



# Strategic Directions 2021-2023

As a national organization, the Catholic Health Alliance of Canada (CHAC) unifies and strengthens the work and voice of Catholic health care across the country. Our health organizations are unified in an unshakeable belief that Catholic health care starts with a spiritual purpose: a deep-rooted calling to recognize and serve each person as sacred human beings.

Catholic health care organizations have cared for Canadians in small towns and urban centres for over 400 years. Courageous congregations of women laid the foundation for today's health system, driven by an unwavering faith in Providence and a deep desire to live the healing ministry of Jesus.

Catholic health care has a long history of responding to community need by providing on the ground service to people in our communities. Today, our mission and purpose is carried out by 129 Catholic health organizations in Canada, with flagship programs in areas including acute and teaching hospitals, palliative care, mental health and addictions, rehabilitation, housing, and long-term care.

CHAC amplifies the courageous gift of Catholic health care that continues to flourish in our country. We contribute to and help shape an ever-evolving health system, drawing on our Catholic values, and a legacy of innovation and ethical reflection.

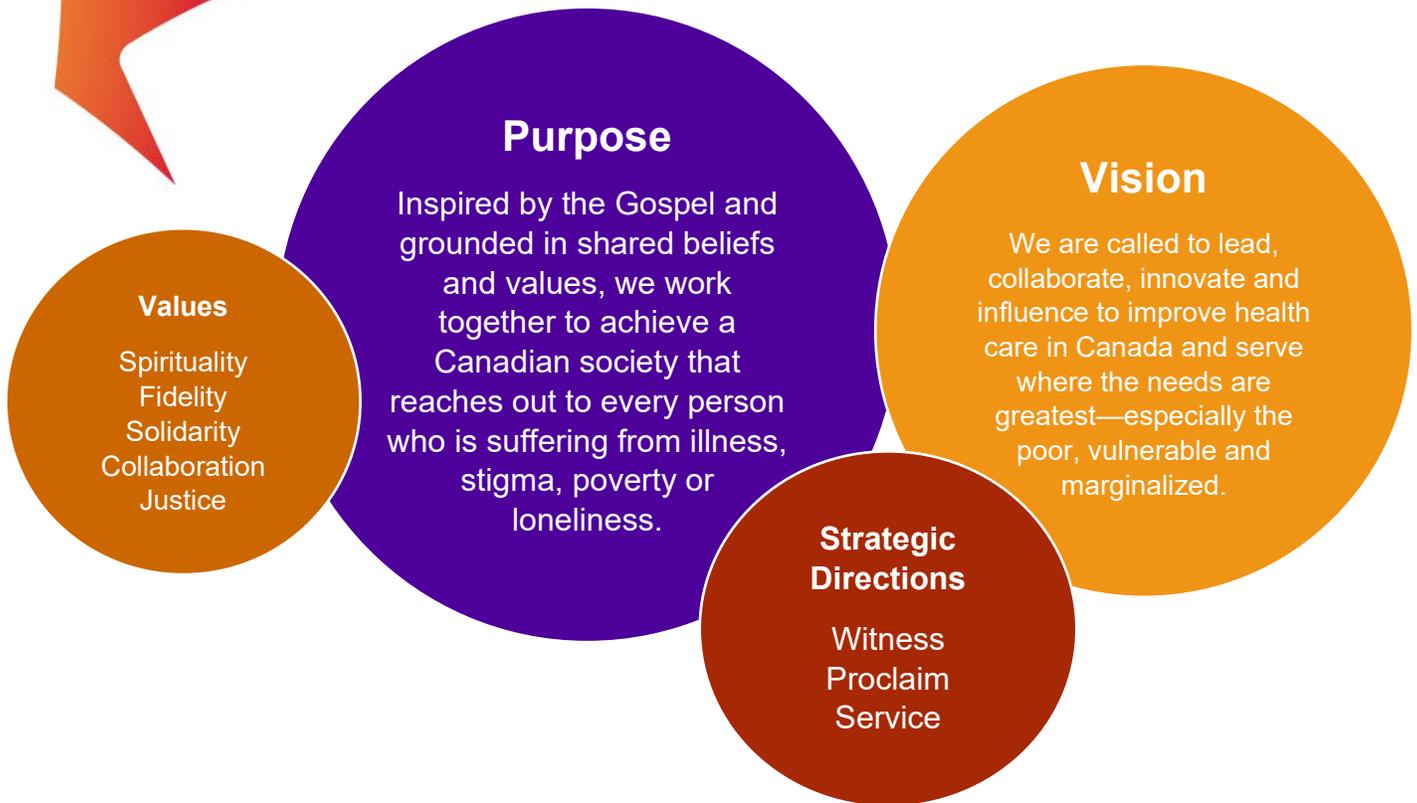
We bring Catholic health care organizations together in dialogue and action, supporting them to be leaders and advocates in making the health system stronger and more responsive to needs in local communities.

We deepen understanding of Catholic health care as a beacon of light, awakening all to this healing mission and our commitment and contributions to serving Canadians—especially those most vulnerable.

COVID-19 has transformed our health care landscape and society. In Canada, public policy issues such as Medical Assistance in Dying and the pandemic have shone a public light on many important issues—perhaps most significantly the marginalization of our seniors and other vulnerable Canadians. It has initiated public discussion about concepts at the heart of our Catholic ministry—community, solidarity, common good, and our social responsibility.

The pandemic has also highlighted the timeless relevance of Catholic social teaching and our collective role as health care providers in building a Canadian society that reaches out to every person who is suffering from illness, stigma, poverty, or loneliness.

This document lays out priorities for 2021-2023, recognizing the tremendous gifts of Catholic health care in Canada and the tremendous responsibilities we have in following our call to carry on Jesus' healing ministry in our world.



## Witness

*We will continually deepen our commitment to the healing ministry and strengthen our leadership across Canada to embrace and effectively live our Gospel calling and religious purpose with passion and purpose in all we do.*

Mission formation is key to building strong vibrant cultures that can support the flourishing of the ministry—individually and collectively. Working together as Catholic health care sponsors/owners, CHAC is positioned to develop and advance common understanding and practice to support consistency and unity across Canada.

As we act from a unified and robust understanding of what it means to be Catholic in all that we do, Catholic organizations work to establish a Canada wide recognized presence—known for compassion, courage, innovation, resourcefulness and social justice.

**CHAC strategic efforts support health organizations with Catholic identity in mission formation, leadership development, accountability, and ethical discernment.**



## Proclaim

*With a unified voice, we will tell our story and stories about the people we serve to reveal the courageous gift of Catholic health care to inspire hope, increase understanding and advance our position and critical role in Canada's health care system—now and into the future.*

The life-giving story of Catholic health care is a message of hope and compassion. CHAC seeks to build understanding, connection and trust across Canada in our mission and contribution to the health system and our commitment to achieving a society that reaches out to every person who is suffering from illness, poverty, discrimination or loneliness.

Building from a clear articulation of the unique strengths we bring to the health care system, Catholic organizations can work together to raise strong clear messages and inspire and equip ambassadors for greater impact. Working effectively as a strong alliance and network, we can expand our reach and open doors to greater influence, opportunities and impact.

**CHAC strategic efforts focus on brand and positioning, strategic communications, stakeholder relations and ambassadorship for Catholic health care in Canada.**

## Serve

*Leveraging our legacy through collaboration and innovation, we will work together and with new partners to forge new paths for greater service, advocate for change and work to transform the health care system for those most vulnerable in society.*

Across Canada, a growing number of people grapple with insurmountable and intractable life and system challenges that jeopardize their health, well-being and ability to survive. As Catholic providers with a preferential option for the poor and an holistic approach to care, we are called to care for those who are marginalized but also to create the conditions for a just society where all can thrive. Working with the Catholic sponsors and providers, CHAC has tremendous potential to convene and connect resources and be a catalyst for change.

Catholic health care has a long history of responding to community need. Revitalizing this core mission will help develop new models and approaches to address complex problems by bringing together partners for incubation, knowledge translation, scalability and thought leadership. Governments will be confident in turning to CHAC for advice and assistance in policy implementation.

**CHAC serves a strategic role as catalyst, connector and convener for national projects and advocacy to help identify and respond to needs in local communities.**