



PROVINCIA RELIGIOSA DI SAN PIETRO
ORDINE OSPEDALIERO DI SAN GIOVANNI DI DIO
FATEBENEFRATELLI

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2022 PROVINCIAL CHAPTER GUIDELINES AND OBJECTIVES

FOREWORD

The COVID-19 pandemic that set upon the world's population almost two years ago has revealed just how important the quality of care for the sick is, not only in terms of the professionalism and competence required of medical personnel, but also, if not primarily, in terms of the need to establish an empathetic relationship with the people who are entrusted to their care.

In this sense, the human warmth with which health workers have served our dear patients, the self sacrifice and flexibility shown even in the most critical moments when, on account of the pandemic, hospital services had to be radically reorganized, and, last but not least, the strong sense of belonging to the extended family of Saint John of God, have been fundamental.

This is the spirit that will need to be preserved and nurtured, even once things are back to normal, in order to best meet the future challenges of the next four years.

I. ANIMATION OF THE RELIGIOUS AND APOSTOLIC LIFE OF THE COMMUNITIES AND CENTERS

1. Draft Guidelines

- a. Continue to work towards a better form of religious life at the community, inter-community, inter-congregational and international levels, taking care of the formation of men and women religious.
- b. Make co-workers and patients aware of the Order's values and aims, so that they may be more deeply committed to its *mission*.
- c. Pursue new projects to ensure due assistance to the most isolated people in need of care, also in light of the emergency still underway.
- d. Share the Charism of Hospitality with all the religious communities present in the various apostolic works in order to integrate them fully

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into the extended Hospitaller family, regardless of ethnic and cultural differences.

2. General Objectives

- a. Promote new initiatives for the ongoing formation of religious at the community and intercommunity level (spiritual retreats, pilgrimages to places of worship, etc.) where they can find opportunities for discernment and spiritual enrichment.
- b. Ensure that the religious observe and commit to the principles governing community life as outlined in the Rule of St. Augustine followed by the Brothers of St. John of God.
- c. Reaffirm the gift of religious consecration and revitalize community life in terms of motivation, witness and apostolic work, in accordance with the Charism of Saint John of God.
- d. Continue the ongoing pursuit of fraternity and dialogue on a community and intercommunity level with various initiatives and programs.
- e. Continue to provide for the initial and ongoing formation of co-workers in the ethical, religious and motivational spheres, with a special emphasis on the Charism of Hospitality.
- f. Resume collaboration with neighboring parishes, which was inevitably suspended during the most critical phases of the pandemic, in order to promote new volunteer activities in favor of the most needy not limited to the hospital setting.

II. AREAS OF ANIMATION

1. Youth and vocations ministry

1.1. Guidelines

- a. Continue to support the implementation of initiatives by the local vocations ministry teams, the Provincial Delegation of the Philippines and the Provincial Commission for Youth Ministry and vocations promotion.
- b. Help young people to make the proper discernment in order to recognize and follow God's call, giving them the opportunity to experience religious community and apostolic life in the early stages of formation in the Order.
- c. Strengthen relations with the dioceses to which the centers belong in order to foster knowledge of the consecrated life and of the Charism of the Brothers of St. John of God in particular.
- d. Promote the use of the new media (website and social networks) to publicize vocational activities in order to bring young people closer to the



lifestyle of the Brothers of St. John of God, to awaken the call that the Lord has already instilled in everyone's heart.

1.2. Objectives

- a. Maintain and step up contacts with youth groups for the purpose of informing, forming and sharing, also employing the most innovative and effective media.
- b. Plan the following vocational activities:
 - i. popular missions in the parishes near the apostolic centers;
 - ii. witness the Charism of the Brothers of St. John of God in person in high schools during religion classes according to the indications of the Catechetical Office of the relevant diocese;
 - iii. one-week apostolic service experience at the Genzano di Roma facility;
 - iv. encourage the development of volunteering and civil service by promoting and implementing the founding principles of the Charism of Hospitality.
- c. Involvement of religious and laity in vocations ministry initiatives.

2. Pastoral care of the sick

2.1 Guidelines

- a. The pastoral care of the sick team, whose work was suspended due to the Covid pandemic emergency, must be more active and efficient.
- b. An effective religious service must be offered in the centers of the Order.

2.2 Objectives

- a. Formation of religious service workers and co-workers for the pastoral care of the sick, according to the indications of the General and Provincial Government.
- b. Support and formation of chaplains in relation to the specific pastoral work and ministering to be carried out in the hospital and care settings.
- c. Involvement of staff, patients, and visitors in educational initiatives on religious and ethical issues, as well as celebrations for special occasions.

3. Animation at Province and Centers level



3.1. Guidelines

- a. Raise people's awareness on general and particular issues of common interest.
- b. Take initiatives to promote the knowledge and spread of the Order's Christian and ethical values.

3.2. Objectives

- a. Convey reflections and themes to all co-workers and other persons concerned.
- b. Present and share with newly hired staff and people who work with the institute and in its centers the values of the Hospitaller Order of Saint John of God, its aims and charism, the values and objectives that motivate and animate its hospitaller and care activities.
- c. Disseminate topics related to listening to the word of God to help identify and pursue one's vocation, the values of solidarity, the values of the Order and the sense of belonging to its extended family.

4. Relations between the Roman Province, the other Provinces and the Dioceses in the various parts of the world

4.1. Guidelines

Further develop the collaboration of the Roman Province and its Delegation in the Philippines with the Provinces of the Asia-Pacific region and with the other Provinces of the Order, especially in the area of initial formation.

4.2. Objectives

- a. Strengthen relations with dioceses and religious institutes in order to establish collaborations with priests and qualified persons to dedicate to religious and reception services in the centers of the Order.
- b. Confirm and further develop the readiness of the Roman Province to welcome religious from other Provinces of the Order, also for their religious formation and professional education.

5. The Provincial Delegation of the Philippines

1. Guidelines

- a. Promote greater responsibility of the individual members of the community both in prayer and liturgical animation as well as in apostolic work.
- b. Identify new ways of living the charism of hospitality.



- c. Strengthen relations between the Filipino communities and the communities of the Roman Province in Italy, encouraging the sharing of experiences and service.
- d. Take initiatives to foster charismatic management of the centers and to help achieve financial autonomy.

2. Objectives

- a. Ensure that every brother fulfills his role in such a way that form matches substance.
- b. Offer the Filipino brothers the opportunity to get to know and experience for limited periods of time community life in the centers of the Roman Province in Italy, in order to share experiences of fraternity and to learn about the various ways in which the charism of the Order is lived.
- c. Continued apostolic commitment in the various initiatives of care for the most needy, especially children in the two school and rehabilitation centers of Manila and Amadeo.
- d. Develop innovative care projects (new psycho-spiritual support center for religious and priests in difficulty and for drug addicts called "la Colcha") and identify and implement a new care center for malnourished children on the island of Bohol.
- e. Continued collaboration in formation activities for postulants and novices from the Provinces of the Asia-Pacific region in the centers of the Delegation.
- f. Organize spaces for the first reception of aspirants to the religious life and step up collaboration with the Hospitaller Sisters of the Sacred Heart of Jesus, the dioceses and other religious institutes.
- g. Develop fundraising activities and projects that can generate economic resources to enable the activities and services of the Filipino communities to gradually become more self-sufficient.

III. CHARISMATIC MANAGEMENT OF THE CENTERS

1. General guidelines

- a. Pursue an efficient and effective charismatic management that always strikes the right balance between the need to ensure an adequate level of care for patients and the economic viability of the hospital services provided.
- b. Fulfill the Charism of Hospitality by providing qualified assistance and care to the sick, reaching a sustainable balance between the various forms of economic coverage (agreement with the National Health Service and development of activities in favor of private individuals and patients paid by other entities) and restore the negative margin registered in the years marked by the pandemic emergency to positive values.



- c. Bear witness to and defend classified religious hospital care and its mission before the institutional funding bodies, ensuring that the centers are given due recognition in national, regional and local health programs.
- d. Continue to explore and develop alternative and supplemental sources of funding to public funding, which is becoming ever more scarce.
- e. Implement, as far as possible, the decisions of the General Chapter and the initiatives proposed by the General Bodies of the Order.

2. Objectives for the various Departments

2.1. General Management

- a. Coordinate the activities of the various Departments to realize charismatic management by implementing the Chapter Guidelines and Objectives.
- b. Constant updating to ensure compliance with the technological and safety requirements of plants and technologies, necessary for the periodic renewal of authorizations and accreditation of our centers.
- c. Given the current situation of accredited beds, which exceed the budget set by the regions, constantly diversify the health care offering by identifying new services or converting the current or outdated ones, taking into account the emerging health needs and the different local priorities.
- d. Look for alternative and supplementary sources of funding with respect to the Regional Health Service by seeking sponsorships and developing outpatient services, taking care of both the logistical and advertising aspects and also relying on external professionals who can guarantee significant volumes of business.
- e. Enhance the use of ever more efficient technologies and IT tools, so as to raise the quality level of care services.
- f. Constant evaluation and determination of staffing levels, favoring the correct and efficient management of personnel which, on the one hand, pays attention to resource optimization and cost containment and, on the other hand, provides incentive schemes for staff that participate actively and profitably in the fulfillment of company objectives.
- g. Create training modules for personnel, to better inform and raise awareness about the work and values of the Order, not only among the newly hired personnel, but also among those who collaborate in any capacity with the Roman Province, so as to guarantee a more authentic participation in its *mission*.

2.2. General Affairs Department and Secretariat

- a. Collaborate with General Management and the other competent Central Departments to maintain the definitive accreditation system in the facilities that have already obtained it and to acquire it in those that lack it.
- b. In consultation with General Management and other relevant Central Departments, constantly ensure that classified hospitals are properly considered and classified by national, regional and local authorities.
- c. Collaborate with General Management and other relevant Central Departments to obtain new forms of institutional accreditation for other types of care.
- d. Step up collaboration with companies and universities to share excellence and expertise with a view to improve the quality of care and ensure adequate inclusion in regional networks.
- e. Ensure continuous compliance with regulatory requirements (security, privacy, risk management, third-party liability, etc.).
- f. Encourage the constant growth of private business, also to supplement the resources of the Regional Health Service, taking care to establish further agreements with insurance companies and health insurance funds.
- g. In collaboration with General Management, create a Press Office to promote and sponsor the image of the organization.
- h. Contribute to the organizational improvement of the Offices for Relations with the Public in the centers.
- i. Ensure all forms of collaboration with the competent Central Departments to continue the digitization of medical documentation and to provide updates on the Privacy Policy.
- j. Collaborate with General Management in seeking adequate and sustainable insurance coverage, medical indemnity insurance and property insurance, also in light of the provisions of Law 8 March 2017 n. 24 (so-called White-Gelli Act) and subsequent amendments.

2.3. Personnel Department

- a. Adopt measures to curb the migration of staff to the public sector by hiring and offering attractive projects.
- b. Draw up labor contracts and agreements and ensure they are correctly executed, both for the economic and the regulatory aspects.
- c. Maintain union relations based on dialogue and mutual respect in order to arrive at shared solutions in the interests of both parties, compatibly with available resources.
- d. Efficient management and optimization of personnel in collaboration with General Management and the other competent Central Departments and local offices, constantly monitoring staffing levels

on the basis of national and regional regulations and contributing to the determination of workloads, according to the volumes and types of activities to be carried out, in order to comply with the budgets and regional production ceilings imposed and the actual needs emerging during the various periods of the year, also bearing in mind the need to develop activities in favor of private individuals and/or other entities.

- e. Contain the cost of personnel by providing incentives for the retirement of professionals who meet pension requirements, promoting pension advance schemes and transforming the employment status of senior and highly qualified professionals whose professionalism should be retained from employee to free-lance professional.
- f. Step up the process of internal oversight of any managerial and organizational inefficiencies, with regard both to the situation of personnel "with limitations for medical prescriptions", verifying any situations of non-compliance, and to the proper conduct of individuals, resorting, if necessary, to external audits in accordance with the provisions in force.
- g. As part of a program of staff loyalty to the organization, and subject to available financial resources, proceed to the hiring of capable and deserving professionals, in order not to lose the professional experience acquired and, at the same time, to avoid incurring in costly legal disputes, focusing on possible tax and social security benefits.
- h. As far as economic resources allow, promote and identify new personnel incentive schemes that take into account the actual commitment to achieving the established objectives.
- i. Adopt measures to curb the migration of staff to the public sector not only by hiring precarious workers but also by involving staff directly in attractive projects.
- j. In collaboration with the other competent Central Departments, ensure that co-workers receive adequate professional training and formation in terms of ethics, motivation and values of the organization.
- k. Ensure strict compliance with the numerous labor laws and regulations, respecting the Privacy Policy, promoting the training and updating of the Personnel Departments and all co-workers concerned, also for the purpose of obtaining the required periodic credits (CME).
- l. In collaboration with other Central Departments and with the company Il Melograno Data Services, maintain and constantly improve IT procedures relating to personnel.

2.4. Technical Property Management Department

- a. Constant attention to structural, plant and technological adjustments, with a view to complying with regulations and maintaining the authorizations and institutional accreditation of the centers.
- b. Carry on the technical-administrative process to prepare the necessary documentation for the work required to achieve compliance with standards and guarantee safety, as well as to obtain the fire prevention certificate.
- c. Carry on the plan to repurpose facilities, also for the areas of acute care, rehabilitation, chronic care and the hospice, in order to seek alternative and supplementary sources of funding to the Regional Health Service and to develop the private business.
- d. Identify new forms of management that favor the rationalization of existing systems (electrical, plumbing and air conditioning) in order to reduce energy consumption, pollution and costs in general, according to the so-called "green" approach to environmental protection which was also the object of Pope Francis' Encyclical "Laudato Si".
- e. Constantly update risk mapping, safety certifications, evacuation plans in close collaboration with local contact persons, and staff training on safety in the workplace, also for the purpose of ensuring the correct enforcement of Legislative Decree no. 81/08 and subsequent amendments in close collaboration with the departments concerned.
- f. Realize the new structure on the former Cavalcanti site in Naples to integrate the floors of the renovated hospital and to create spaces for the new care services.
- g. Realize the Radiotherapy Service, PET/CT/MRI at the B.L.F.FBF Hospital in Palermo.

2.5. Central Medical Administration Department

- a. Ongoing monitoring of compliance with regulations and minimum requirements (structural and plant engineering), for the renewal and maintenance of authorizations and accreditation of all the centers.
- b. Verification of the standards required for inclusion in regional networks.
- c. In collaboration with the competent Central Departments and local offices, constant monitoring of the types and number of human resources, services rendered, essential levels of care (LEA), seeing to it that regional budget cuts related to care services deemed inappropriate decrease.
- d. Encourage the development of private business and Intramoenia Liberal Professional Activity (ALPI), as an alternative and supplementary source of financing to the Regional Health Service, in view of the ever more penalizing financing ceilings imposed by the regional authorities.



- e. Define the poles of excellence for a better presence in the regional care networks and for the development of private business, with more selective targeting of investments.
- f. Renew requests for the upgrading and repurposing of facilities for the acute care, extra-acute care, rehabilitation, chronic care and hospice areas, in view of extending and diversifying the healthcare offer and a better positioning in regional hospital plans, favoring a more efficient and diversified use of authorized and accredited beds.
- g. Implement the most virtuous and productive hospital disciplines.
- h. Develop high-tech services, in order to make the healthcare offer more competitive.
- i. Recover positive margins in the operating budget by controlling and containing consumption, monitoring human resources, ensuring organizational flexibility in working hours and outputs, optimizing surgical operations, reducing the average length of stay, as well as growing private business.
- j. Implement new motivational models for personnel by means of an articulated plan of systemic interventions (new assignments, project delegations, incentives for objectives and hiring) and constraints for training activities also aimed at learning about the center and the Order's values.
- k. Encourage the turnover of staff.
- l. Improve the external marketing system through interventions both internal (improve the Office for Relations with the Public, Service Charter and website) and external ("permanent" Press Office for relations with the media and institutions). Ongoing reorganization of the emergency room, short-stay observation unit, ordinary and emergency hospitalizations, also taking into account the essential levels of care (LEA) and reduced funding from institutional bodies (Region/Local Health Authority).
- m. Collaborate with other Central Departments and local offices in drafting and implementing Regulations, Guidelines and whatever else is required by laws, regulations or regional or Local Health Authority provisions (e.g., Privacy Policy, Guidelines on the prevention of hospital infections, pre-hospitalization and transfer to other facilities, etc.).
- n. Continuing education and training, including for the purpose of meeting CME requirements for practitioners:
 - drafting and implementation of training plans and CME;
 - preparation of the various courses involving both in-class attendance and distance learning;

- mandatory participation of staff concerned, both during and after office hours, in order to meet the requirements.

2.6. Organization and Systems Department

Develop process links within the individual SJG hospitals and among the hospitals.

- a. In collaboration with Il Melograno, review and rewrite outdated procedures and identify new quantitative and qualitative analysis tools to be used by administrative and healthcare staff.
- b. Adopt appropriate measures for the protection of personal data, also in the light of recent EU, national or regional legislative provisions.
- c. Update the Privacy Policy, in compliance with rules governing the security and confidentiality of data.
- d. Improve web services for patients, in order to simplify the retrieval of information and thus make the healthcare services provided by the hospitals more transparent and accessible.
- e. Complete the process of digitizing healthcare documents (electronic medical records, Electronic Health Record).
- f. GEMA in the wards - surgery wards in particular - and keeping of records for every surgical operation, including the economic quantification of the assigned personnel.
- g. Close collaboration between wards, services, and pharmacy/central storehouse to help contain consumption and minimize inventories.

2.7. Administration and Finance Department

- a. Constant improvement of financial instruments to maintain the current cash flows, rating and financial performance in order to contain the cost of money and have easier access to credit.
- b. Take out loans for new medium/long-term investments.
- c. Maintain a steady cash flow at the consolidated level and for each structure of the Roman Province.
- d. Greater control over the financial flows of local structures also by holding meetings with Administrative Directors with a focus on private business.
- e. Ensure consistent certification of the financial statements, also by employing external consultants.
- f. Digitization, electronic storage and automatic recording of suppliers' invoices.



- g. Recruit qualified professionals, also with cooperation agreements, to provide more competitive hospital services in liaising with regional bodies and growing the private business.
- h. Keeping variable and structural costs down.
- i. Constant updating of agreements with central and local vendors, also based on market and regional funding trends.
- j. Ensure the functional efficiency of the Procurement Office in close collaboration with the internal pharmacy and the coordinators of the various cost centers (avoid setting up storage areas or deposits in wards or services).
- k. Define centralized procurement contracts, standardizing supplies and materials used. Issue frequent local purchase orders, avoiding the build-up of inventories in the central storehouse and in individual wards and services.
- l. Introducing surgery kits which offer advantages both in terms of management (one code for several products) and economics (price and stock reduction).
- m. Introduce in all the centers of the Roman Province the "Resolution" management system with RFID technology for J&J materials and products of other suppliers.
- n. Broaden the range of products on consignment and substantially decrease inventories both in the Hospital Pharmacy and in individual cost centers.
- o. Timely drafting of budgets and balance sheets; budgets by cost and responsibility centers, constant verification and modification of the trend of activities and positive budget results, depending on the various periods of the year which may be more or less busy; greater direct involvement of the General Management of the center in defining and implementing this objective.

2.8. Centro Studi San Giovanni di Dio and the Professional Schools

- a. Educate students enrolled in healthcare professional schools according to the holistic approach to personal care and incorporate the founding values of the Hospitaller Order.
- b. Collaborate and share experiences with other European and Hospitaller Order professional schools.
- c. Conduct CME courses for tutors, collaborate on CME courses with the Central Medical Administration Department of the Roman Province and with local medical administration offices.
- d. Prepare courses to present the work of the Brothers of Saint John of God, the values of the Order and the charism of Hospitality, especially for newly hired personnel, and to spread the values of the Order through the website and other IT tools.



- e. Conduct courses for the ongoing formation of co-workers, proposing topics concerning both professional issues and the principles and values of the Order, and anything else that can be inferred from the documents issued at the general level by the Order (Pastoral Care of the Sick, Bioethics Commission and other Commissions for animation and guidance) and the Church.
- f. Collaborate in training and research programs with the Roman Universities, in particular with "La Sapienza", which holds the bachelor's degree program in nursing and master's degree programs, with "Tor Vergata", the Gemelli Foundation of Rome, and other universities and training institutions.

2.9. Il Melograno Data Service Ltd.

- a. Continuously foster digital development through innovative programs and projects for improved care and organizational models.
- b. Ensure that digital development meets the criteria of efficiency, transparency, adaptability, cost-effectiveness and safety, without forgetting that the primary goal is and must remain the humanization of the service offered to the patient.
- c. Ensure unified communication by means of the different technologies ranging from IP telephony to video communication, from instant messaging to chat rooms, from e-mail to file sharing platforms (sharing files of different formats and features).
- d. Ensure that the diagnostic and therapeutic care processes are supported by "process modelers" (Patient Workflow Management) to monitor process improvement interventions.
- e. Ensure the use of information platforms ("information intensive") that simplify access to care services for citizens.
- f. Develop ongoing projects, also in keeping and compatibly with programs of public bodies with which to collaborate (Big Data, i.e. a system for the collection and analysis of heterogeneous data for Management Control and Human Resources) and introduce new ones (extend the RFID technology, which is currently used to manage operating room products, also to the control of electromedical equipment and devices logistics).
- g. Adopt the annual budget of the Organization and Systems Department, which expresses the needs of the Central Departments and local offices of the centers of the Roman Province. Prepare the necessary plans - at least on a quarterly basis - to achieve the strategic objectives contained and shared in the budget. Hold periodic meetings with the Departments concerned and the various managers of Il Melograno who are responsible for carrying out the projects in order to track the progress made and make any necessary adjustments.



2.10. AFMAL and Voluntary Associations

- a. Develop the communication and increase the visibility of the Association starting from the communication campaign based on TV commercials which promotes the activities of AFMAL in Italy and around the world. Use the promotional material also on social media channels such as Facebook and Youtube.
- b. Constant updating of the website: website restructuring and adaptation to the Wordpress platform with a direct link for online donations and to the Management system to promote and raise awareness about initiatives in favor of missions and projects under way, increase donations, make the site responsive to any device, forward the monthly newsletters and information on the activities of the Association.
- c. Donations from private individuals: enable the MYDONOR management system to organize the database of donors/physicians/volunteers, suppliers/companies; enable a specific communication circuit for each category to provide information on the various initiatives and increase support for AFMAL's activities in favor of the needy.
- d. engage in fundraising by presenting humanitarian projects to banking and private foundations (MFA, Italian Episcopal Conference, Tavola Valdese, Fondazione Terzo Pilastro, Eni Foundation, Nando and Elsa Peretti Foundation, Fondazione Mediolanum, etc.).
- e. Promote fundraising and communication from Corporate with Stakeholders and Companies that are already partners of AFMAL or the Roman Province of the Brothers of Saint John of God.
- f. Collaborate on initiatives sponsored by the Hospitaller Order of SJG, with the St. John of God Alliance and other Associations.
- g. Implement and increase development projects, solidarity and collaboration, in favor of populations affected by natural disasters and conflicts, including through the implementation of the AFMAL project office.
- h. Increase activity in Italy, as provided for in the amended By-laws that have broadened the scope of AFMAL initiatives in favor of the poor and needy (Casa Beato J. Olallo Valdes, Camper Oasis of Health, etc.).
- i. Register AFMAL also at the level of the EU (ECHO) in order to benefit from EU funds and as per regulations concerning the Third Sector.
- j. Expand existing projects in the Philippines and the Far East; develop new projects in Africa.