first staff was Sister M. Bonaventure Halloran, Superior; Sister M. de Pazzi Cassin, Assistant; Sister M. St. Basil, Operating Room; Sister Frances Clair, Maternity; Sister M. Angela, General Office; Sister M. Magdellan, Pharmacy; Sister M. Andrea, X-Ray and Laboratory; and Sister M. Rosalie, Supervisor of Domestic Work and Sister M. Xavier Redding, Superintendent of Nurses. Three sisters spent some weeks preparing for the opening. The first Mass was celebrated on Saturday following the date first hoped for October 15th by Reverend Father Zinger, who had been instrumental in having the Sisters of St. Joseph procure the site and build the hospital.

1925 AN ADDITION TO GUELPH HOSPITAL

In order to accommodate the ever increasing number of patients and to facilitate the work of the nurses, two wings to St. Joseph's Hospital had been added under the supervision of Sister M. Dympna, Superior.

PROPERTY PURCHASED

The Donald Stewart property, John Street South, was purchased for hospital buildings 1928.

1932 NEW BUILDING AT KITCHENER

A new suitable spacious residence for the nurses has been completed in connection with St. Mary's Hospital, Kitchener.

1935 JULY 5 PREPARATIONS FOR A NEW ORPHANAGE

After an interval of about two years, the community decided to erect the building made possible by the generous bequest of the late Mr. William Carroll. The site agreed upon by Reverend Mother Marguerite and her council was Mount St. Joseph's, King Street West. The work of wrecking this building, already referred to as the former home of his Excellency Bishop McNally, was commenced today July 5th by the Pigott Construction Company in preparation for the erection of a new girls' orphanage. The community will bear the extra expense apart from Mr. Carroll's bequest of providing accommodation for a certain number of sisters.

HOSPITALS OCTOBER 1935

The Superiors of our hospitals have received notice from the government that only qualified pharmacists will be employed. At present we have two sisters taking the course in pharmacy. Sister M. Ancilla Fagan had two years training under the direction of Mr. Reid, the pharmacist in St. Joseph's Hospital, Hamilton, and is now in Toronto taking the university course. Sister M. Leona Bolger has been sent to take the first year in pharmacy in our hospital here. Both of these sisters have senior matriculation.

THE ANNALS OF THE SISTERS OF ST. JOSEPH OF HAMILTON, VOLUME 2. MARCH 1936 TO DECEMBER 1951

MARCH 25, 1936 COMPLETION OF THE GIRLS' NEW ORPHANAGE

The new orphanage on King Street West has been completed and in every detail is satisfactory to all concerned. It occupies the site where the late Bishop Dowling and our present Bishop, Right Reverend JT McNally, formerly lived. When the latter moved into his new residence in 1933, the property was purchased by our community. After necessary repairs and improvements were made in the very old building, it was named Mount St. Joseph to which were transferred the little girls of St. Mary's orphanage. After two year occupation by the sisters and their young wards, it

was decided to wreck the building in 1935 and to erect in its stead a new orphanage for all the girls with the money bequeathed by the late Mr. William Carroll. The new building is to be known as Mount St. Joseph's Girls' Division of St. Mary's Orphanage.

JULY 1936 SUMMER SCHOOL

Eight of our sister teachers are attending the Agricultural College, Guelph. Five are taking a course in domestic science at the Technical School Hamilton and three are attending the University of Toronto. The expenses for tuition, board, etc. are almost \$1,000.00.

MARCH 21, 1937 STUDENTS

Twenty-four of our sister teachers will attend summer school this year.

1937 to 1938

Sisters Alexander and Sheila are taking B.A. courses at the University of Toronto and Sister M. Noella the music. Sister St. Christopher is taking B.A. studies.

1939 ATTENDING UNIVERSITY

Sister Dominica and Alphonsine are taking the course in teaching and supervising in Nurses Training School in Toronto University. Sisters Sheila, Christopher and Alexander are continuing B.A. studies.

SEPTEMBER 3, 1939

Another European war, which may develop into a second world war, has begun. Germany's ambition to recover territory in Poland, which was taken during the war 1914-1918, led up to the present conflict. Despite repeated petitions for peace on the part of our Holy Father, in particular, German Nazis under Hitler, the dictator in that country, invaded Poland. Russia joined Germany against Britain and France.

SEPTEMBER 1939

Sister M. Dominica and Sister M. Alphonsine of the nursing staff of our Hamilton hospital are now taking a course in teaching and supervising in training school in Toronto University.

NOVEMBER 1941

Our Lady of Victory wing in St. Joseph's Hospital, Hamilton was opened November 1941. This included a new elevator, an emergency room and accommodation for twelve patients. The total bed capacity of the hospital is now 205.

1942 UNIVERSITY COURSES

Five sisters are taking the nurses' short course for four months at the University of Toronto - Sisters Euphrosyne and Cordula, Operating Room Supervision; Sisters Paula and Camilla, Obstetrics; and Sister Celine, Surgical Supervision.

MARCH 1943 ST. JOHN'S AMBULANCE CORPS

In response to the appeal of the government for increased membership in the St. John's Ambulance Corps, a course of instruction in the work of that organization was given at the Motherhouse under the guidance of Dr. Downes. The instructors were Mr. Bunt and Mr. Little of the St. John's Ambulance Group (SJAG). The 62 sisters who took the six week course received certificates at its close. The examinations were conducted by Dr. Downes, Sullivan, Liston and Tilden, who were afterwards entertained at luncheon. A large number of sisters also took the Nurses' Aid Course, the school sisters getting in their 60 hours of practical work during the Easter vacation at St. Joseph's Hospital Hamilton, St. Joseph's Hospital Guelph and St. Mary's Hospital Kitchener.

1943 NURSES' AID COURSE

In cooperation with the leaders of our country, who wished to be prepared for every wartime emergency, courses in civilian defense work and also the Nurses' Aid Course were provided at St. Joseph's Hospital Hamilton for secular volunteer work.

SEPTEMBER 8, 1943 WHITE UNIFORMS FOR SISTER NURSES

From now on nursing sisters and all others actively engaged in the various phases of hospital work in our three hospitals will wear white uniforms when on duty. This morning the Feast of the Nativity of our Blessed Mother, the sisters donned their white habits for the first time after breakfast and assembled in the chapel of their respective hospitals. Here they repeated in unison the act of consecration to our Blessed Mother, thus their first act when clothed in our Lady's symbolic colour was to dedicate themselves to her service. May Mary, the Immaculate Mother of our God, direct our sisters in their service of the sick and suffering. There is perfect uniformity in the white habits worn by our sisters in all three hospitals. The medical staff of the hospitals highly approved of this innovation.

JULY 1944 MCMASTER UNIVERSITY

The following sisters are taking career planning courses at McMaster University – Sister Majella, Patrice, St. Fabian, Marie, Cecilia, St. Hyacinth and Sheila. Sisters Veronica and Eleanor are taking the course leading to a Bachelor of Arts.

1944 SEPTEMBER HOSPITAL COURSES

Sister St. James is completing her course in dietetics at St. Michael's Hospital Toronto, Sister Theresa Carmel is qualifying as Laboratory Technician at St. Michael's Hospital Toronto, Sister Mary Grace is attending the University of Toronto qualifying for hospital administration.

MARCH 17, 1945

The Hamilton Spectator made the announcement today of the \$800,000 addition which is being made at St. Joseph's Hospital Hamilton. This came as a big surprise to many, but has been a long felt need by the sisters and doctors and all interested in hospital conditions in Hamilton.

SEPTEMBER 24, 1945

Three sisters left for the University School of Nursing Toronto to take the course in nursing education. They are Sister M. Paula, Sister M. Rose and Sister M. Roberta.

SEPTEMBER 1946

Last spring His Excellency Bishop Ryan advised Reverend Mother Antoinette to look for a site for a new Motherhouse. He suggested some he had looked at, also suggested that Mr. Dawson Fell, a real estate agent, be consulted. These sites were the Binkley Estate on the Dundas highway, 26 acres of orchard on Highway 20 in Stoney Creek and two sites on the Toronto-Hamilton highway, one of which at the intersection of two busy highways was very fine, but from the shape of the property would necessitate building quite close to the highway, which would be too public for a novitiate and sisters' residence. Reverend Mother asked several capable men, including Messrs.' Joseph and Roy Pigott, to look these properties over. They all chose the Dundas highway property. Mr. Joseph Pigott wrote quite a lengthy description of the properties as he viewed them and strongly recommended the Dundas highway site. The Councillors viewed these sites and, after hearing Mr. Pigott's recommendation, they were unanimous in advising Reverend Mother to undertake the negotiation for the purchase of the land.

MAY 1946

The fine new addition to St. Joseph's Hospital is completed and the official opening took place today. The paper clippings will explain this.

1946 PROPERTY PURCHASED

On September 20, 1946 the Binkley property on the Dundas highway was purchased as a suitable site for the building of the Mother House. Forty-two acres were purchased for \$67,000. The Council was not unanimous in their approval of this investment. For this reason the building was delayed. The principal reason for disapproval was that there was a private cemetery attached to the property purchased, but not included in it. Also much ravine space, which would be useless

as such, would require a huge expenditure of money to clear and landscape. It was therefore decided that this property should be sold and a more suitable site purchased. This decision was made in December 1948.

MAY 2, 1949

Some months ago Bishop Jordan visited the convent and spoke to the sisters assembled in the community room of the great hardships and the great needs of the missions in his field in the west. Reverend Mother Paschal promised to give his request consideration. On May 2nd she, with Mother Marguerite as companion, left Hamilton for Fort St. John, Peace River District, British Columbia, for the purposes of obtaining information with regard to the advisability of establishing a mission in this place.

1949 NEW SCHOOL OF NURSING OPENED AT ST. JOSEPH'S HOSPITAL GUELPH

The new nurses' residence and school of nursing was opened on May 24, 1949. The ceremony began with the blessing of the new building by Monsignor Cassidy, Vicar General of the Diocese of Hamilton, assisted by Monsignor Hinchey, Rector of St. Mary's Church Hamilton. An improvised altar was set up in the auditorium of the new building. The decorations of the altar were very beautiful and artistically arranged. At this altar Monsignor Hinchey celebrated the Holy Sacrifice of the Mass at 10 o'clock in the morning. The music was rendered by the pupils of Loretto Convent, Guelph, who were congratulated upon the careful choice of hymns selected and their excellent rendition of them.

1949 FIRST SOD TURNED FOR MOTHER HOUSE

On Friday, June 17th the first sod was turned for the Motherhouse. Reverend Mother Paschal and Mother Marguerite were present. At Reverend Mother's request there was no ceremony. The turning of the sod was the formal authorization given to the Pigott Construction Company to begin the building of the new Motherhouse.

1949 NOVEMBER MATERNITY WING AT ST. JOSEPH'S HOSPITAL

A new maternity wing with a 100 bed capacity has been announced by St. Joseph's Hospital Hamilton. Eventually Casa Maria will be wrecked.

JANUARY 1950

It has been decided to open a mission at Fort St. James, British Columbia in September 1950.

JUNE 1950

A number of sisters volunteered for the new Indian mission at Fort St. James, British Columbia. Those chosen are Sister M. Kentigern, Supervisor, Sister M. Pauline RN, Sister M. Francis Xavier and Sister Eulalia Marie.

JUNE 18, 1950 CORNERSTONE OF MOTHERHOUSE IS LAID

The blessing of the cornerstone of our new Motherhouse took place on Sunday afternoon, June 18 at 3 o'clock. Right Reverend G.L. Cassidy, representing His Excellency Bishop Ryan, blessed the cornerstone and extended greetings from the diocese to the community. Right Reverend Arthur O'Brien assisted in the ceremony. Mr. John J. Taylor extended greetings from the laity.

APRIL 11, 1951 ORPHANS' FESTIVAL

The Orphans' Festival was held on Wednesday, April 11, 1951. A morning, afternoon and evening performance was given; as each was at capacity and most appreciative audience. Much praise was given the young performers for their singing and perfect dancing. Mayor Lloyd Jackson expressed his appreciation in a letter to Reverend Mother Paschal. He was pleased to have been present to have seen the excellent work of the children under their capable teachers. He also expressed Mrs. Jackson's great pleasure in seeing this fine performance.

JULY 1951

The Rogers Estate south of James Street was purchased by the community and is to be used as a residence for nurses in training and for other purposes not yet definitely decided. The community obtained possession in July 1951. The purchase of this property was obtained through Mr. W.H. Lovering, City Registrar, a benefactor and sincere friend of our community. Mr. Lovering gave Reverend Mother Paschal the deed to the property and completed the entire business transaction. He accepted no remuneration for his services.

FINAL CEREMONY AT OLD CONVENT

The last ceremony of reception and profession was held at St. Joseph's Convent, Park Street, on Monday, July 16, 1951. At the impressively solemn ceremony of reception and profession held on the feast of Our Lady of Mount Carmel Monday, July 16th, His Excellency Most Reverend J.F. Ryan, Bishop of Hamilton, congratulated the young sisters who had chosen to sanctify their lives by devoting themselves to the service of our Lord. He assured the parents that God would bestow magnificent blessings upon them for their part in the sacrifice. Referring to the new Motherhouse, His Excellency said, "This chapel, as the former chapel of St. Joseph, has seen many inspiring religious ceremonies, but none will be remembered longer than the one which is taking place. It is signaling a parting from the old convent. Very soon the sisters will make their habitation at Bridgeview Survey overlooking the Botanical Gardens. Many associations, many memories of joys and trials in the care of the orphans, the sick, the aged, the schools of the Catholics of the diocese have extended through the past century and will not be forgotten."

FIRE IN THE TOWER 1951

On the night of August 17th Reverend Mother Paschal was called to the phone sometime after night prayer and was told that the new convent was on fire. Several phone calls followed. The extent of the fire was not known until the following morning. Painters had left inflammable cloths in the tower. After the intense heat of an exceptionally hot sun, these cloths burst into flames, which were seen throughout the entire west end of the city and for miles along the highway. The Hamilton Fire Department responded immediately to the alarm and succeeded in getting the fire under control. The fence which surrounds the four sides of the tower, the bronze dome, the gold cross above it, and the metal posts supporting the tower were destroyed. There was some damage caused by the water. Hundreds of automobiles gathered and traffic on the highway was suspended for some hours. Mr. J.M. Pigott informed Reverend Mother that the repairs would begin immediately and that the opening would not be postponed.

1951 EDUCATION

Sister Virginia Hanlon and Sister Celestine O'Sullivan were successful in the course of Instructors of Nurses at the University of Western Ontario, London. Sister Ignatius McLoughlin, Sister M. Marceline Furniss, Sister M. Aloysia Fischer successfully completed the course at Normal and were exempt from examination. Sister Gerald Schnarr obtained a degree of Pharmacy at the University of Toronto. She passed first in a large class, won a gold medal and a scholarship.

SEPTEMBER 1951 THE MOVING

The moving from St. Joseph's Convent, Park Street, to Bridgeview Survey required two weeks of thoughtful planning and much hard labour. Amusing incidents occurred, which relieved the strain of those in charge of this work. The contract was given to Hill The Mover, whose employees were unaccustomed to convent furnishings. When told where to place the statue of St. Therese, the man asked, "How will I know her?" And another apologized for some damage he had done to the fellow with the bun in his hand. Of course, sister knew he was referring to St. Anthony. Though the sisters were extremely tired, there was not the slightest sign of fatigue or impatience shown at any time. Everything was done to avoid any inconvenience to the sisters and no person suffered the least discomfort. On Saturday, September 8th the feast of the Nativity of our Blessed Mother the sister teachers went in the new bus to the Motherhouse to set up beds and to arrange their personal belongings in their rooms. For a few nights they remained at Park Street using improvised beds. Monday, September 17th was the last day in which the whole community was present for Mass and Holy Communion at the Park Street convent. At nine in the morning the bus brought the first group of sisters who were to remain in the new Motherhouse. At four a second group of the sister teachers came and all worked strenuously but happily, and even gaily cleaning rooms and halls. After a late lunch the new organ was tested and all the sisters came to the gallery and sang hymns in honour of our Lord, our Blessed

Mother, St. Joseph and the Blessed Trinity. What were the thoughts and the prayers of those sisters who were the first of the community to sing the praises of our divine Lord in this his beautiful new dwelling? God grant that their hopes and fervent prayers for the future community may be fully realized. Though the Blessed Sacrament was not in the tabernacle, the chapel without pews and filled with boards and lumber, the sisters felt the nearness of our Heavenly Father and each note was an expression of love and gratitude for the abundant blessings of the religious life.

SEPTEMBER 26, 1951 ORPHAN BOYS TRANSFERRED TO MOUNT ST. JOSEPH

On Tuesday, September 26, 1951 the boys moved from St. Mary's Orphanage, Park Street, to the new quarters prepared for them at Mount St. Joseph. With this final moving the property passed from the possession of the Congregation of Sisters of St. Joseph to become the ecclesiastical property of the diocese.

THE FIRST HIGH MASS

On Sunday, November 11, 1951 the first High Mass in the new convent was celebrated by the chaplain, Reverend Father Goodrow. The singing of the Mass of the Angels by the sisters' choir was sweet and devotional.

ST. JOSEPH'S HOSPITAL, HAMILTON, ONTARIO

YEAR BY YEAR

- 1852 - Sisters of St. Joseph arrive in Hamilton to care for the poor and the sick.
- 1854 - Temporary hospital opened in railway freight sheds to care for the victims of cholera and typhus epidemics.
- 1890 - St. Joseph's Hospital founded in former residence of Mr. John Young on John Street South, accommodating 25 patients - officially opened June 11, 1890.
 - First Surgery by Dr. Roseberg, June 21, 1890.
- 1894 - St. Ann's Wing added, bringing bed complement up to 55.
- 1902 - Electric light installed in operating room.
- 1907 - First Province of Ontario Department of Hospitals and Charities - Dated December 12, 1907.
 - Inspection of St. Joseph's Hospital - Dr. R. W. Bruce Smith, Inspector.
- 1911 - St. Joseph's School of Nursing founded, with an enrolment of 9.
- 1912 - X-Ray department and first Laboratory opened.
- 1915 - First class graduates from St. Joseph's School of Nursing, January 22, 1915.
- 1916 - Dr. William P. Downs became the hospital's first intern.
- 1916 - Surgical wing (present Centre building) added, bringing bed complement up to 155.
- 1922 - Original Chapel built.
 - First Medical Advisory Committee established.
 - New Nursing Residence Built on the site of the old Undermount. Opened November 28, 1922.
- 1923 - Medical staff reorganized and hospital accredited by the American College of Surgeons for the first time, and awarded Grade A status.
 - Purchased Casa Maria - \$30,000.00 (originally owned by law firm Long & Bisby at 58 Charlton Avenue East formerly called Hannah Street).
- 1924 - St. Monica's Ward for children opened, and Casa Maria opened as a Maternity wing, increasing bed complement to 200.
 - First Medical Staff By-laws & Regulations governing staff and visiting physicians effective January 1924.
- 1926 - Undermount Nurses' Residence built.
- 1938 - The Hospital gained approval from the Canadian Hospital Association for the training of interns. Sister Alphonsa Meegan, Hospital Administrator.
- 1941 - Our Lady of Victory Wing built opposite the 1955 chapel. Served as an emergency room – 1 large room, 2 smaller rooms.
 - Named Our Lady of Victory in hope of winning the war.
- 1943 - Penicillin administered for the first time at St. Joseph's.
- 1945 - St. Joseph's Hospital Auxiliary formed.
- 1947 - John Street building opened May 3, 1947, bringing bed complement up to 394.
 - Marygrove purchased to be used as nurses' residence.
 - Oakbank purchased - Nursing Residence
- 1950 - Casa Maria demolished as Women's Wing opened, bringing bed complement up to 457 beds and 102 bassinets.
 - Martha Building - Women's Wing opened.
- 1952 - Lay Advisory Board formed.
- 1954 - Sister Mary Grace Stevens, CEO 1954-1960, 1963-1970.
- 1955 - Chapel opened Centre Building.
 - Hospital received 3-year accreditation from Joint Commission on Accreditation of Hospitals.
- 1957 - Radioisotope department (Nuclear Medicine) opened in affiliation with McMaster University.
 - First Press Desk to be established in a hospital in Hamilton under the direction of Sister Cleophas.
- 1958 - Dr. Charles H. Jaimet is named Canada's First Professor of Nuclear Medicine. He was also certified by the Atomic Energy Commission of Canada to administer radio-active materials to patients.
- 1959 - Canadian Program of Accreditation began and St. Joseph's Hospital met accreditation standards.
- 1960 - Dr. K. Williams, the hospital's first Medical Director, comes to St. Joseph's. Left 1965.
 - Marygrove demolished for Surgical Building.
- 1961 - St. Joseph's is the first hospital in Canada to participate in Professional Activity Study in Ann Arbor, Michigan. This was a programme involved with the auditing of Medical Records and has since been replaced with a similar one developed in Canada. It was named Hospital Medical Records Institute (HMRI) until 1990 when the name was changed to Canadian Institute of Health Information (CIHI).
- 1962 - Surgical Addition officially opened by Premier John Robarts - Sister Mary Grace Building.
- 1963 - Fontbonne Residence opened.
- 1965 - Hamilton District Health Council formed - first chairman, Dr. J. D. Galloway.
 - McMaster University Medical School opens.
- 1966 - Demolition of the "1890" building.
 - Separation of duties of the Director of Nursing Service and Director of Nursing Education - great changes in nursing training - evolution of 2 + 1.
 - OMSIP begins to cover charges for treatment of outpatients.
- 1967 - Opening of Dialysis by Dr. Matthew Dymond, Minister of Health.
 - Pay parking starts.
 - First edition of Contact
- 1968 - Board of Trustees, first in the entire corporation, formed to replace the Lay Advisory Board - Dr. J. B. Osbaldeston, first chairman.
- 1969 - Management Committee established.
 - First Annual Staff Christmas Tea
 - 43 Charlton Purchased
 - Affiliation agreement signed with McMaster University by Sister Mary Grace Stevens, Dec 23, 1969. St. Joseph's is the first Hospital in Hamilton to establish a formal accord with the medical school.
- 1970 - St. Joseph's Hospital Foundation receives its Charter - 1st Director, Mr. J. Nelson Allan.
 - Auxiliary - Volunteer Association Hostess Service initiated.
 - First Kidney Transplant February 6, 1970. Dr. P. Knight and Dr. Tsai.
 - OPSU (Outpatient Surgical Unit) established.
 - Opening of Chaplaincy Service and 43 Charlton Avenue.
 - Sister Mary Grace retired.
 - Dr. J. D. Galloway, CEO 1970-1979.
- 1972 - Opening of Renal Transplant Unit.
 - Establishment of 1st Methadone Clinic.
 - Social Club formed.
 - Purchased Grace Haven from Salvation Army - renovated for Firestone.
 - St. Joe's opened and operated the first methadone clinic in Hamilton. Sept 1972.
- 1973 - CMU moves from ICU to 7 Surgical.
 - Last Graduation Class for the School of Nursing.
- 1974 - First Live Kidney Transplant.
 - OHA celebrates its Golden Anniversary; St. Joseph's receives a plaque in recognition of being a Founding Member.
 - First hospital to ban the sale of cigarettes.

ST. JOSEPH'S HOSPITAL, HAMILTON, ONTARIO

YEAR BY YEAR

- 1976 - Establishment of Environmental Medicine Unit (Behavioural Medicine).
 - Aladdin Food System begun.
 - Contributions from staff to the Sisters of St. Joseph Guatemala Relief Fund.
- 1977 - Sisters of St. Joseph hold "Open House" at the Motherhouse, to celebrate 125 years of service in the Hamilton Diocese.
- 1978 - Dr. M. Newhouse and Don McCormack developed the prototype for the Aero chamber (Tried in Dr. Denis Core office).
- 1979 - Firestone Regional Chest and Allergy Unit opened.
 - Parking Ramp 1 completed.
 - Sister Joan O'Sullivan, CEO 1979-1989.
 - Undermount demolished
- 1980 - May 1 Fire, leading to evacuation of hospital with considerable property damage, but no loss of life.
 - Overhead walkway opened.
- 1981 - Opening of Chronic Care Unit, Self Care Dialysis, and the Stelco Amphitheatre in Fontbonne.
 - Palliative Care Service initiated.
- 1982 - Opening of First Place Community Teaching Centre.
 - Trillium Award - First time awarded to a Hamilton hospital.
 - Library moved to Fontbonne, October.
 - Trudele manufacturing distributed the Aero chamber
- 1983 - Opening of East Region Mental Health Services - Britannia Avenue (moved to CAHS when it opened).
 - Acquisition of the CAT Scanner.
- 1984 - Fundraising begins for Charlton Avenue Redevelopment and Expansion.
 - Sign unveiled in east end of Hamilton for St. Joseph's Hospital Ambulatory Care Centre.
 - Purchase land for CAHS - 26 acres.
- 1985 - Introduction of New Telephone System.
 - Opening of St. Joseph's Hospital Regional Dialysis Unit.
- 1986 - Construction starts on Charlton Avenue Redevelopment project.
 - Proclamation of Sisters of St. Joseph Week in November to celebrate 150 years in North America and 135 years in Canada.
 - Inauguration of Tel-Med Service by St. Joseph's Hospital Foundation.
 - Opening of Rheumatic Diseases Unit.
 - Parking Ramp 2 completed.
 - St. Joseph's hires an ethics consultant - first in Canada.
- 1987 - New Chapel opens in the Charlton Lobby, Dec 14, 1987 - Designed by Klaus Design Inc.
 - St. Joseph's opens the Hamilton Women's Detox Centre.
- 1988 - The opening of the St. Joseph's Hospital Spinal Centre.
 - The opening of the new St. Luke Wing, which includes a new Emergency Department, Fracture Clinic, OPD, Radiology and new Laboratory.
 - Pediatric Aerochamber device invented, 1988-89
- 1989 - Construction begins on CAHS.
 - Allan Greve, CEO 1989-2001.
 - Miss Margaret Peart, Director of Nursing retired.
 - The new Bishop Dowling Wing opens, which includes a new intensive care unit and preoperative assessment unit, a new day surgery unit; new facilities for the therapy services including PT, OT, and communication disorders; a new coronary care unit and a new obstetrical unit.
- 1990 - Sister Mary Grace, Luke, Marion, Martha and Bishop Dowling Buildings officially re-named at Grand Opening.
- 1991 - St. Joseph's Community Health Centre opened - January.
 - St. Joseph's to close - Headlines Hamilton Spectator.
- 1993 - Father Sean O'Sullivan Research Centre established (FSORC), 1st Director - Dr. Stuart MacLeod.
- 1994 - Aero chamber developed for horses, 1994-95
- 1995 - Launch of the St. Joseph's Health Care System Research Network.
- 1996 - Location of offices of the department of surgery, Faculty of Health Sciences, McMaster University at St. Joseph's Hospital.
 - St. Joseph's Hospital takes over the management and operation of First Place Family Medical Centre (name changed to St. Joseph's Family Medical Centre)
- 1997 - February, Hamilton-Wentworth District Health Council recommends the closure of St. Joseph's Hospital. A tremendous "Save-the-Hospital" campaign ensues.
 - November, Ontario Health Services Restructuring Commission's Preliminary Report recommends keeping St. Joseph's open and expanding its mandate to include management of regional specialized mental health services and expansion of chronic care beds.
 - Father Sean Research Centre was incorporated.
- 1998 - Launch of St. Joseph's Centre for Acute Injury Rehabilitation in February.
 - May, Ontario Health Services Restructuring Commission's Final Report confirming November '97 recommendations; as well, it was recommended to the Minister of Health that St. Joseph's Hospital assume governance and management of Hamilton Psychiatric Hospital.
- 1999 - January, Minister of Health approves transfer of governance and management of Hamilton Psychiatric Hospital to St. Joseph's Hospital - transition planning process begins
 - February, Launch of Anxiety Treatment and Research Centre
 - Government of Ontario announces funding for a MRI to be operational in 2001
 - CMAS (Centre for Minimal Access Surgery) teaching center launches in October.
 - Canada Foundation of Innovation announced \$8.5 million grant for the Firestone Institute.
- 2000 - St. Joseph's announces plans for the construction of a 10-storey tower and new parking garage
 - New name and logo is launched for St. Joseph's Healthcare Hamilton.
 - Provincial government announces \$7 million in new funding for St. Joseph's Healthcare Hamilton. The funding is intended to support the continued reform and modernization of hospital care in the province.
 - In March the new 22-bed rehabilitation unit on the 7th floor begins delivering services to patients
 - St. Joseph's Hospital is awarded \$2.7 million to study the neurobiology of stress, mood and anxiety disorders from the Canada Foundation for Innovation. The grant will be used to purchase a functional magnetic resonance imaging machine (fMRI)
 - Wednesday September 20th - St. Joseph's Healthcare officially opens the emergency psychiatry service's new facility
 - On November 13th, the Ministry of Health and Long-Term Care transferred governance and management of Hamilton Psychiatric Hospital to St. Joseph's
- 2001 - Library Moved to 8 Mary Grace.

ST. JOSEPH'S HOSPITAL, HAMILTON, ONTARIO

YEAR BY YEAR

- Construction begins for Cardiology Unit, 4 Dowling.
- Demolition of Firestone Building and closure of Hospital Front Entrance.
- Demolition of Fontbonne Gym for Parking Ramp 3 - 645 parking spots.
- St. Joseph's Healthcare Hamilton signs an agreement with GE Medical Systems Canada to provide a high field MRI system and PACS (Picture, Archiving and Communications System)
- Ministry of Health and Long-Term Care invests \$56.2 million in support of St. Joseph's redevelopment initiatives
- Opening of New Specialized clinic in March to treat strains of drug resistant tuberculosis
- Opening of eating disorders program for patients 16 years and older
- Opening of the Women's Health Centre at CAHS in June
- The Ministry of Health and Long-Term Care announces an increase in base funding of \$6.35 million for St. Joseph's Healthcare
- In September, Dr. Kevin Smith begins his new role as President and CEO of St. Joseph's
- On September 17th all pediatric inpatient services at St. Joseph's Healthcare Hamilton are transferred to the Children's Hospital at Hamilton Health Sciences
- In October, the Ministry of Energy, Science and Technology announces a provincial government investment of \$16.2 million in the Behavioural Research and Imaging Network (BRIN). St. Joseph's Brain-Body Institute will be created from this funding
- 2002 - McMaster Institute of Urology opened.
 - CAHS Eye Clinic opened.
 - Courage Lily developed for the Sisters of St. Joseph.
 - Redevelopment of the Brantford Life Centre begins.
 - Redevelopment of the New Tower starts.
 - Opening of new parking garage- Ramp 3.
 - In February, the launch of the new MRI Centre and Picture Archiving and Communications System in the diagnostic imaging department takes place.
 - In March, the federal government announces a contribution of \$2 million going towards two electronic health projects: CMAS's telerobotics surgery project, and COMPETE II.
 - In April, the surgery centre at CAHS officially opens.
 - In April, Tony Clement, Ontario Minister of Health and Long-Term Care announces a \$6.9 million increase in capital funding for St. Joseph's redevelopment and modernizing patient care.
 - St. Joseph's Healthcare Hamilton is awarded "accreditation" (for the maximum of three years) from the Canadian Council of Health Services Accreditation.
 - A \$1 million dollar investment in research will establish a McMaster University Research Chair at the Firestone Institute for Respiratory Health at St. Joseph's Healthcare Hamilton.
- 2003 - New Cardiac Care Unit opened - 4 Bishop Dowling Wing.
 - 24 bed Womankind Detox Treatment Centre will amalgamate Hamilton-area Women's Addiction Services.
 - SARS Virus tested at St. Joseph's Healthcare Hamilton - Dr. J. Mahony.
 - St. Joseph's Healthcare Hamilton website launched.
 - National Bike Race in Hamilton - OR's, Day Surgery & OP closed, June.
 - SARS crisis closes Hospital for 1 week.
 - Endoscopy Unit opened - 3 Mary Grace.
 - CMHS Acute Care Inpatient Unit is renovated.
- World Bike Race in Hamilton - OR's & OP closed, October.
- St. Joseph's Healthcare unveils the world's largest PET scanner for research purposes at the new Brain-Body Institute at the Charlton Campus. Created exclusively for St. Joseph's by CPS Innovations in Knoxville, Tennessee, it provides unprecedented views of the human body (50 centimeters verses 15 centimeters of conventional PET scanners)
- St. Joseph's Centre for Minimal Access Surgery, under the direction of Dr. Mehran Anvari, complete the world's first hospital to hospital telerobotic assisted surgery on a patient more than 400 kilometers away. The 66-year old patient at North Bay General Hospital underwent an anti-reflux surgical procedure as Dr. Anvari operated the controls from St. Joseph's
- St. Joseph's receives the esteemed "Baby-Friendly" designation from the World Health Organization and Unicef, for our no-soother, no-formula, breastmilk-only approach to mothering. The occasion marks one of only two times the title has been awarded to a Canadian healthcare institution
- World Bike Race was hosted by the City of Hamilton closure of the O.R. and O.P. in October
- 2004 - 1st floor of the New Tower opens - September.
 - Tower Warming Event.
 - Charlton Entrance re-opens.
 - Firestone Clinic & Public Relations move to New Tower.
 - NEEMO 7 underwater surgery – NASA Oct 11-21, 2004.
 - Emergency Phase I opened October 25, 2004.
- 2005 - Library moved to New Tower - is renamed Sherman Library, February 2005.
 - Chest, Rehab, Wet Labs and Emergency move.
 - Emergency Phase II opened June 16, 2005.
 - 10 Mental Health opened May 25, 2005.
 - Complex Continuing Care Opened June 1, 2005.
 - Firestone physician's offices move to New Tower.
 - Around the Bay Race used as fundraiser for first time in history - proceeds go to St. Joseph's Healthcare Foundation, March 20, 2005.
 - 115-year celebration of St. Joseph's, June 10, 2005.
 - CMHS (Consumer Mental Health) Library opened.
 - Renovation completed to CMHS Library.
 - March 31st The Hamilton District Health Council closes.
 - LHIN's - Ontario Ministry of Health & Long-Term Care Local Health Integrated Networks formed to replace District Health Councils in Ontario.
 - Official opening of North Tower - June 10, 2005.
 - Charles & Margaret Juravinski donate \$7m to the Tower.
 - The Tower is renamed "The Juravinski Innovation Tower" June 10/05.
 - Time capsule is placed in new lobby.
 - Sisters Joan O'Sullivan, Giovanni, Patricia Hanlon move from the 8th Floor Mary Grace to the Mother House.
 - The first Firestone International Symposium, "Breath – Live", took place on October 5th.
 - The province provides \$83 million to Hamilton Health Care to move forward with mountain site, on November 4th.
 - Dr. J. Mahony of the Virology department announces approval for a SARS test on November 8th.
- 2006 - January 27, 2006 – Frank Charles Miller donated 2 million dollars – An "inspiring gift" The Frank Charles Miller Academic Centre.
 - Inspiration Place Opened.
 - Mission Legacy Awards introduced through SJHH.
 - NEEMO 9 introduced March 2006.

ST. JOSEPH'S HOSPITAL, HAMILTON, ONTARIO

YEAR BY YEAR

- The first Director's Conference was held in December 2006 at the Royal Botanical Gardens
- 2007 - New St. Joe's web page launched
 - Stain glass windows donated by Dr. Arthur Franklyn Lewis
 - A \$5 million donation from David Braley and Nancy Gordon going to the O.R. and Urology Program
 - Demolition of 225 James St. S
- 2008 - Redevelopment process starts at CMHS – Zeidler Partnership will be the architectural firm.
 - Accreditation – New standards for 2008 – Self assessment.
 - Dr. Kevin Smith appointed to Canadian Foundation Board.
 - Official opening of the Hamilton Spectator Waiting Room – Outpatient Dept.
 - St. Joe's hosted the traveling exhibit commemorating Hungarian Exodus – 1956.
 - Dr. James Mahony, Virologist receives FDA approval in the USA for his new test - xTAG™ Respiratory Viral Panel (RVP) was developed in Conjunction with Luminex Molecular Diagnostics (formerly TM Bioscience)
 - SJHH goes green program
 - Dr. David Williams, Canadian astronaut joins SJHH. Launches new Medical Robotics Program in Hamilton, April 14, 2008.
 - April 2008 – Baby Wall.
 - 1 million dollar donation by Teresa Casoli, past CEO of Lakeport Brewery launches St. Joe's Baby Face Photo Wall. Donation to support surgical tower.
 - Legacy of the Sisters of St. Joseph of Hamilton – celebrated on film.
 - David Braley & Nancy Gordon “Kidney and Urinary Inpatient Unit” opened May 30, 2008. 44 beds on Level 7 Juravinski Tower.
 - Construction of the new Surgical Centre starts May 2008. 7800 sq. ft.
 - St. Joe's goes smoke free. CAHS – Sept 2008. Charlton – Nov 2008. CMHS to follow.
 - Diagnostic Imaging Opening – Sept 2008.
 - Perioperative Tower ground breaking.
 - Nov – unveiling a pre-construction sign as landmark for West 5th Campus.
- 2009 - Jan – St. Joe's goes green program reduced waste budget by \$70,000.
 - Feb – Sentinelle Medical 3 Tesla R & D Imaging Unit (screening Breast Cancer) opens. World's First Unit.
 - Feb – St. Joe's one of 4 locations in Ontario for Bariatric Surgery (Centre of Excellence). \$75 million dedicated to province.
 - April – Swine Flu (H1N1). Level 5 Canada.
 - May 14 – Dr. Jim Mahony creates first H1N1 test with results in 6-24 hrs.
 - June – 1 million dollar donation for research, education and equipment for West 5th campus – Frank Charles Miller.
 - June 22 – Kevin Smith appointed CEO of St. Joseph's Health System (SJHS) effective October 1, 2009.
 - Nov – CTU Quiet Room named after Sister Patricia Hanlon.
 - Dec – Dr. David Higgins appointed President, St. Joseph's Healthcare Hamilton.
- 2010 - Feb – Dr. Paulo Zamboni visits St. Joe's to discuss the latest research on the new treatment for MS. To unblock veins, a catheter is threaded up through the groin to the effected area and a small balloon is inflated to clear the blockage.
 - Oct 4 – Arcelor/Dofasco donates 1.5 million to SJHH for mental health hospital 2011 construction.
 - Oct 15 – St. Joseph's Healthcare makes list of top 100 Employers in Canada for the first time.
- 2011 - April 13 – Official ground breaking at West 5th campus.
 - May – Boris Family (Mountain Cable) donates 6 million for an addiction research at SJHH.
 - May 11 – Dr. Damu Tang – first time the role of a specific protein – MAN2CI in prostate cancer development. Published in Nature Communication.
 - St. Joe's officially named Regional Thoracic Cancer Lead. Dr. Yaron Shargall, Head, Thoracic Surgery.
 - Sept 14 – Perioperative and Surgical Centre opened. 12 new OR's
 - Sept – new fundraising campaign opens to the community.
 - Dec – Boris Family donate 5 million to purchase da Vinci SI Surgical Robotic System. Only one in Hamilton.
 - Dr. M. Larche publishes new cat vaccine research – Jan 2011 Journal of Allergy & Clinical Immunology
 - Opening of the David Braley & Nancy Gordon Surgical Wing.
- 2012 - March – Phase One development of ICU West & ICU Mid-West relocated in new unit - 19 bed total - May 2012.
 - March - Code Orange exercise.
 - May 23 – announcement and naming of the West 5th campus. “The Margaret & Charles Juravinski Centre for Integrated Healthcare”. 10 million dollar donation from Juravinski Family.
 - June – Mapping our Future – new strategic plan
 - July – Robot cancer detection – breast cancer. IGAR developed by the Centre of Surgical Invention and Innovation (CSII) at McMaster & SJHH – Spectator-July 9, 2012.
 - St. Joe's moved to social media - Facebook, YouTube and Twitter.
 - Mixed Gender Rooms
- 2013 – October – MRI delivered to West 5th Campus
 - Dec 26, 2013 – Flood in West 5th amphitheatre caused by sprinklers.
 - Dr. Mark Larche – cat allergy vaccine. 2nd phase of clinical trial of a therapy for cat allergies. 4 doses protect for 2 years.
- 2014 – January 8, 2014 – Fire standpipe bursts causing major flooding at Charlton Campus. OR's, Emergency, SPD, Diagnostic Imaging and Library are closed for significant time periods while clean up, remediation and renovations take place.
 - The Margaret & Charles Juravinski Centre for Integrated Healthcare opens at West 5th Campus
 - January – Moves start to new West 5th building.
 - January 23, 2014 – West 5th Campus Grand Opening.
 - January 30, 2014 – West 5th Library moved to new building.
 - February 9, 2014 – Patients moved to new West 5th Campus.
 - April 1, 2014 – The Research Institute of St. Joe's Hamilton was launched.
 - April – 5 Million dollar gift for Robotic Surgery – Boris Family
 - September – Bariatric and Diabetes clinics move to West 5th Campus. All outpatient Psychiatry, DT opens at West 5th.
 - September – Digital Order Sets
 - December – In Our House Anti Stigma Campaign begins.
 - Peter Boris Centre for Addictions Research established.
- 2015 – Dr. Mahony creates prototype test that can detect dozens of viruses and bacteria in less than 20 minutes (influenza, chlamydia, ebola).
 - March 14 – Undeveloped 12 hectares of land at West 5th property up for sale from Ontario Ministry.

ST. JOSEPH'S HOSPITAL, HAMILTON, ONTARIO***YEAR BY YEAR***

- March – Grand opening of the Youth Wellness Centre-first of its kind in Ontario. Located in downtown Hamilton on Pigott Blvd.
- September 2 – Bundled care – developed at St. Joseph's/ Health Minister Eric Hoskin makes announcement to expand to other hospitals in Ontario.
- September 9 – Unveiling and blessing of West 5th Library “Pope Francis Library Resource Centre.”

Peggy Savage Book

This link provides access to the digital copy of the only comprehensive history of St. Joseph's Hospital in Hamilton: *To Serve with Honour: The Story of St. Joseph's Hospital, Hamilton, 1890-1990*, by Peggy Savage.

http://www.chac.ca/about/history/books/on/Hamilton_St.%20Joseph's%20Hospital%201890-1990.pdf

This book provided details about some parts of the history of the Order to add to what was available from the Sisters' archives. It was very helpful in describing some of the challenges, responsibilities and accomplishments of Sister Mary Grace, one of the identified sister-leaders in health care. It has a good collection of photographs of some of the other sister-leaders, but few details about their specific duties and accomplishments.

Sister-Leaders in the Health Care Field

“The nuns took on leadership roles at times when few women headed health care. Under their watch, a nursing school opened in 1911 and St. Joseph’s partnered with McMaster University’s new Medical School in 1969.” (“Community “Owes a Lot” to Nuns Who Built St. Joseph’s,” *Hamilton Spectator, the spec.com*, October 18, 2013.)

The following nine sisters have been identified by the members of their current leadership team as being those who had a significant influence on the development of the St. Joseph’s Health System that exists today.

Sister Martha von Bunning (1824-1868)

- Sister Martha’s story is the foundational story of the Order and the health care system. It took over one hundred years to get this story correct.

Sister St. Paul Lardie (1896-1980)

- Head Operating Room Nurse, St. Joseph’s Hospitals, Guelph and Hamilton.

Sister Ancilla Fagan (1899-1988)

- Hospital Pharmacist, St. Joseph’s Hospital, Hamilton.
- Editor of *Hospital Pharmacy*.

Sister Mary Grace Stevens (1902-1999)

- CEO, St. Joseph’s Hospitals, Hamilton and Guelph.
- CEO, St. Joseph’s Villa, Dundas.
- In the interviews with Sister Virginia and Sister Kathleen, both nuns reflect on the contributions of Sister Mary Grace.

Sister St. Edmund Dales (1907-1984)

- Administrator, St. Joseph’s Villa, Dundas.
- Administrator, St. Joseph’s Hospital, Guelph.

St. Joan O’Sullivan (1922-2013)

- CEO, St. Joseph’s Hospital, Hamilton and St. Mary’s Hospital, Kitchener.
- Director, School of Nursing, St. Joseph’s Hospital, Hamilton.
- Sister Ann Marshall provides details about Sister Joan’s ministry and insight into the reasons why women entered the convent in her era and she contrasts the ministry of the 1960’s with that of today.
- Brian Guest reflects upon his experiences in working with Sister Joan.

Sister Virginia Hanlon

- CEO, St. Mary's Hospital, Kitchener.
- Director of the School of Nursing, St. Joseph's Hospital, Hamilton.
- Sister Virginia Hanlon recounts her experiences as the Director of Nursing at St. Joseph's Hospital in Hamilton (at the age of 31) and as CEO of St. Mary's Hospital in Kitchener.

Sister Katherine Godfrey

- Director, St. Joseph's Villa, Dundas.
- Sister Katherine Godfrey talks about her roles as the Medical Records' Librarian at St. Joseph's Hospital in Guelph and as Director of the Villa in Dundas.

Sister Teresita McNally

- President and Chair, St. Joseph's Healthcare, Hamilton.
- Sister Teresita McNally and Brian Guest engage in a discussion on the transition of the health care system from the Sisters to the community. They also discuss the 1996 recommendation of the Health Action Task Force to close St. Joseph's Hospital in Hamilton and the community's subsequent response.

The sisters' CV's include the pertinent portions of the interviews and can be found on the following pages. It must be noted that the CV's do not resemble those of lay people who have served in senior positions in major health care institutions. Although the titles of the positions served may provide an idea of the responsibilities involved (e.g. Director of Nursing), there are no lists of duties, challenges or accomplishments. Education details are very limited; degrees and courses may be there, but institutions attended and the years may not.

Sister Martha von Bunning 1824-1868, A Classic Story of Patriarchy

Sister Martha von Bunning was the first Superior General of the Sisters of St. Joseph in Hamilton. In the Annals dated August 9 1862, it states that Sister Martha left the order due to illness. The following is the actual story. Why the conflicting histories? “Our Sister found out about the Martha story when our archivist at the time went to use the Toronto archives (1976) and saw the story written in their Annals. The Toronto Sisters never said anything because they thought that the Hamilton Sisters knew.” (Theresa Murphy, e-mail message to author, October 30, 2015.)

Sister Martha was born in Hamburg, Germany and immigrated to the United States and entered the convent of the Sisters of St. Joseph in St. Louis, Missouri in 1845. She was sent to Toronto and later to Hamilton as one of the three original sisters to found the congregation here in 1852.

She was their leader as they began their ministry in establishing their first orphanage, opening a boarding school for girls, taking charge of the new Catholic School System and opening both St. Joseph’s Hospital and the House of Providence (a residence for the elderly) in Guelph.

In 1858, Sister Martha was elected Superior General of the CSJ in Hamilton – their first.

In 1862, over an incident at the girls’ boarding school (apparently a few girls dressed up in the priest’s vestments and pretended to say Mass), Sister Martha was banished from the diocese by the local bishop. She was devastated and for the next four years she prayed for forgiveness. In 1866, she returned to Hamilton to ask the bishop for forgiveness, but he refused to meet with her and ordered that the congregation in Hamilton not receive Sister Martha as a guest. She, along with another sister, had to walk to Toronto.

Sister Martha died in Toronto in 1868, never having been reconciled to her Order in Hamilton.

This story is told in the graphic novel produced by the Sisters in 2006 entitled, *Frontier Women: Sisters of St. Joseph*, by Sister Veronica O’Reilly, CSJ. The local bishop at that time was not pleased that this story had been retold in this publication and sent a letter to the Sisters stating so.

On April 19, 2002, Sister Martha’s body was moved from Toronto to Hamilton and she was formally welcomed home to the congregation that she founded.



r) Sister St. Paul Lardie

Name: Sister St. Paul Lardie

Entrance Date: March 19, 1926

Reception Date: September 22, 1926

First Profession: August 28, 1928

Final Profession: August 28, 1931

Died: March 14, 1980

EMPLOYMENT HISTORY:

1963-73 **St. Mary's Hospital, Kitchener**
1938-43
1931-36

1960-63 **St. Joseph's Hospital, Hamilton**
1954-55
1946-48
1936-38

1955-60 **St. Joseph's Hospital, Brantford**

1948-54 **St. Joseph's Hospital, Guelph**
1943-46

EDUCATION: No details.

OTHER INFORMATION:

There are three pictures of Sister St. Paul in the Peggy Savage book. No other details.

Here is Sister Katherine's recollection of Sister St. Paul from my interview of October 30, 2015.

“She was a good friend. She was Father Lardie's sister. She was the Administrator of the hospital in Guelph. She was a very kind person, cleaned the place up, and brought everything up to date. She was good to the sisters too. She was a beautiful singer. I remember she sang during the war ‘The Harbour Lights’. She could play the piano and she would do that sometimes too. She was an operating room nurse, and in charge of the operating rooms, in both Hamilton and Guelph.” (Interview: Godfrey, October 30, 2015.)



1) Sister Ancilla Fagan

Name: Sister Ancilla Fagan

Entrance Date: September 8, 1930

Reception Date: July 16, 1931

First Profession: August 28, 1933

Final Profession: August 28, 1936

Died: January 15, 1988

EMPLOYMENT HISTORY:

1937-?? Hospital Pharmacist, St. Joseph's Hospital, Hamilton

EDUCATION: Ontario College of Pharmacy, 1936

- Received Gold Medal upon graduation from the College of Pharmacy.
- Served as editor of the *Hospital Pharmacy* for ten years.
- Awarded meritorious service awards from both the Canadian Pharmaceutical Association and the Catholic Hospital Association of the U.S.A. and Canada.

OTHER INFORMATION:

Here is Sister Virginia's recollection of Sister Ancilla from my interview of October 26, 2015.

"Sister Ancilla was a genius. Sister Ancilla was older when she entered. She studied pharmacy and she was a walking encyclopedia. Every year the nurses in Hamilton (the registry) used to have a renew lecture and they had her speak about the new medications. She was marvelous. You could ask her anything or phone her in the middle of the night if you were Night Supervisor and had the keys to the pharmacy. She was most gracious. She was a wonderful wonder. She had presence – tall, she was a Fagan, held herself well." (Interview: Hanlon, October 26, 2015.)



p) Sister Mary Grace Stevens

Name: Sister Mary Grace Stevens

Entrance Date: October 15, 1928

Reception Date: July 15, 1929

First Profession:

Final Profession: August 28, 1935

Died: November 13, 1999

EMPLOYMENT HISTORY:

- 1969-72 Director, St. Joseph's Villa, Dundas**
- 1963-69 & Director, St. Joseph's Hospital, Hamilton**
1954-60
- 1960-63 Director of Nursing, St. Mary's Hospital, Kitchener**
- 1950-54 Director, St. Joseph's Hospital, Guelph**
- 1945-50 & Superintendent of Nurses, St. Mary's Hospital, Kitchener**
1939-40
- 1940-44 Superintendent of Nurses, St. Joseph's Hospital, Hamilton**
- 1936-39 Instructress of Nurses, St. Joseph's Hospital, Hamilton**

EDUCATION: Nursing and Hospital Administration, University of Toronto

OTHER INFORMATION:

Details gleaned from the Peggy Savage book:

- Introduced SPD – supply, processing and distribution system – into St. Joseph's.

- Introduced specialization to ensure that the “hospital’s reputation and calibre of service was above reproach.” (Savage, *To Serve with Honour*, 56.)
- Sister Mary Grace was described as “fair-minded”, “visionary”, “a brilliant administrator”, “a woman ahead of her time.” (Savage, *To Serve with Honour*, 58.)
- Under her leadership, St. Joe’s established a joint research program with McMaster University on the use of radio-isotopes to treat/diagnose diseases.
- She hired the first Medical Director to serve in a Catholic Hospital in Canada (285 hospitals): Dr. K.J. Williams, with an MA from Yale in Hospital Administration and Public Health. It was said that she recognized that the doctors’ practices of recording charts and keeping accurate medical histories were not keeping pace with requirements and standards and that she needed a well-qualified physician to introduce reform. “It is to Sister Mary Grace’s credit that she was able to see the big picture and realize that a really major re-organization had to occur at St. Joseph’s.” (Savage, *To Serve with Honour*, 66.)
- In 1965, she initiated a meeting with representatives from the other Hamilton hospitals, which would lead to the establishment of the Hamilton-Wentworth District Health Council.
- In 1969, she signed a formal accord with McMaster University’s School of Medicine to make St. Joseph’s a teaching hospital.

Here are both Sister Virginia’s and Sister Katherine’s recollections of Sister Mary Grace from my interviews of October 26 and 30, 2015, respectively.

“Sister Mary Grace worked for some muckity-muck store in Hamilton. She was a buyer for them in Europe. I can’t think of the name. Then she entered the convent when she was about 28. Then she went into nursing and about a year after, she graduated and was made Director of Nursing. They could see that she had administrative ability and she knew how to get along with people too. It was after I went into nursing that she went back to school and took the administrative course at the University of Toronto. She was very honest. She would call a spade a spade and she would back you up no matter what. When I was Director of Nursing, we were staffing that new hospital that we built in 1962. She would always consult me before we would open another division. She knew what it was like to be a nurse. That’s what I always thought when I was CEO - it’s helpful to be a nurse because you understand the problems that they are having. I’ll tell you a story about her. She always kept her door open for us. One day three doctors, who shall remain nameless in their gowns and gloves and boots and everything from the OR, stood at the door. She looked up at the door and said, “Can I help you?” They said, “Yes, sister, you can.” She never invited them in. She said, “Well do you have a problem?” The first doctor said, “Yes.” She said, “What’s your name?” She knew who it was. He gave her his name. She said, “Do you have any children?” He said, “Sister, you know that so and so is my wife and that I have three children.” She went through the others too. She said, “I feel sorry for your wives, and when you go back to the operating room do your work and leave the nurses alone.” She just knew how to handle people and she always supported the nurses, but she would tell the doctors where to go too. She was the one who got Dr. Williams. In my opinion, he literally saved the hospital - he and Bill Goldberg. Williams has a book. He wrote about his history at the hospital. Bill Goldberg leant it to me once when I could still read.

They saved the hospital because it was kind of going down the drain. Things weren’t getting done and Mary Grace could see that. It was Mary Grace that got him. She could see that we weren’t keeping certain things up to standard, like histories and physicals and charts and all that sort of thing. But that’s my word, I didn’t hear anybody say that. But I was there for that so I know.

She brought him (Dr. Williams) in to kind of clean the place up. But then he got Bill Goldberg. We used to call him Wild Bill. He was a wonderful man, very very smart. He put his life on the line leaving the other place on Barton Street, I don’t have it by name, to come to us. He helped to save us. But oh, the

nuns, “Dr. Goldberg - these Protestants coming in here telling us what to do. We know how to run our hospital.” I thought he was wonderful. He used to come and talk to me a lot after Mary Grace’s position was up as Superior, according to Rome and all that stuff. He used to talk to me because the nuns didn’t understand what he was trying to do.” (Interview: Hanlon, October 26, 2015.)

“She was a queen of everywhere. She was Administrator of the Guelph hospital, she was at the General when I went there, and she was at the Villa when it was built. She was very fond of the ladies centre and the women set up an activity area, with a little store, and brought in a lot of activities and entertainment. She helped a lot with that. Eventually, she left.” (Interview: Godfrey, October 30, 2015.)



q) Sister St. Edmund Dales

Name: Sister St. Edmund Dales

Entrance Date: August 15, 1925

Reception Date: July 15, 1926

First Profession: August 28, 1928

Final Profession: August 28, 1931

Died: April 19, 1984

EMPLOYMENT HISTORY:

1970-71 St. Joseph's Villa, Dundas

1928-30 House of Providence, Dundas

1955-59 St. Joseph's Hospital, Guelph

1948-53 Founded the continuing care unit at this hospital.

1931-43

1953-54 St. Mary's Hospital, Kitchener

1947-48

1954-55 St. Joseph's Hospital, Hamilton

1944-47

1930-31

EDUCATION: No details.

OTHER INFORMATION:

There is a very interesting story of Sister St. Edmund described in the Peggy Savage book. This is a portrait of a very formal, proper woman having worked a particularly onerous shift in her habit on a very hot day. And the doctor colleague, who at the end of the day, sends a well-wrapped package of two cold beers to Sister St. Edmund. (Savage, *To Serve with Honour*, 43.)

Here is Sister Katherine's recollection of Sister St. Edmund from my interview of October 30, 2015.

“She was at the Villa a couple of years before me and then fell down the escalator and broke her hip. When she was in Guelph, she had the home there, the chronic hospital. She was limping at that time and had a cane. She had a secretary that would go with her whenever she went around the place. I saw them going up the walkway one day and the secretary was carrying the cane and she was going ahead. It was so comical. She worked very hard – she worked all day until about 10 o'clock at night. If there was some kind of project, we would all be here. Then at 10:00 she would be so tired that she would cry, but she would also bring out a bottle of wine. She was very generous.” (Interview: Godfrey, October 30, 2015.)



m & n) Sister Joan O'Sullivan

Name: Sister Joan O'Sullivan

Entrance Date: September 8, 1946

Reception Date: March 19, 1946

First Profession: July 16, 1949

Final Profession: July 16, 1952

Died: April 27, 2013

EMPLOYMENT HISTORY:

1979-88 Executive Director, St. Joseph's Hospital, Hamilton

- \$80 million in redevelopment of St. Joseph's Hospital in Hamilton.
- Opened the St. Joseph's Urgent Care Centre in Stoney Creek.
- Launched the International Outreach Program.

1975-79 Executive Director, St. Mary's General Hospital, Kitchener

1973-75 Assistant Director, St. Joseph's Hospital, Brantford

1972-73 Director of Nursing Education, Hamilton

1964-72 Director of Nursing, St. Joseph's Hospital, Hamilton

EDUCATION: B.Sc.N., University of Western Ontario
 M.Sc.N., University of Western Ontario

OTHER INFORMATION:

Additional detail from the Peggy Savage book:

- St. Joseph's Hospital was "the Sisters' family business". (Savage, *To Serve with Honour*, 7.)

The following are detailed comments on Joan's leadership from my interview with Sister Teresita and Brian Guest (October 26, 2015), my interview with Sister Virginia Hanlon (October 26, 2015), and the entire transcript of my interview with Sister Ann Marshall (October 30, 2015).

"I first met her as Sister Joan when she was Director of the School of Nursing. We got to know each other then. I was an orderly. She called me to take an assistant administrator role. A condition of my job was to get my MBA and, of course, no more money. As the CEO she was incredibly effective and fair. She would meet with legendary CEOs at the time and she would really hold her own. She had a grasp on financials, but she trusted people too. I never her saw her lose her temper. She would give you a glare and you would know that you weren't meeting her expectations. She had a look kind of a thing. She was seen by her peers as effective. Did she get a bit of a pass for being a Sister? Yeah, I think so. I never saw anybody disrespectful to her. She was often the only woman in the room. As a leader, she maximized her strengths and minimized her weaknesses. She had an aura of fairness and everything was about the patients. Her message was 'always think about the patients first'. I think she would be seen by any standard as effective – sister or not sister." (Interview: Guest, October 26, 2015.)

"We were sitting around the executive committee table one day worrying about our budgets. We had some contact from a little girl from Dominica who had rickets and was treated in Hamilton. One of the members said, "You know we have so much and look around the world." So we started the international program in 1986. Sister Joan, the CEO, said, "Well, let's just do it." We learned through trial and error. Working with developing countries is tricky. We took a situation in its length and basically started a program which exists today. We have had 150 medical residents from various developing countries through McMaster/St. Joseph's Health, which is admirable." (Interview: Guest, October 26, 2015.)

"After returning to St. Joe's, I was pitching and broke my thumb. I was taker of the minutes for the Board. I had a cast up to my elbow on my right hand. I went to Sister Joan to say that I don't see how I could take minutes because I broke my thumb on my right arm. And she basically said, "You've got two arms don't you?" (Interview: Guest, October 26, 2015.)

"The one thing that used to get Sister Joan was when a man from the Catholic community would said, "I am going to take care of you sister". It was the subtle thing, but you could see smoke coming out of her ears. These were leaders who didn't need someone to take care of them. They needed someone to advise them." (Interview: McNally, October 26, 2015.)

"We are all so humble that people don't know those things. Well I do think that Sister Joan O'Sullivan was an outstanding leader in health care in Canada and you wouldn't think that she knew A from B to hear her talk. She was honoured by the Catholic Hospital Association, was the Woman of the Year downtown here, and she was marvelous, marvelous. I went on holidays with her for a number of years after she retired and I retired. We used to go up to Marigold together and she was a lot of fun. She succeeded me at the School of Nursing and then she became the CEO. I'd say, of all the congregation, she was the person as far as leadership. She could get you to do something without you even realizing that you were doing it. That's a skill too.

She succeeded me as a Director of the school, then she went to Brantford, then she went to Kitchener, then came back to Hamilton. I know she had excellent leadership because she was smart and she meant business." (Interview: Hanlon, October 26, 2015.)

"INTERVIEW WITH SR. ANN MARSHALL - OCTOBER 30, 2015

Q – As Sister Joan's colleague and friend, what do you think her main accomplishments were when she was the CEO of St. Joe's?

A – I was with her in the School of Nursing until the weekend that Mary Lepinski died. Mary Lepinski was the Director of Nursing and Joan was at that time the Director of St. Joseph's School of Nursing. Mary Lepinski died of the Asian flu or some flu over a weekend. She had been at a conference in Toronto for the Catholic Health Association. She came back, was sick, and they put her in intensive care and she died. It was the late 1960's. Mary Grace was the CEO and called Joan and said to come over and become the Director of Nursing at the hospital. I was on the staff of the school and was told that I would be the Director of Nursing for the school. It happened that way because we didn't have a lot of money. Most of our money went into building health care institutions in the diocese. This diocese only had Sisters of St.

Joseph's running health care institutions. Most other dioceses had one or two or three other congregations, but we had at that time St. Joseph's Hamilton, Guelph, Brantford, Dundas, and St. Mary's Kitchener. You got funding from the government, but I don't understand that part of it, but we were still responsible. I remember being on retreat and called home and the Superior General would tell us how much interest on the debt we had paid off, not the debt but the interest. I was too young to understand it or be bothered with it. Joan became the Director of Nursing overnight. She did a great job and was highly respected. Joan's gift was that she could be fair and strict and fun. The staff admired her very much, but they also knew that she meant business. I worked with her in the School of Nursing. When she got to the hospital, I know that the staff loved her in the hospital. She would wander the hospital, she didn't stay in an office. The maintenance people, particularly men, had a hockey team and they named it 'Joan's Jets'. She had to go and drop the puck for the games. I went on to Jamaica so I left in 1989 when she was finished at the hospital so I didn't know other stories.

Q – Did she recount stories in the evening when you were sitting around?

A – No, she would just tell me some stories about having to call a doctor in and laying down the law about something. She didn't like to do it, but she would.

Q – Did you ever get a sense that her working in this all male climate was ever a challenge for her?

A – Oh, I think so very much, but she said, "I'm not the brightest person to do this job, but I know enough to surround myself with skill." She worked as a team member, but she was highly respected. What she said was the final say.

Q – I have read that the establishment of the East End Care Centre was something that she championed. Is that correct?

A – She did. I was with her at the time. I was the Superior General here and had to sign off on the money to buy that property. So we worked very much with Dr. Kemp to get that going. There was some difficulty with the government over that site. They wanted, I think, to have a few patients' beds there, but it never would fly. There was a lot of resistance, but Joan kept going.

Q – What was her motivation to build this east end facility?

A – Dr. Kemp kept saying that there were all these hospitals in the centre of Hamilton and on the mountain, and where we are growing is out in Stoney Creek. Nobody was paying attention. I imagine that he probably approached the General too, but I don't know that. When he approached Joan, she got on the bandwagon and went to visit the woman who we bought the land from. She met with her several times. There was some resistance at first - maybe it was the Catholic influence, but I'm not positive.

Q – Were you also the Superior General when they launched the International Outreach Program?

A – Yes. Joan and I had talked about an international outreach program a lot. I used to say to her when I read in the newspaper about the First Nations, "Joan, wouldn't it be great, knowing she was my friend and in a position to do this, if we could send prepared staff, say in the Laboratory, to a First Nations and send the person who is running it up there in and learn it at St. Joseph's – make an educational exchange?" But the government would never let us do it. She did try that. Yes, we had that idea that we could be reaching out and doing things within our own community. Then one of our sisters went to Dominica and she brought back the CEO of their Nursing Home to visit the Villa for about five or six months. Then she went back with all these skills that she got from being here. In Joan's time, the outreach started, but it started because we used to dream about doing something with First Nations.

Q – So this came from the missionary spirit of the church?

A – We had great opportunities and we also had skilled people. Joan was very good at engaging people in her vision. Once she started, she never stopped.

Q – What were the dates that you were Superior General?

A – 1980 – 1989

Q – At the end of Joan's tenure, were there many sisters working in the hospital?

A – No, not in leadership.

Q – Was there discussion within the sisters about the legacy of the health care system and how it would be true to the mission?

A – We established a mission portfolio at the convent. How we kept track of that was the Superior General was responsible to appoint the CEO. The Board did a whole lot and ran much, but not the appointment of the CEO. We just kept receding, receding because we wanted 'mission education', which was out of here, the central office. Sister Mary Ambrose was appointed Mission Director. Then she started working with all the institutions and they established mission committees, which still go on today. We knew that we weren't going to keep the institutions at St. Joseph's Hospital and St. Mary's if they weren't true to the mission. That was established in the 80's and one insight was knowing that we couldn't carry on this way. In fact, the Church was moving to Vatican II in the 50s and 60s and every congregation was building up institutions – hospitals, schools, etc. Then society changed in the 60s and 70s and after Vatican II we started withdrawing from institutional administration because the lay people were well educated and could do it. Our job always was to be on the margin – that was our mission. You were to complete things and, when necessary, withdraw. Build them up and, when somebody else wants to do them, withdraw. Today we work in soup kitchens, with refugees, etc. That's where our interests lie. We have to have lay people to help us because we are too old to do it ourselves. Even if we had the sisters, running big institutions is not the calling. That's why I was so happy to get to Jamaica for 17 or 18 years. I had that mission / desire to strive and Joan picked it up and that's what got her into the hospital.

Q – Did Joan fall into health care when she entered the convent?

A – Joan wanted to be a sister, but she wanted to be a nurse. In those days women had the opportunity for nursing, teaching and secretarial. I wanted to be a nurse when I entered, but the mission was in my mind. She always wanted to be a nurse, but she was in leadership at the hospital and on the council. So she had to make mission trips, but always got a return ticket. She always wanted to come back. She was a city girl, she loved Hamilton and was devoted to it. She thought it was the most wonderful city in the world. She knew lots of people, was a great tennis player in her youth before she entered the convent.

When Joan entered, she wanted to be in service of the sick and vulnerable as all of us did. Then she got sent off to the school to be educated to work in the school of nursing. She was so liked by her students that in her 90's they would want her there at their reunion dinners. Joan was mad about dogs. At the graduating banquet of the class of 1966, they presented her with a dog. We worked hard. We put in long hours, all of us did, to keep the institutions going. For sisters, we worked 12 hours a day, 7 days a week. That's just the way it was. You were on duty 7 to 7; one end of the day or the other. Because we grew up that way as young sisters, when Joan was CEO she still put in heavy duty time – on weekends too.

Q – Were your days pretty exhausting?

A – Each day we had devotion, prayer and mass, worked 12 hours with one hour of recreation (play cards, talk, crafts – all done together). We didn't have money to hire anybody to relieve us. We were paying off all the debt of the institutions.

Q – When the congregation created the Health System and separated the congregation from the institutions that you owned, was there any talk within the congregation about payment for the properties?

A – Nobody ever thought of it. We knew we had to separate it because of law suits. After the 60's there was a big change in society and we are just a reflection of society. We had a lot of people enter in the 60's, but they left very quickly because they had opportunities elsewhere.

Joan (O'Sullivan) was here for service. That she got into a career, she never thought of that. Most of us don't think we are in a career. That is the farthest thing from our minds. It is a response to our Charism of Unity and Reconciliation that we do what we are doing. The Sisters who couldn't read or write went out into the community in France, and they saw what was needed – education and health care – and they worked to bring about a unity within the group, calling them together and giving them dignity.” (Interview: Marshall, October 30, 2015.)



t) Sister Virginia Hanlon

Name: Sister Virginia Hanlon

Entrance Date: September 8, 1945

Reception Date: March 19, 1946

First Profession: July 16, 1948

Final Profession: July 16, 1951



u) Sister Virginia Hanlon

EMPLOYMENT HISTORY:

1972-75 **CEO, St. Mary's Hospital, Kitchener**

1964-72 **Director of Nursing, St. Mary's School of Nursing, Kitchener**

1957-64 **Director School of Nursing, St. Joseph's Hospital, Hamilton**

1951-57 **Director of Nursing Education, St. Joseph's Hospital, Hamilton**

EDUCATION:

B.Sc.N., St. Francis-Xavier University

Diploma in Nursing Administration, University of Western Ontario

Certificate in Hospital Organization and Management (Canadian Hospital Association)

OTHER INFORMATION:

From an article in The Hamilton Spectator 2015:

“Sister Virginia remembers vividly the moment she decided to take holy order...She was a nursing student at St. Joe’s, during the Second World War. It was late at night and she was tending to two patients. Both dying, both with families overseas. She prayed with them, later helping to take them to the morgue...So I decided then,” says Sister Virginia, gently mocking her own idealism, “I was going to enter the convent, stamp out disease and save lives.”

She became a nun, went to St. Francis-Xavier, and then got on again with the St. Joseph’s School of Nursing, in teaching and administration.”(Mahoney, “The Shining Legacy of Snappy Sister Virginia,” *The Hamilton Spectator*, September 11, 2015.)

The following is the transcript of my interview with Sister Virginia from October 26, 2015.

“INTERVIEW WITH SR. VIRGINIA HANLON - OCTOBER 26, 2015

Q – Sister Mary Grace appointed you the Director of Nursing at St. Joe’s. Would you tell me about that?

A – Sister Mary Grace received me into the School of Nursing as a student (I was a lay person) on September 2, 1942. She was my Director for two years. Then she went off and studied and she was an administrator and blah, blah, blah. She was Administrator at the Hamilton Hospital when I was the Assistant to the Director of the school. I had great respect for Sister Mary Grace. I was really afraid of her, but I had great respect for her. So, she called me to the office (and this is the bare facts) towards the end of August 1957. She never looked at you when she talked. She always had the door open and was working at the desk the whole time she talked to you. So she asked, “I suppose you were wondering who the new director of the school is?” So I said, “Yes, it has crossed my mind.” And she said, “Do you have any idea who it might be?” I mentioned a couple of people. She said, “No, that is not correct. Would you like to know who it is?” And I said, “Well I’d love to know.” And she said, “Well, it’s you.” So I hadn’t been approached or anything, but she said that I had administrative ability. I thought that well that must be been pretty low on the totem pole when they had to do it like this, at the last minute. Anyway, that’s when I went into the school. So I started as Director of the School. I went there in 1951, and I left in 1964, but I was Director in 1957.

Q – You were there when the new Fontbonne was built?

A – I built it.

Q – That is what I wanted to know. How did you do that? What did you have to do to do that?

A – Well, you had to talk a lot and try to persuade people. I found that many of the sisters weren’t advocates of modern nursing education like I was. Sister Ann Marshall was more modern than I am. They didn’t see why we should be doing the things that we were doing. I knew that we needed a new School of Nursing and I knew that we needed more qualified teachers and the school was growing, when I first went there, we had maybe 40 graduates and by the time I left we had over 100 graduating every year. So I did a lot of talking and sometimes when people talk a lot, they give in to you to shut you up. But Sister Mary Grace was very supportive. She was Director of the Hospital. She was very supportive and she supported me all the way through.

Q – Did you have to generate the money to build the new facility?

A – Well not necessarily. I generated some money from friends. I tell you how I got some money. On Thanksgiving Day in 1960, I looked out the back door and I noticed that there were an awful lot of people. What were those electrical people with the red trucks? Comstock. I thought that it was funny that there were all those trucks out there. So I phoned (we didn't have a clerk at work, so I was it) the architect and then I phoned the contractor. "Oh, Sister, you worry too much." I said, "No." So I phoned J.M. Pigott himself – Joe Pigott. And he arrived in his limousine immediately. Here the company had done the whole installation incorrectly and they had brought in Comstock trucks from the area to fix the mistake. After that, I said, "I think that they should make this good." And Sister Mary Grace said, "Well, they had to come in on their time and I don't care." What they put us through and for holding the whole project up. Anyway, we got quite a bit of money from them. But then I thought, think about all the other mistakes they made. But I didn't. So, we got money from friends and benefactors, but I must admit that the government was very helpful because it was an educational project. And then the congregation put some in too. But for the design, I had students and teachers with me all the time. For instance, I said to the students, "I think we will have all private rooms because it was a residence as well." And they said, "No sister, no sister." "People come from across Canada to this school and they get very lonesome. So don't put them in a private room." So I thought that was a good point. We had two floors of double rooms and the rest private rooms. When we were designing the classrooms, the receptions rooms and the bedrooms, I took two students and two teachers with me every time we decided on furniture.

Q – So you got input from the ground up?

A – Oh, yessir! Nobody ever asked us.

Q – Did you have to prepare or have special tactics when you were working in a male dominated field with contractors and government officials, at a time when women did not have a whole lot of leadership roles in healthcare?

A – I was one of four girls and I was the boy that my father wished he had. So I wasn't shy. I didn't mind speaking up and I always got good advice from people. That's what you do – when you're not smart, you surround yourself with smart people.

Q – Who were those people for you?

A – Well, Gordon Sullivan was one and other business men in the Hamilton area, who are long since gone. And I had a nephew who was well-heeled and who was very involved in property.

Q – In 1972 were you appointed the CEO of St. Mary's Hospital?

A – Correct, but before that I was the Director of Nursing at that hospital.

Q – So you played the same role in Kitchener?

A – I went to Kitchener. One of the reasons I went (not all of them) was they wanted a two year program to be developed. So the two-year program versus three was developed in Kitchener at the same time as Joan O'Sullivan and Ann Marshall developed it here.

Q – Did you find any obstacles to moving a three-year program to a two-year program?

A – No, because at that time, I just moved myself through everything. I was afraid of nobody.

Q – Then you became CEO at Kitchener for three years. How did your role change from being the Director of Nursing to actually being the top dog in the whole hospital?

A - It didn't change that much because I knew everybody by then. You see it was a smaller hospital and I knew the doctors and I knew about their shenanigans. And I knew the nurses because I had been in the School of Nursing. So I knew a lot of nurses on the floors and I knew the Board. I knew the Board because I was on the Board as an "Observer". When I got there, they got a real Board. So I started the real Board.

Q – What was difference between the old Board and the real Board?

A – The old boys' club came for dinner and said 'yes' or 'no' to things. They didn't really make any decisions. I needed somebody to help me make decisions. I think that's how a Board should act. I got a Board going in the School of Nursing too when I was in Hamilton. But yes, that's what I did. I started in September and we had our first Board meeting in October.

Q – Was there resistance from the old boys' club?

A – No, because they knew it was just kind of play school. But the old Kitchener families with the money were the ones that kept the hospital going when we first started in 1925. That's what we used, the money from those rich people. So it was some of the spillover from those old families that we had on the Board, but it was more advisory. I wanted somebody to work.

Q – Did you ever have pushback from the physicians? How did you handle it?

A – Oh, sure I did. I just went after them and said, "This is the way it's going to be." They weren't used to that. You see, we had a Medical Director, Dr. Kenneth Williams, he was in Hamilton and he looked after Kitchener too. The big thing for a while was the doctors were operating without physicals or histories. So I know in Hamilton when I was their Director, you phoned him if they weren't done and he would say, "Cancel it." The doctors got so used to it that they started doing them. But in Kitchener, the filthy rich used to pretty well run things. They phoned me from the OR one day that this Dr. XXX didn't have a physical or history, so I said, "Well cancel his case. We're here to give great care and you don't do surgery on people unless you have physicals and histories."

Q – You are one of the few people still with us that remembers Sister Mary Grace. Can you tell me something about her?

A – Sister Mary Grace worked for some muckity-muck store in Hamilton. She was a buyer for them in Europe. I can't think of the name. Then she entered the convent when she was about 28. Then she went into nursing and about a year after, she graduated and was made Director of Nursing. They could see that she had administrative ability and she knew how to get along with people too. It was after I went into nursing that she went back to school and took the administrative course at the University of Toronto. She was very honest. She would call a spade a spade and she would back you up no matter what. When I was Director of Nursing, we were staffing that new hospital that we built in 1962. She would always consult me before we would open another division. She knew what it was like to be a nurse. That's what I always thought when I was CEO - it's helpful to be a nurse because you understand the problems that they are having. I'll tell you a story about her. She always kept her door open for us. One day three doctors, who shall remain nameless in their gowns and gloves and boots and everything from the OR, stood at the door. She looked up at the door and said, "Can I help you?" They said, "Yes, sister, you can." She never invited them in. She said, "Well do you have a problem?" The first doctor said, "Yes." She said, "What's your name?" She knew who it was. He gave her his name. She said, "Do you have any children?" He said, "Sister, you know that so and so is my wife and that I have three children." She went through the others too. She said, "I feel sorry for your wives, and when you go back to the operating room do your work and leave the nurses alone." She just knew how to handle people and she always supported the nurses, but she would tell the doctors where to go too. She was the one who got Dr. Williams. In my opinion, he literally saved the

hospital - he and Bill Goldberg. Williams has a book. He wrote about his history at the hospital. Bill Goldberg lent it to me once when I could still read.

Q – How did they save the hospital? What do you mean by that?

A – They saved the hospital because it was kind of going down the drain. Things weren't getting done and Mary Grace could see that. It was Mary Grace that got him. She could see that we weren't keeping certain things up to standard, like histories and physicals and charts and all that sort of thing. But that's my word, I didn't hear anybody say that. But I was there for that so I know.

Q – She was responsible for hiring Dr. Williams?

A – She brought him in to kind of clean the place up. But then he got Bill Goldberg. We used to call him Wild Bill. He was a wonderful man, very very smart. He put his life on the line leaving the other place on Barton Street, I don't have it by name, to come to us. He helped to save us. But oh, the nuns, "Dr. Goldberg - these Protestants coming in here telling us what to do. We know how to run our hospital." I thought he was wonderful. He used to come and talk to me a lot after Mary Grace's position was up as Superior, according to Rome and all that stuff. He used to talk to me because the nuns didn't understand what he was trying to do.

Q – When you were at St. Joe's in Hamilton as Director of Nursing, how many sisters actually worked in the hospital at that time and in what positions?

A – I'd say maybe 35. That's just a wild guess. They were supervisors on the floors, and in medical records, food services, X-ray, central supply and purchasing.

Q – There were a couple of sisters in the histories who were pharmacists. Do you remember them?

A – Sister Ancilla was a genius. Sister Ancilla was older when she entered. She studied pharmacy and she was a walking encyclopedia. Every year the nurses in Hamilton (the registry) used to have a renew lecture and they had her speak about the new medications. She was marvelous. You could ask her anything or phone her in the middle of the night if you were Night Supervisor and had the keys to the pharmacy. She was most gracious. She was a wonderful wonder. She had presence – tall, she was a Fagan, held herself well.

Q – When you were the Director of Nursing, can you describe for me what your typical day was like in your devotions and in your work? It sounds like you had a very long day.

A – Oh, very long. But thank you for saying that – I love sympathy. Well, you get up at 5:30, meditation at 5:45, Mass at 6:30 (that's all pre-Vatican, you know), then breakfast and you have your first class at 8:00. I didn't teach too much after I was Director, but you had to be there to make sure that things got started and all that. Then teaching was all morning or time with the teachers or any problems with the students. I had a few problems to handle for a girl that was so naïve. Then we had meetings and interviews. I established an Admissions and Selection Committee after I was there a few years. It was a committee that reviewed all the applications and a couple of nurses did the interviewing and I had the hard core cases to see. For instance, we had twins apply. I thought it was kind of funny to have twins. I had one of the nurses interview one twin and one the other. We also did psychological testing. It ended up that the one twin said that she did not want to be a nurse at all, but the mother wanted her to come to support the other one. So she thought she would be a nurse too. I certainly did not take her. If one person thinks they can interview everyone, they are crazy. You have to spread to it around. What I see in somebody, you wouldn't see and vice-versa.

Q – What would you consider Sister Mary Grace’s greatest accomplishment, aside from bringing in a Medical Director?

A – I would say her leadership role. One thing she did was walked throughout the hospital every day to let the people see her and she saw them. She could pick things up because she was smart. She was very much with the outside world. People criticized her for that. We had a lady come in the hospital one day to visit. She fell and broke her wrist. She was looked after and got the wrist set, etc., but her husband made a terrible fuss. He was going to sue us. One day, a few months later, her secretary saw this man walking up the street. She said, “Sister Mary Grace, here comes Mr. so and so. I’m sure he is coming to your office.” She reminded Mary Grace about the incident. The guy came into her office and she said, “Oh, I am so glad to see you. We are just thinking of rearranging the arrangement outside the hospital for flowers and bushes. Could you help me?” He helped her and never mentioned the wrist. She was skilled. So I would say her example - she didn’t do what she didn’t believe in herself.

Q – Do I have the best of your stories? Is there a story about one of your sisters/colleagues that should be remembered that nobody has written down that shows their devotion or leadership?

A – We are all so humble that people don’t know those things. Well I do think that Sister Joan O’Sullivan was an outstanding leader in health care in Canada and you wouldn’t think that she knew A from B to hear her talk. She was honoured by the Catholic Hospital Association, was the Woman of the Year downtown here, and she was marvelous, marvelous. I went on holidays with her for a number of years after she retired and I retired. We used to go up to Marigold together and she was a lot of fun. She succeeded me at the School of Nursing and then she became the CEO. I’d say, of all the congregation, she was the person as far as leadership. She could get you to do something without you even realizing that you were doing it. That’s a skill too.

Q – Was she the force behind establishing the Urgent Care Centre in the east end?

A – She was and she didn’t get much cooperation, but she persevered and look at it now. You can’t get a parking place there.

Q – What changes did she bring to St. Joe’s Health Care in Hamilton?

A – To health care in general in Canada. They really looked up to her. She succeeded me as a Director of the school, then she went to Brantford, then she went to Kitchener, then came back to Hamilton. I know she had excellent leadership because she was smart and she meant business.” (Interview: Hanlon, October 26, 2015.)



o) Sister Katherine Godfrey

Name: Sister Katherine Godfrey

Entrance Date: September 5, 1939

Reception Date: July 15, 1940

First Profession: August 28, 1943

Final Profession: August 28, 1946

EMPLOYMENT HISTORY:

1974-83 Director, St. Joseph's Villa, Dundas

1972-73 Director of Hospital Services, St. Joseph's Hospital, Hamilton

1961-72 Manager, Medical Records' Department, St. Joseph's Hospital, Guelph

EDUCATION:

B.A. Sociology, Wilfred Laurier University
M.A Pastoral Ministry, St. Joseph's College, Hartford

PROFESSIONAL CERTIFICATES:

R.R.L. Canadian College Health Record Administrator's
Certificate
Hospital Organization and Management, C.H.A. Certificate,
University of Manitoba.
Homes for the Aged Administration Certificate, McMaster
University

OTHER INFORMATION:

The following is the transcript of my interview with Sister Katherine from October 30, 2015.

"INTERVIEW WITH SR. KATHERINE GODFREY - OCTOBER 30, 2015

Q – When you entered the convent, did you have an idea of what kind of work that you would be doing?

A – I knew what the sisters do and were doing, but I entered to be a sister. I didn't enter to be a nurse or a teacher or any of these things. I entered two days after war was declared in September 4, 1939. It's

amazing how the Lord fixes things. I got sick and I had poor health and they didn't know what to do with me. Finally, I picked up so I went back and finished off my high school at Cathedral and then I worked at the Loretta Convent ... Then I went into Medical Records in Guelph, and I studied at St. Michael's in Toronto, where I got my degree in Medical Records' Librarian. I did work in the in-between times too and had a marvelous time going to the different hospitals because of the change to the dictaphone system, where the doctors would dictate rather than writing. I would have to sit beside someone who was nervous with it all. We went through all these different crises. It just happened during those years.

I could never tell anything about these records to anyone and I had a couple of episodes. I'll tell you the funniest one. There were two policemen. One policeman was married to one of our nurses and the other policeman came from Elora. One day they arrived in my office. The one sat down at my desk and made a smoke. The other one said that there had been a murder the night before about 12 o'clock and that this man said that he brought his mother to the hospital at 12:00 that night. She was in the hospital. I was to tell him whether she was there or not. I did know but I didn't tell him. I said, "How would I know that this was going on at midnight and I'm in bed?" This man backed me up against the wall and I thought he was going to hit me. Finally, a doctor walked by that was on the case and I waved at him and he came in and helped out. He came back to congratulate me because I hadn't told them anything.

Q – When you went to the Villa as the Administrator, was the new Villa open?

A – Yes, it had just been opened for a couple of years. So, they were getting used to new things, elevators, a new residence and so on, but there were no programs. My job when I got there was to get programs going. I hired a program person, who was excellent and knew about programs. I was only there five or six years and I thought it would be nice to get the Villa accredited because we were all doing very well and I happened to know the accreditor, because he was in the hospital. So I phoned and asked him if we could get accredited. He said, "Yes, there was one already in Ontario." I said, "How would you like to try another one?" He said he would be interested. So he sent me the material – questionnaire material – to give to the staff, all the different sections. They answered them and everything was so lovely and perfect. We had the accreditors come the following year and we were accredited for a year. We were the second home in Ontario to be accredited.

Q – When you were at the Villa, were there other sisters working at the Villa?

A – Yes, there were a few – one in the kitchen, one worked in the activities. Not too many, because we had a lot of retired sisters. We had about 30 sisters there, 20 on one floor receiving care.

Q – Do you remember Sr. St. Edmund? Do you know a story about her that would describe her personality or give us some insight into her?

A – She was at the Villa a couple of years before me and then fell down the escalator and broke her hip. When she was in Guelph, she had the home there, the chronic hospital. She was limping at that time and had a cane. She had a secretary that would go with her whenever she went around the place. I saw them going up the walkway one day and the secretary was carrying the cane and she was going ahead. It was so comical. She worked very hard – she worked all day until about 10 o'clock at night. If there was some kind of project, we would all be here. Then at 10:00 she would be so tired that she would cry, but she would also bring out a bottle of wine. She was very generous.

Q – Can you describe for us a typical day for you?

A – At that time, we got up at 5:30 every morning and said our morning prayers and went to Mass at 7:00. What I did a lot was go around the hospital with the priest and other sisters, giving out communion first before we had our breakfast. That was very important. Then I would go to work until supper time. After lunch, we did litanies. At 5:00 we had evening prayers as a group. After dinner we had recreation in the old days before we retired.

Q – Did you ever have difficulties in making your opinion felt as a woman?

A – No, I never have. I had three brothers and was used to being with men. And I worked in the prison for 15 years too before I retired (10 years with the boys 14 to 18 and 5 years with the men).

Q – Can you tell me anything about Sr. St. Paul?

A – She was a good friend. She was Father Lardie’s sister. She was the Administrator of the hospital in Guelph. She was a very kind person, cleaned the place up, and brought everything up to date. She was good to the sisters too. She was a beautiful singer. I remember she sang during the war ‘The Harbour Lights’. She could play the piano and she would do that sometimes too. She was an operating room nurse, and in charge of the operating rooms, in both Hamilton and Guelph.

Q – Did she have any good stories that she shared with you?

A – We all did, mostly about the doctors – what they did and didn’t do.

Q – What about Sr. Mary Grace?

A – She was a queen of everywhere. She was Administrator of the Guelph hospital, she was at the General when I went there, and she was at the Villa when it was built. She was very fond of the ladies centre and the women set up an activity area, with a little store, and brought in a lot of activities and entertainment. She helped a lot with that. Eventually, she left.

Q – Is there any story you have never been told before that you would like to share with us?

A – Everybody thought I would have a hard time with the boys at the prison, but I didn’t. One day I developed a spirituality program with them and I was interviewing this lad and the line went by and the officer pushed two big lads into my group. Anyway they settled down. “What would you look to do in here? Would you like to learn a song for Christmas?” So I chose Mary’s Boy Child and we sang it and they did very well. They were very happy. About five months later in the springtime I was back in that room with the boys and the line was going by and this one boy asked the officer if he could put his head in and say hello to Sister for one minute. He said, “Sister, will you give me a few bars of Mary’s Boy Child?” And he started to sing. That was comical.” (Interview: Godfrey, October 30, 2015.)



s) Sister Teresita McNally

Name: Sister Teresita McNally

Entrance Date: January 6, 1945

Reception Date: July 16, 1945

First Profession: July 16, 1947

Final Profession: July 16, 1950

EMPLOYMENT HISTORY:

2003 – 2013	Board Member, St. Mary’s General Hospital, Kitchener
1999-2010	Board Member, St. Joseph’s Hospital, Hamilton
1991-1999	President and Chair, St. Joseph’s Healthcare Hamilton
1958-1986	Principal, Halton Catholic School Board

EDUCATION: B.A., B.Ed., McMaster University
Honorary Doctor of Laws, McMaster University

PROFESSIONAL CERTIFICATES: Elementary School Teacher, Level 4A
Primary Methods Education Parts 1 & 2
Intermediate Education
Ontario Elementary School Principal
OECTA Religious Education

OTHER INFORMATION:

Sister Teresita spent her whole life in education, not in health care. However, when she was elected as Superior General of the Congregation, she automatically assumed the role as President and Chair of St. Joseph’s Healthcare Hamilton. This was essentially a governance role. Sister Teresita was thrust into a very public role in this position when the Health Action Task Force recommended the closing of St. Joseph’s Hospital in 1996.

The following is the transcript of my interview with Sister Teresita and Brian Guest from October 26, 2015.

“INTERVIEW WITH SR. TERESITA MCINALLY AND BRIAN GUEST - OCTOBER 26, 2015

Q – What brought about the change in the corporate structure that led to the creation of the System (St. Joseph’s Health Care System)?

A (Brian) – There was a session out here (at the Motherhouse) where basically we had legal and stuff talking about the risk to the congregation of having the health system take it down with them from a financial point of view. So there are lots of examples in the United States of when the congregation directly owned the hospitals, the hospitals go bankrupt or into receivership and drag to some extent the sisters with them. So the reason the system was formed was legal opinion - you are better to separate. The budget was \$500,000,000 at the time. There was too much risk to basically have the Sisters and the system under the same umbrella. You need to have separate corporations and create some separation. That was why the system was formed in 1991.

Q – Prior to 1991, did the Sisters own the hospitals (St. Joseph’s in Hamilton, Guelph, Kitchener, Brantford, the East End Centre and the Villa)?

A (Brian) – There would probably be a dustup in terms of true ownership, but for all intents and purposes, they owned them. In 1991 there was a separation. There were a couple of years of review, a lot of legal opinion, a lot of looking at the U.S. and the risk to the Sisters. The Sisters have always been forward planning. They knew then that they were declining and it was a huge business complex and the idea that it needed to move out of the Sisters’ corporation. Our member organizations were not separately corporated. So Legal said, “Too much of a risk to the Sisters.” It wasn’t a particular risk to the health care system.

Q – Now when you divide something like that, and the Sisters had this huge asset out there, was the asset transferred?

A (Brian) – Just transferred for a buck.

Q – The legacy that the Sisters built over a 150 years basically was a donation to the community. Would that be accurate?

A (Brian) – I think that’s accurate. It wasn’t always the case across Canada. If you looked across Canada, sometimes sisters in return for that transfer received some money. It wasn’t consistent.

Q – That was important to clarify because the sisters worked without remuneration in the early years.

A (Brian) – That was called ‘sweat equity’.

Q – All of the ‘sweat equity’ went back into the corporation in one way, shape or another?

A (Brian) – It came back in a funny way. Basically the ‘sweat equity’ was an accounting number. It never was compensated for directly or even indirectly.

Q – Today even within the system, you have got St. Joseph’s Health Care and I am assuming that means the Hamilton based organization?

A (Brian) – Yes, three sites – Community Health Centre, West 5th, and Charlton. Home Care was basically founded through the Bishop and was federally incorporated. It asked to be part of the system around 1997/98. We accepted them. There was no equity involved. Right now there is a Joint Board of

Governors, which oversees the three sites in Hamilton, the Villa and Home Care. Legally there are three separate entities, but they meet as a group to determine the best programs that they can deliver.

Q – I asked to speak to Sister Teresita specifically because the recommendations of Health Action Task Force caused quite a stir in the city and you were quoted in the paper as saying, ‘ We are not going to roll over on this’. Was it a surprise to the Hospital Board?

A (Brian) - Yes, it wasn't anything that we were expecting. I always say that if I had written the script, I would never have dared to write what happened at the end - the reactions of the local community and the way that it had turned around. They didn't want to close the hospital, it was the site that they wanted to close. They wanted to take most of the programs over to the General and we were supposed to get the Henderson. It was the government looking at 'bigger is better'.

Q – When you came back to the convent that night, what was the reaction of the sisters collectively to something like that?

A (Sister) – They were upset, but we tried to keep them calm. I had good people around me and had good advice. My only real role was that I was the authority figure, so I was authorizing what we did. Being an elementary school teacher, it was completely outside of my field. I inherited health care when I was elected Superior General. It just went with the role because we owned the hospitals at the time. It was a learning curve, but I had good people around me so I was more than up to it.

Q – Was the reaction of the Catholic community to that announcement the key to changing the decision?

A (Brian) – It was very much grass roots. It wasn't just the Catholic community, it was the community and internal stakeholders too. It caught everybody by surprise. There were wonderful people on the Health Care Task Force. The fundamental error was that they made their whole decision-making based on their assessments of the physical plants. They hired three different firms to evaluate the three different organizations. Our challenge internally was not to personalize it. We vetted all the letters to the editor to make it about the issues. So it basically turned around quickly. Basically it was a flawed report. We had a lot of support – meeting of the health council with 600 people. I don't think it was the Ministry who had their hands on this one. I think it was local people who were trying to do good, some were trying to save St. Joe's by giving us the Henderson. These volunteers on the task force were trying to do good and at that time got targeted.

Q – Was there pressure from the people in Toronto that they had to come up with a grand plan?

A (Brian) – Yes, they probably had to have a plan. It wasn't targeted at St. Joe's or Catholic health services. We were at the end of the restructuring commission's roll-out from a timing point of view. We could see it coming that they would be looking for some change in physical plants. This was all about physical plants.

Q – What is your position now, Brian?

A (Brian) – I am Senior Vice President for the system, which means that I am the only VP over 65 for corporate. My job now is basically 50-60% governance of Nunavut. I lived there for a year in 2013. Now my job there is Special Advisor to the Department of Health. International is a big part of the system and the Sisters are always challenging us on the Board, "What are we doing in Canada?" The Sisters have a legacy of helping aboriginal communities so we embraced the opportunity to work in Nunavut. I went up there to do a plan for the hospital, then a plan for the territory. They put me in charge of all physicians, Director of Medical Service, etc. Now we administratively support a lot of the work in Nunavut. Another 20% of my time is Niagara. We entered a partnership with the Niagara Health System, the largest ever in Canada. We had a lot of talks with religious leaders – "Could a Catholic hospital give a management contract to a public hospital?" So I work with Kevin and have since 2011. The core job, which has never

changed, is Corporate Secretary (link to Legal and Boards etc). It changes every couple years. Nunavut is predominant now.

Q – How long have you been with St. Joe’s?

A (Brian) – 52 years, with a gap in the middle. I started in 1964.

Q – You are one of the few people that can talk to me about Sister Joan O’Sullivan. Can you talk to me about her leadership and her 10 years as the CEO?

A (Brian) – I first met her as Sister Joan when she was Director of the School of Nursing. We got to know each other then. I was an orderly. She called me to take an assistant administrator role. A condition of my job was to get my MBA and, of course, no more money. As the CEO she was incredibly effective and fair. She would meet with legendary CEOs at the time and she would really hold her own. She had a grasp on financials, but she trusted people too. I never her saw her lose her temper. She would give you a glare and you would know that you weren’t meeting her expectations. She had a look kind of a thing. She was seen by her peers as effective. Did she get a bit of a pass for being a Sister? Yeah, I think so. I never saw anybody disrespectful to her. She was often the only woman in the room. As a leader, she maximized her strengths and minimized her weaknesses. She had an aura of fairness and everything was about the patients. Her message was ‘always think about the patients first’. I think she would be seen by any standard as effective – sister or not sister.

Q – Maybe you could elaborate on the process of how the Sisters decided who did what jobs.

A (Sister) – It was the custom at the time that the General Council decided where you were going to work. At one time we had a list that would go up in August and you would look to see on the list where you were going. I had been teaching Grade 1, and when I came home one Thursday they told me that I was going to St. Raphael’s in Burlington, a new school, to be the principal and teach Grade 7 and 8. That happened on the next Tuesday. Praise to God, most of the time it worked out. The Council was wise, looked carefully and decided who was best for each position.

The one thing that used to get Sister Joan was when a man from the Catholic community would said, “I am going to take care of you sister”. It was the subtle thing, but you could see smoke coming out of her ears. These were leaders who didn’t need someone to take care of them. They needed someone to advise them.

Q – Did the male attitude change and grow more inclusive?

A (Brian) – Everything changed. When I started every department head was a nun. The first one that wasn’t a nun was a male and he was black. That was not usual in the 60’s.

The Sisters could see their decline coming in terms of numbers and started back in the 1990’s to look at handing it off. The Sisters wanted to build something that we could hand on to others. Other congregations just moved out of health care. Sister Teresita believed in it.

The system had only been formed for a few years, and Sister Teresita got up and said, “We have to have more lay people on the Board.” The lay people basically said, “You have to keep control.” The Sisters said, “We are not worried about that. This is evolutionary.” We went from the majority of sisters on the system Board to closer to 50/50. Now we have one, but the Sisters are really out of it now. That forward thinking, compared to any other congregation across the country, basically meant that we had a smoothness of transition, but still a tremendous sense of loss. I am saddened that we have the leading organization in the country, founded by women and run by women, with very little recognition of that. We are the envy of many others because we always had the support and foresight of the Bishops. That was the Sisters’ vision - if we aren’t connected to the church, we are nothing. We have another challenge here with physician assisted suicide; I don’t know how we are going to fit into that model. Our challenge, which is an enormous one, is how can we carry the torch and live that legacy. We don’t always do as good a job as we can. We talked about the change in cultures – young people don’t talk about jobs as vocations any more.

We struggle with how we can be faithful to that legacy. We rely a lot on the Bishop to keep us focused. The institutions seem to want to carry on the legacy of the Sisters. We struggle a bit with branding. The Sisters didn't write things down. You learned it by osmosis.

Q – Any final story you would like to share?

A – Brian - We were sitting around the executive committee table one day worrying about our budgets. We had some contact from a little girl from Dominica who had rickets and was treated in Hamilton. One of the members said, "You know we have so much and look around the world." So we started the international program in 1986. Sister Joan, the CEO, said, "Well, let's just do it." We learned through trial and error. Working with developing countries is tricky. We took a situation in its length and basically started a program which exists today. We have had 150 medical residents from various developing countries through McMaster/St. Joseph's Health, which is admirable.

Brian – After returning to St. Joe's, I was pitching and broke my thumb. I was taker of the minutes for the Board. I had a cast up to my elbow on my right hand. I went to Sister Joan to say that I don't see how I could take minutes because I broke my thumb on my right arm. And she basically said, "You've got two arms don't you?"

Sister – Three anesthetists from St. Joe's used to go to Haiti and help out. One time they came back and were really upset because they had seen three people die during surgery because they didn't have a continuous source of oxygen. The doctors asked us if we could do something about it. We got an oxygen making machine designed from a fellow from the US and told him he had to come over and see that it got installed. Stan Keyes got the embargo lifted so that we could bring the machine into Haiti, the Canadian army helped transport the machine to Port-a-Prince to the university hospital, the Canadian Ambassador and I went to Haiti and pushed the button to start the machine, and Canadian peace keepers installed it. It was marvelous and a great experience for me." (Interview: McInally and Guest, October 26, 2015.)

A Legacy to be Remembered

After reviewing the documents available about the sisters (both deceased and living) who had served the Hamilton community in senior positions in health care, it became obvious that their specific accomplishments were hidden in their collective success. These women entered the convent to serve God and God's people. They did not become sisters to achieve grand things for themselves. The sisters have a great deal of difficulty in talking about what "they" did. They are the perfect team players - always distributing success, always leading from the wings.

"Our job always was to be on the margin – that was our mission. You were to complete things and, when necessary, withdraw. Build them up and, when somebody else wants to do them, withdraw." (Interview: Marshall, October 30, 2015.)

"Joan (O'Sullivan) was here for service. That she got into a career, she never thought of that. Most of us don't think we are in a career. That is the farthest thing from our minds. It is a response to our Charism of Unity and Reconciliation that we do what we are doing. The Sisters who couldn't read or write went out into the community in France, and they saw what was needed – education and health care – and they worked to bring about a unity within the group, calling them together and giving them dignity." (Interview: Marshall, October 30, 2015.)

Regardless of their chosen leadership model, between 1852 and 2015, the Sisters raised funds, bought property, hired architects and contractors, invested their own sweat-equity and surrounded themselves with competent lay staff in the development of one of Canada's leading health systems. The St. Joseph's Health System of today is comprised of seven significant institutions in four communities – Hamilton, Brantford, Guelph and Kitchener – and has an annual operating budget in excess of \$700 million.

The religious women behind this enterprise may be nameless to most, but their influence has had far-reaching impact upon the health of this entire community. "I am saddened that we have the leading organization in the country, founded by women and run by women, with little recognition of that." (Interview: Guest, October 26, 2015.)

In the future, there may be pressure from our increasingly secular society to readdress the mission of Catholic Hospitals as they are now mostly funded through tax dollars. This pressure may, in fact, play out sooner than later with the recent Supreme Court's decision, directing parliament to enact legislation addressing the rights of persons to physician-assisted suicide.



v) Chapel, St. Joseph's Villa

As subsequent generations are farther removed from these foundational stories, they are less likely to fully understand ‘why’ and ‘how’ these long-existing institutions were established. To be sure, these will be valid questions. However, without accurate accounts of the actual histories, the questions may not be adequately answered.

In the specific case of the St. Joseph’s Health System, it will be important to remind those future generations that the contribution of the Sisters was not simply their capacity to mobilize community support around their ministry. Long before the Canada Health Act and universal health care, the Sisters worked twelve hour days, seven days a week, without pay, serving the sick. This was a huge personal contribution to the health care system of this city that can never be repaid except through honouring the Sisters’ legacy.

Here is the link to “The Legacy” – a video created by the Sisters of St. Joseph:

<http://www.stjoes.ca/about/get-to-know-st.-joe-s/our-history>

INTERVIEW WITH SR. VIRGINIA HANLON - OCTOBER 26, 2015

Q – Sister Mary Grace appointed you the Director of Nursing at St. Joe’s. Would you tell me about that?

A – Sister Mary Grace received me into the School of Nursing as a student (I was a lay person) on September 2, 1942. She was my Director for two years. Then she went off and studied and she was an administrator and blah, blah, blah. She was Administrator at the Hamilton Hospital when I was the Assistant to the Director of the school. I had great respect for Sister Mary Grace. I was really afraid of her, but I had great respect for her. So, she called me to the office (and this is the bare facts) towards the end of August 1957. She never looked at you when she talked. She always had the door open and was working at the desk the whole time she talked to you. So she asked, “I suppose you were wondering who the new director of the school is?” So I said, “Yes, it has crossed my mind.” And she said, “Do you have any idea who it might be?” I mentioned a couple of people. She said, “No, that is not correct. Would you like to know who it is?” And I said, “Well I’d love to know.” And she said, “Well, it’s you.” So I hadn’t been approached or anything, but she said that I had administrative ability. I thought that well that must be been pretty low on the totem pole when they had to do it like this, at the last minute. Anyway, that’s when I went into the school. So I started as Director of the School. I went there in 1951, and I left in 1964, but I was Director in 1957.

Q – You were there when the new Fontbonne was built?

A – I built it.

Q – That is what I wanted to know. How did you do that? What did you have to do to do that?

A – Well, you had to talk a lot and try to persuade people. I found that many of the sisters weren’t advocates of modern nursing education like I was. Sister Ann Marshall was more modern than I am. They didn’t see why we should be doing the things that we were doing. I knew that we needed a new School of Nursing and I knew that we needed more qualified teachers and the school was growing, when I first went there, we had maybe 40 graduates and by the time I left we had over 100 graduating every year. So I did a lot of talking and sometimes when people talk a lot, they give in to you to shut you up. But Sister Mary Grace was very supportive. She was Director of the Hospital. She was very supportive and she supported me all the way through.

Q – Did you have to generate the money to build the new facility?

A – Well not necessarily. I generated some money from friends. I tell you how I got some money. On Thanksgiving Day in 1960, I looked out the back door and I noticed that there were an awful lot of people. What were those electrical people with the red trucks? Comstock. I

thought that it was funny that there were all those trucks out there. So I phoned (we didn't have a clerk at work, so I was it) the architect and then I phoned the contractor. "Oh, Sister, you worry too much." I said, "No." So I phoned J.M. Pigott himself – Joe Pigott. And he arrived in his limousine immediately. Here the company had done the whole installation incorrectly and they had brought in Comstock trucks from the area to fix the mistake. After that, I said, "I think that they should make this good." And Sister Mary Grace said, "Well, they had to come in on their time and I don't care." What they put us through and for holding the whole project up. Anyway, we got quite a bit of money from them. But then I thought, think about all the other mistakes they made. But I didn't. So, we got money from friends and benefactors, but I must admit that the government was very helpful because it was an educational project. And then the congregation put some in too. But for the design, I had students and teachers with me all the time. For instance, I said to the students, "I think we will have all private rooms because it was a residence as well." And they said, "No sister, no sister." "People come from across Canada to this school and they get very lonesome. So don't put them in a private room." So I thought that was a good point. We had two floors of double rooms and the rest private rooms. When we were designing the classrooms, the reception rooms and the bedrooms, I took two students and two teachers with me every time we decided on furniture.

Q – So you got input from the ground up?

A – Oh, yessir! Nobody ever asked us.

Q – Did you have to prepare or have special tactics when you were working in a male dominated field with contractors and government officials, at a time when women did not have a whole lot of leadership roles in healthcare?

A – I was one of four girls and I was the boy that my father wished he had. So I wasn't shy. I didn't mind speaking up and I always got good advice from people. That's what you do – when you're not smart, you surround yourself with smart people.

Q – Who were those people for you?

A – Well, Gordon Sullivan was one and other business men in the Hamilton area, who are long since gone. And I had a nephew who was well-heeled and who was very involved in property.

Q – In 1972 were you appointed the CEO of St. Mary's Hospital?

A – Correct, but before that I was the Director of Nursing at that hospital.

Q – So you played the same role in Kitchener?

A – I went to Kitchener. One of the reasons I went (not all of them) was they wanted a two year program to be developed. So the two-year program versus three was developed in Kitchener at the same time as Joan O'Sullivan and Ann Marshall developed it here.

Q – Did you find any obstacles to moving a three-year program to a two-year program?

A – No, because at that time, I just moved myself through everything. I was afraid of nobody.

Q – Then you became CEO at Kitchener for three years. How did your role change from being the Director of Nursing to actually being the top dog in the whole hospital?

A - It didn't change that much because I knew everybody by then. You see it was a smaller hospital and I knew the doctors and I knew about their shenanigans. And I knew the nurses because I had been in the School of Nursing. So I knew a lot of nurses on the floors and I knew the Board. I knew the Board because I was on the Board as an "Observer". When I got there, they got a real Board. So I started the real Board.

Q – What was difference between the old Board and the real Board?

A – The old boys' club came for dinner and said 'yes' or 'no' to things. They didn't really make any decisions. I needed somebody to help me make decisions. I think that's how a Board should act. I got a Board going in the School of Nursing too when I was in Hamilton. But yes, that's what I did. I started in September and we had our first Board meeting in October.

Q – Was there resistance from the old boys' club?

A – No, because they knew it was just kind of play school. But the old Kitchener families with the money were the ones that kept the hospital going when we first started in 1925. That's what we used, the money from those rich people. So it was some of the spillover from those old families that we had on the Board, but it was more advisory. I wanted somebody to work.

Q – Did you ever have pushback from the physicians? How did you handle it?

A – Oh, sure I did. I just went after them and said, "This is the way it's going to be." They weren't used to that. You see, we had a Medical Director, Dr. Kenneth Williams, he was in Hamilton and he looked after Kitchener too. The big thing for a while was the doctors were operating without physicals or histories. So I know in Hamilton when I was their Director, you phoned him if they weren't done and he would say, "Cancel it." The doctors got so used to it that they started doing them. But in Kitchener, the filthy rich used to pretty well run things. They phoned me from the OR one day that this Dr. XXX didn't have a physical or history, so I said, "Well cancel his case. We're here to give great care and you don't do surgery on people unless you have physicals and histories."

Q – You are one of the few people still with us that remembers Sister Mary Grace. Can you tell me something about her?

A – Sister Mary Grace worked for some muckity-muck store in Hamilton. She was a buyer for them in Europe. I can't think of the name. Then she entered the convent when she was about 28. Then she went in nursing and about a year after, she graduated and was made Director of

Nursing. They could see that she had administrative ability and she knew how to get along with people too. It was after I went into nursing that she went back to school and took the administrative course at the University of Toronto. She was very honest. She would call a spade a spade and she would back you up no matter what. When I was Director of Nursing, we were staffing that new hospital that we built in 1962. She would always consult me before we would open another division. She knew what it was like to be a nurse. That's what I always thought when I was CEO - it's helpful to be a nurse because you understand the problems that they are having. I'll tell you a story about her. She always kept her door open for us. One day three doctors, who shall remain nameless in their gowns and gloves and boots and everything from the OR, stood at the door. She looked up at the door and said, "Can I help you?" They said, "Yes, sister, you can." She never invited them in. She said, "Well do you have a problem?" The first doctor said, "Yes." She said, "What's your name?" She knew who it was. He gave her his name. She said, "Do you have any children?" He said, "Sister, you know that so and so is my wife and that I have three children." She went through the others too. She said, "I feel sorry for your wives, and when you go back to the operating room do your work and leave the nurses alone." She just knew how to handle people and she always supported the nurses, but she would tell the doctors where to go too. She was the one who got Dr. Williams. In my opinion, he literally saved the hospital - he and Bill Goldberg. Williams has a book. He wrote about his history at the hospital. Bill Goldberg lent it to me once when I could still read.

Q – How did they save the hospital? What do you mean by that?

A – They saved the hospital because it was kind of going down the drain. Things weren't getting done and Mary Grace could see that. It was Mary Grace that got him. She could see that we weren't keeping certain things up to standard, like histories and physicals and charts and all that sort of thing. But that's my word, I didn't hear anybody say that. But I was there for that so I know.

Q – She was responsible for hiring Dr. Williams?

A – She brought him in to kind of clean the place up. But then he got Bill Goldberg. We used to call him Wild Bill. He was a wonderful man, very very smart. He put his life on the line leaving the other place on Barton Street, I don't have it by name, to come to us. He helped to save us. But oh, the nuns, "Dr. Goldberg - these Protestants coming in here telling us what to do. We know how to run our hospital." I thought he was wonderful. He used to come and talk to me a lot after Mary Grace's position was up as Superior, according to Rome and all that stuff. He used to talk to me because the nuns didn't understand what he was trying to do.

Q – When you were at St. Joe's in Hamilton as Director of Nursing, how many sisters actually worked in the hospital at that time and in what positions?

A – I'd say maybe 35. That's just a wild guess. They were supervisors on the floors, and in medical records, food services, X-ray, central supply and purchasing.

Q – There were a couple of sisters in the histories who were pharmacists. Do you remember them?

A – Sister Ancilla was a genius. Sister Ancilla was older when she entered. She studied pharmacy and she was a walking encyclopedia. Every year the nurses in Hamilton (the registry) used to have a renew lecture and they had her speak about the new medications. She was marvelous. You could ask her anything or phone her in the middle of the night if you were Night Supervisor and had the keys to the pharmacy. She was most gracious. She was a wonderful wonder. She had presence – tall, she was a Fagan, held herself well.

Q – When you were the Director of Nursing, can you describe for me what your typical day was like in your devotions and in your work? It sounds like you had a very long day.

A – Oh, very long. But thank you for saying that – I love sympathy. Well, you get up at 5:30, meditation at 5:45, Mass at 6:30 (that’s all pre-Vatican, you know), then breakfast and you have your first class at 8:00. I didn’t teach too much after I was Director, but you had to be there to make sure that things got started and all that. Then teaching was all morning or time with the teachers or any problems with the students. I had a few problems to handle for a girl that was so naïve. Then we had meetings and interviews. I established an Admissions and Selection Committee after I was there a few years. It was a committee that reviewed all the applications and a couple of nurses did the interviewing and I had the hard core cases to see. For instance, we had twins apply. I thought it was kind of funny to have twins. I had one of the nurses interview one twin and one the other. We also did psychological testing. It ended up that the one twin said that she did not want to be a nurse at all, but the mother wanted her to come to support the other one. So she thought she would be a nurse too. I certainly did not take her. If one person thinks they can interview everyone, they are crazy. You have to spread to it around. What I see in somebody, you wouldn’t see and vice-versa.

Q – What would you consider Sister Mary Grace’s greatest accomplishment, aside from bringing in a Medical Director?

A – I would say her leadership role. One thing she did was walked throughout the hospital every day to let the people see her and she saw them. She could pick things up because she was smart. She was very much with the outside world. People criticized her for that. We had a lady come in the hospital one day to visit. She fell and broke her wrist. She was looked after and got the wrist set, etc., but her husband made a terrible fuss. He was going to sue us. One day, a few months later, her secretary saw this man walking up the street. She said, “Sister Mary Grace, here comes Mr. so and so. I’m sure he is coming to your office.” She reminded Mary Grace about the incident. The guy came into her office and she said, “Oh, I am so glad to see you. We are just thinking of rearranging the arrangement outside the hospital for flowers and bushes. Could you help me?” He helped her and never mentioned the wrist. She was skilled. So I would say her example - she didn’t do what she didn’t believe in herself.

Q – Do I have the best of your stories? Is there a story about one of your sisters/colleagues that should be remembered that nobody has written down that shows their devotion or leadership?

A – We are all so humble that people don't know those things. Well I do think that Sister Joan O'Sullivan was an outstanding leader in health care in Canada and you wouldn't think that she knew A from B to hear her talk. She was honoured by the Catholic Hospital Association, was the Woman of the Year downtown here, and she was marvelous, marvelous. I went on holidays with her for a number of years after she retired and I retired. We used to go up to Marigold together and she was a lot of fun. She succeeded me at the School of Nursing and then she became the CEO. I'd say, of all the congregation, she was the person as far as leadership. She could get you to do something without you even realizing that you were doing it. That's a skill too.

Q – Was she the force behind establishing the Urgent Care Centre in the east end?

A – She was and she didn't get much cooperation, but she persevered and look at it now. You can't get a parking place there.

Q – What changes did she bring to St. Joe's Health Care in Hamilton?

A – To health care in general in Canada. They really looked up to her. She succeeded me as a Director of the school, then she went to Brantford, then she went to Kitchener, then came back to Hamilton. I know she had excellent leadership because she was smart and she meant business.

INTERVIEW WITH SR. TERESITA MCINALLY AND BRIAN GUEST -
OCTOBER 26, 2015

Q – What brought about the change in the corporate structure that led to the creation of the System (St. Joseph’s Health Care System)?

A (Brian) – There was a session out here (at the Motherhouse) where basically we had legal and stuff talking about the risk to the congregation of having the health system take it down with them from a financial point of view. So there are lots of examples in the United States of when the congregation directly owned the hospitals, the hospitals go bankrupt or into receivership and drag to some extent the sisters with them. So the reason the system was formed was legal opinion - you are better to separate. The budget was \$500,000,000 at the time. There was too much risk to basically have the Sisters and the system under the same umbrella. You need to have separate corporations and create some separation. That was why the system was formed in 1991.

Q – Prior to 1991, did the Sisters own the hospitals (St. Joseph’s in Hamilton, Guelph, Kitchener, Brantford, the East End Centre and the Villa)?

A (Brian) – There would probably be a dustup in terms of true ownership, but for all intents and purposes, they owned them. In 1991 there was a separation. There were a couple of years of review, a lot of legal opinion, a lot of looking at the U.S. and the risk to the Sisters. The Sisters have always been forward planning. They knew then that they were declining and it was a huge business complex and the idea that it needed to move out of the Sisters’ corporation. Our member organizations were not separately corporated. So Legal said, “Too much of a risk to the Sisters.” It wasn’t a particular risk to the health care system.

Q – Now when you divide something like that, and the Sisters had this huge asset out there, was the asset transferred?

A (Brian) – Just transferred for a buck.

Q – The legacy that the Sisters built over a 150 years basically was a donation to the community. Would that be accurate?

A (Brian) – I think that’s accurate. It wasn’t always the case across Canada. If you looked across Canada, sometimes sisters in return for that transfer received some money. It wasn’t consistent.

Q – That was important to clarify because the sisters worked without remuneration in the early years.

A (Brian) – That was called ‘sweat equity’.

Q – All of the ‘sweat equity’ went back into the corporation in one way, shape or another?

A (Brian) – It came back in a funny way. Basically the ‘sweat equity’ was an accounting number. It never was compensated for directly or even indirectly.

Q – Today even within the system, you have got St. Joseph’s Health Care and I am assuming that means the Hamilton based organization?

A (Brian) – Yes, three sites – Community Health Centre, West 5th, and Charlton. Home Care was basically founded through the Bishop and was federally incorporated. It asked to be part of the system around 1997/98. We accepted them. There was no equity involved. Right now there is a Joint Board of Governors, which oversees the three sites in Hamilton, the Villa and Home Care. Legally there are three separate entities, but they meet as a group to determine the best programs that they can deliver.

Q – I asked to speak to Sister Teresita specifically because the recommendations of Health Action Task Force caused quite a stir in the city and you were quoted in the paper as saying, ‘ We are not going to roll over on this’. Was it a surprise to the Hospital Board?

A (Brian) - Yes, it wasn’t anything that we were expecting. I always say that if I had written the script, I would never have dared to write what happened at the end - the reactions of the local community and the way that it had turned around. They didn’t want to close the hospital, it was the site that they wanted to close. They wanted to take most of the programs over to the General and we were supposed to get the Henderson. It was the government looking at ‘bigger is better’.

Q – When you came back to the convent that night, what was the reaction of the sisters collectively to something like that?

A (Sister) – They were upset, but we tried to keep them calm. I had good people around me and had good advice. My only real role was that I was the authority figure, so I was authorizing what we did. Being an elementary school teacher, it was completely outside of my field. I inherited health care when I was elected Superior General. It just went with the role because we owned the hospitals at the time. It was a learning curve, but I had good people around me so I was more than up to it.

Q – Was the reaction of the Catholic community to that announcement the key to changing the decision?

A (Brian) – It was very much grass roots. It wasn’t just the Catholic community, it was the community and internal stakeholders too. It caught everybody by surprise. There were wonderful people on the Health Care Task Force. The fundamental error was that they made their whole decision-making based on their assessments of the physical plants. They hired three different firms to evaluate the three different organizations. Our challenge internally was not to personalize it. We vetted all the letters to the editor to make it about the issues. So it basically

turned around quickly. Basically it was a flawed report. We had a lot of support – meeting of the health council with 600 people. I don't think it was the Ministry who had their hands on this one. I think it was local people who were trying to do good, some were trying to save St. Joe's by giving us the Henderson. These volunteers on the task force were trying to do good and at that time got targeted.

Q – Was there pressure from the people in Toronto that they had to come up with a grand plan?

A (Brian) – Yes, they probably had to have a plan. It wasn't targeted at St. Joe's or Catholic health services. We were at the end of the restructuring commission's roll-out from a timing point of view. We could see it coming that they would be looking for some change in physical plants. This was all about physical plants.

Q – What is your position now, Brian?

A (Brian) – I am Senior Vice President for the system, which means that I am the only VP over 65 for corporate. My job now is basically 50-60% governance of Nunavut. I lived there for a year in 2013. Now my job there is Special Advisor to the Department of Health. International is a big part of the system and the Sisters are always challenging us on the Board, "What are we doing in Canada?" The Sisters have a legacy of helping aboriginal communities so we embraced the opportunity to work in Nunavut. I went up there to do a plan for the hospital, then a plan for the territory. They put me in charge of all physicians, Director of Medical Service, etc. Now we administratively support a lot of the work in Nunavut. Another 20% of my time is Niagara. We entered a partnership with the Niagara Health System, the largest ever in Canada. We had a lot of talks with religious leaders – "Could a Catholic hospital give a management contract to a public hospital?" So I work with Kevin and have since 2011. The core job, which has never changed, is Corporate Secretary (link to Legal and Boards etc). It changes every couple years. Nunavut is predominant now.

Q – How long have you been with St. Joe's?

A (Brian) – 52 years, with a gap in the middle. I started in 1964.

Q – You are one of the few people that can talk to me about Sister Joan O'Sullivan. Can you talk to me about her leadership and her 10 years as the CEO?

A (Brian) – I first met her as Sister Joan when she was Director of the School of Nursing. We got to know each other then. I was an orderly. She called me to take an assistant administrator role. A condition of my job was to get my MBA and, of course, no more money. As the CEO she was incredibly effective and fair. She would meet with legendary CEOs at the time and she would really hold her own. She had a grasp on financials, but she trusted people too. I never her saw her lose her temper. She would give you a glare and you would know that you weren't

meeting her expectations. She had a look kind of a thing. She was seen by her peers as effective. Did she get a bit of a pass for being a Sister? Yeah, I think so. I never saw anybody disrespectful to her. She was often the only woman in the room. As a leader, she maximized her strengths and minimized her weaknesses. She had an aura of fairness and everything was about the patients. Her message was ‘always think about the patients first’. I think she would be seen by any standard as effective – sister or not sister.

Q – Maybe you could elaborate on the process of how the Sisters decided who did what jobs.

A (Sister) – It was the custom at the time that the General Council decided where you were going to work. At one time we had a list that would go up in August and you would look to see on the list where you were going. I had been teaching Grade 1, and when I came home one Thursday they told me that I was going to St. Raphael’s in Burlington, a new school, to be the principal and teach Grade 7 and 8. That happened on the next Tuesday. Praise to God, most of the time it worked out. The Council was wise, looked carefully and decided who was best for each position.

The one thing that used to get Sister Joan was when a man from the Catholic community would said, “I am going to take care of you sister”. It was the subtle thing, but you could see smoke coming out of her ears. These were leaders who didn’t need someone to take care of them. They needed someone to advise them.

Q – Did the male attitude change and grow more inclusive?

A (Brian) – Everything changed. When I started every department head was a nun. The first one that wasn’t a nun was a male and he was black. That was not usual in the 60’s.

The Sisters could see their decline coming in terms of numbers and started back in the 1990’s to look at handing it off. The Sisters wanted to build something that we could hand on to others. Other congregations just moved out of health care. Sister Teresita believed in it.

The system had only been formed for a few years, and Sister Teresita got up and said, “We have to have more lay people on the Board.” The lay people basically said, “You have to keep control.” The Sisters said, “We are not worried about that. This is evolutionary.” We went from the majority of sisters on the system Board to closer to 50/50. Now we have one, but the Sisters are really out of it now. That forward thinking, compared to any other congregation across the country, basically meant that we had a smoothness of transition, but still a tremendous sense of loss. I am saddened that we have the leading organization in the country, founded by women and run by women, with very little recognition of that. We are the envy of many others because we always had the support and foresight of the Bishops. That was the Sisters’ vision - if we aren’t connected to the church, we are nothing. We have another challenge here with physician assisted suicide; I don’t know how we are going to fit into that model. Our challenge, which is

an enormous one, is how can we carry the torch and live that legacy. We don't always do as good a job as we can. We talked about the change in cultures – young people don't talk about jobs as vocations any more. We struggle with how we can be faithful to that legacy. We rely a lot on the Bishop to keep us focused. The institutions seem to want to carry on the legacy of the Sisters. We struggle a bit with branding. The Sisters didn't write things down. You learned it by osmosis.

Q – Any final story you would like to share?

A – Brian - We were sitting around the executive committee table one day worrying about our budgets. We had some contact from a little girl from Dominica who had rickets and was treated in Hamilton. One of the members said, “You know we have so much and look around the world.” So we started the international program in 1986. Sister Joan, the CEO, said, “Well, let's just do it.” We learned through trial and error. Working with developing countries is tricky. We took a situation in its length and basically started a program which exists today. We have had 150 medical residents from various developing countries through McMaster/St. Joseph's Health, which is admirable.

Brian – After returning to St. Joe's, I was pitching and broke my thumb. I was taker of the minutes for the Board. I had a cast up to my elbow on my right hand. I went to Sister Joan to say that I don't see how I could take minutes because I broke my thumb on my right arm. And she basically said, “You've got two arms don't you?”

Sister – Three anesthetists from St. Joe's used to go to Haiti and help out. One time they came back and were really upset because they had seen three people die during surgery because they didn't have a continuous source of oxygen. The doctors asked us if we could do something about it. We got an oxygen making machine designed from a fellow from the US and told him he had to come over and see that it got installed. Stan Keyes got the embargo lifted so that we could bring the machine into Haiti, the Canadian army helped transport the machine to Port-a-Prince to the university hospital, the Canadian Ambassador and I went to Haiti and pushed the button to start the machine, and Canadian peace keepers installed it. It was marvelous and a great experience for me.

INTERVIEW WITH SR. KATHERINE GODFREY - OCTOBER 30, 2015

Q – When you entered the convent, did you have an idea of what kind of work that you would be doing?

A – I knew what the sisters do and were doing, but I entered to be a sister. I didn't enter to be a nurse or a teacher or any of these things. I entered two days after war was declared in September 4, 1939. It's amazing how the Lord fixes things. I got sick and I had poor health and they didn't know what to do with me. Finally, I picked up so I went back and finished off my high school at Cathedral and then I worked at the Loretta Convent ... Then I went into Medical Records in Guelph, and I studied at St. Michael's in Toronto, where I got my degree in Medical Records' Librarian. I did work in the in-between times too and had a marvelous time going to the different hospitals because of the change to the dictaphone system, where the doctors would dictate rather than writing. I would have to sit beside someone who was nervous with it all. We went through all these different crises. It just happened during those years.

I could never tell anything about these records to anyone and I had a couple of episodes. I'll tell you the funniest one. There were two policemen. One policeman was married to one of our nurses and the other policeman came from Elora. One day they arrived in my office. The one sat down at my desk and made a smoke. The other one said that there had been a murder the night before about 12 o'clock and that this man said that he brought his mother to the hospital at 12:00 that night. She was in the hospital. I was to tell him whether she was there or not. I did know but I didn't tell him. I said, "How would I know that this was going on at midnight and I'm in bed?" This man backed me up against the wall and I thought he was going to hit me. Finally, a doctor walked by that was on the case and I waved at him and he came in and helped out. He came back to congratulate me because I hadn't told them anything.

Q – When you went to the Villa as the Administrator, was the new Villa open?

A – Yes, it had just been opened for a couple of years. So, they were getting used to new things, elevators, a new residence and so on, but there were no programs. My job when I got there was to get programs going. I hired a program person, who was excellent and knew about programs. I was only there five or six years and I thought it would be nice to get the Villa accredited because we were all doing very well and I happened to know the accreditor, because he was in the hospital. So I phoned and asked him if we could get accredited. He said, "Yes, there was one already in Ontario." I said, "How would you like to try another one?" He said he would be interested. So he sent me the material – questionnaire material – to give to the staff, all the different sections. They answered them and everything was so lovely and perfect. We had the accreditors come the following year and we were accredited for a year. We were the second home in Ontario to be accredited.

Q – When you were at the Villa, were there other sisters working at the Villa?

A – Yes, there were a few – one in the kitchen, one worked in the activities. Not too many, because we had a lot of retired sisters. We had about 30 sisters there, 20 on one floor receiving care.

Q – Do you remember Sr. St. Edmund? Do you know a story about her that would describe her personality or give us some insight into her?

A – She was at the Villa a couple of years before me and then fell down the escalator and broke her hip. When she was in Guelph, she had the home there, the chronic hospital. She was limping at that time and had a cane. She had a secretary that would go with her whenever she went around the place. I saw them going up the walkway one day and the secretary was carrying the cane and she was going ahead. It was so comical. She worked very hard – she worked all day until about 10 o'clock at night. If there was some kind of project, we would all be here. Then at 10:00 she would be so tired that she would cry, but she would also bring out a bottle of wine. She was very generous.

Q – Can you describe for us a typical day for you?

A – At that time, we got up at 5:30 every morning and said our morning prayers and went to Mass at 7:00. What I did a lot was go around the hospital with the priest and other sisters, giving out communion first before we had our breakfast. That was very important. Then I would go to work until supper time. After lunch, we did litanies. At 5:00 we had evening prayers as a group. After dinner we had recreation in the old days before we retired.

Q – Did you ever have difficulties in making your opinion felt as a woman?

A – No, I never have. I had three brothers and was used to being with men. And I worked in the prison for 15 years too before I retired (10 years with the boys 14 to 18 and 5 years with the men).

Q – Can you tell me anything about Sr. St. Paul?

A – She was a good friend. She was Father Lardie's sister. She was the Administrator of the hospital in Guelph. She was a very kind person, cleaned the place up, and brought everything up to date. She was good to the sisters too. She was a beautiful singer. I remember she sang during the war 'The Harbour Lights'. She could play the piano and she would do that sometimes too. She was an operating room nurse, and in charge of the operating rooms, in both Hamilton and Guelph.

Q – Did she have any good stories that she shared with you?

A – We all did, mostly about the doctors – what they did and didn't do.

Q – What about Sr. Mary Grace?

A – She was a queen of everywhere. She was Administrator of the Guelph hospital, she was at the General when I went there, and she was at the Villa when it was built. She was very fond of the ladies centre and the women set up an activity area, with a little store, and brought in a lot of activities and entertainment. She helped a lot with that. Eventually, she left.

Q – Is there any story you have never been told before that you would like to share with us?

A – Everybody thought I would have a hard time with the boys at the prison, but I didn't. One day I developed a spirituality program with them and I was interviewing this lad and the line went by and the officer pushed two big lads into my group. Anyway they settled down. "What would you look to do in here? Would you like to learn a song for Christmas?" So I chose Mary's Boy Child and we sang it and they did very well. They were very happy. About five months later in the springtime I was back in that room with the boys and the line was going by and this one boy asked the officer if he could put his head in and say hello to Sister for one minute. He said, "Sister, will you give me a few bars of Mary's Boy Child?" And he started to sing. That was comical.

INTERVIEW WITH SR. ANN MARSHALL - OCTOBER 30, 2015

Q – As Sister Joan’s colleague and friend, what do you think her main accomplishments were when she was the CEO of St. Joe’s?

A – I was with her in the School of Nursing until the weekend that Mary Lepinski died. Mary Lepinski was the Director of Nursing and Joan was at that time the Director of St. Joseph’s School of Nursing. Mary Lepinski died of the Asian flu or some flu over a weekend. She had been at a conference in Toronto for the Catholic Health Association. She came back, was sick, and they put her in intensive care and she died. It was the late 1960’s. Mary Grace was the CEO and called Joan and said to come over and become the Director of Nursing at the hospital. I was on the staff of the school and was told that I would be the Director of Nursing for the school. It happened that way because we didn’t have a lot of money. Most of our money went into building health care institutions in the diocese. This diocese only had Sisters of St. Joseph’s running health care institutions. Most other dioceses had one or two or three other congregations, but we had at that time St. Joseph’s Hamilton, Guelph, Brantford, Dundas, and St. Mary’s Kitchener. You got funding from the government, but I don’t understand that part of it, but we were still responsible. I remember being on retreat and called home and the Superior General would tell us how much interest on the debt we had paid off, not the debt but the interest. I was too young to understand it or be bothered with it. Joan became the Director of Nursing overnight. She did a great job and was highly respected. Joan’s gift was that she could be fair and strict and fun. The staff admired her very much, but they also knew that she meant business. I worked with her in the School of Nursing. When she got to the hospital, I know that the staff loved her in the hospital. She would wander the hospital, she didn’t stay in an office. The maintenance people, particularly men, had a hockey team and they named it ‘Joan’s Jets’. She had to go and drop the puck for the games. I went on to Jamaica so I left in 1989 when she was finished at the hospital so I didn’t know other stories.

Q – Did she recount stories in the evening when you were sitting around?

A – No, she would just tell me some stories about having to call a doctor in and laying down the law about something. She didn’t like to do it, but she would.

Q – Did you ever get a sense that her working in this all male climate was ever a challenge for her?

A – Oh, I think so very much, but she said, “I’m not the brightest person to do this job, but I know enough to surround myself with skill.” She worked as a team member, but she was highly respected. What she said was the final say.

Q – I have read that the establishment of the East End Care Centre was something that she championed. Is that correct?

A – She did. I was with her at the time. I was the Superior General here and had to sign off on the money to buy that property. So we worked very much with Dr. Kemp to get that going. There was some difficulty with the government over that site. They wanted, I think, to have a few patients' beds there, but it never would fly. There was a lot of resistance, but Joan kept going.

Q – What was her motivation to build this east end facility?

A – Dr. Kemp kept saying that there were all these hospitals in the centre of Hamilton and on the mountain, and where we are growing is out in Stoney Creek. Nobody was paying attention. I imagine that he probably approached the General too, but I don't know that. When he approached Joan, she got on the bandwagon and went to visit the woman who we bought the land from. She met with her several times. There was some resistance at first - maybe it was the Catholic influence, but I'm not positive.

Q – Were you also the Superior General when they launched the International Outreach Program?

A – Yes. Joan and I had talked about an international outreach program a lot. I used to say to her when I read in the newspaper about the First Nations, "Joan, wouldn't it be great, knowing she was my friend and in a position to do this, if we could send prepared staff, say in the Laboratory, to a First Nations and send the person who is running it up there in and learn it at St. Joseph's – make an educational exchange?" But the government would never let us do it. She did try that. Yes, we had that idea that we could be reaching out and doing things within our own community. Then one of our sisters went to Dominica and she brought back the CEO of their Nursing Home to visit the Villa for about five or six months. Then she went back with all these skills that she got from being here. In Joan's time, the outreach started, but it started because we used to dream about doing something with First Nations.

Q – So this came from the missionary spirit of the church?

A – We had great opportunities and we also had skilled people. Joan was very good at engaging people in her vision. Once she started, she never stopped.

Q – What were the dates that you were Superior General?

A – 1980 - 1989

Q – At the end of Joan's tenure, were there many sisters working in the hospital?

A – No, not in leadership.

Q – Was there discussion within the sisters about the legacy of the health care system and how it would be true to the mission?

A – We established a mission portfolio at the convent. How we kept track of that was the Superior General was responsible to appoint the CEO. The Board did a whole lot and ran much, but not the appointment of the CEO. We just kept receding, receding because we wanted ‘mission education’, which was out of here, the central office. Sister Mary Ambrose was appointed Mission Director. Then she started working with all the institutions and they established mission committees, which still go on today. We knew that we weren’t going to keep the institutions at St. Joseph’s Hospital and St. Mary’s if they weren’t true to the mission. That was established in the 80’s and one insight was knowing that we couldn’t carry on this way. In fact, the Church was moving to Vatican II in the 50s and 60s and every congregation was building up institutions – hospitals, schools, etc. Then society changed in the 60s and 70s and after Vatican II we started withdrawing from institutional administration because the lay people were well educated and could do it. Our job always was to be on the margin – that was our mission. You were to complete things and, when necessary, withdraw. Build them up and, when somebody else wants to do them, withdraw. Today we work in soup kitchens, with refugees, etc. That’s where our interests lie. We have to have lay people to help us because we are too old to do it ourselves. Even if we had the sisters, running big institutions is not the calling. That’s why I was so happy to get to Jamaica for 17 or 18 years. I had that mission / desire to strive and Joan picked it up and that’s what got her into the hospital.

Q – Did Joan fall into health care when she entered the convent?

A – Joan wanted to be a sister, but she wanted to be a nurse. In those days women had the opportunity for nursing, teaching and secretarial. I wanted to be a nurse when I entered, but the mission was in my mind. She always wanted to be a nurse, but she was in leadership at the hospital and on the council. So she had to make mission trips, but always got a return ticket. She always wanted to come back. She was a city girl, she loved Hamilton and was devoted to it. She thought it was the most wonderful city in the world. She knew lots of people, was a great tennis player in her youth before she entered the convent.

When Joan entered, she wanted to be in service of the sick and vulnerable as all of us did. Then she got sent off to the school to be educated to work in the school of nursing. She was so liked by her students that in her 90’s they would want her there at their reunion dinners. Joan was mad about dogs. At the graduating banquet of the class of 1966, they presented her with a dog. We worked hard. We put in long hours, all of us did, to keep the institutions going. For sisters, we worked 12 hours a day, 7 days a week. That’s just the way it was. You were on duty 7 to 7; one end of the day or the other. Because we grew up that way as young sisters, when Joan was CEO she still put in heavy duty time – on weekends too.

Q – Were your days pretty exhausting?

A – Each day we had devotion, prayer and mass, worked 12 hours with one hour of recreation (play cards, talk, crafts – all done together). We didn't have money to hire anybody to relieve us. We were paying off all the debt of the institutions.

Q – When the congregation created the Health System and separated the congregation from the institutions that you owned, was there any talk within the congregation about payment for the properties?

A – Nobody ever thought of it. We knew we had to separate it because of law suits. After the 60's there was a big change in society and we are just a reflection of society. We had a lot of people enter in the 60's, but they left very quickly because they had opportunities elsewhere.

Joan (O'Sullivan) was here for service. That she got into a career, she never thought of that. Most of us don't think we are in a career. That is the farthest thing from our minds. It is a response to our Charism of Unity and Reconciliation that we do what we are doing. The Sisters who couldn't read or write went out into the community in France, and they saw what was needed – education and health care – and they worked to bring about a unity within the group, calling them together and giving them dignity.