



POOR·SERVANTS
OF·DIVINE
PROVIDENCE

GENERAL ADMINISTRATION
Calabrian Health System Sector



Programme
2021 - 2023

POOR SERVANTS
OF DIVINE PROVIDENCE

Elaboration
Calabrian Health System Sector

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Calabrian Health System Sector

Programme 2021 - 2023

“The new times always require new adaptations: it takes breadth of breath, freedom of impetus for the good in any possible form. The narrow-mindedness of views, the fossilization in outdated methods would frustrate God's plans, which are vast, which embrace a wide field in the Church (Fr Calabria 1934)”.

INTRODUCTION

“Healthcare as expression of the Charism of the Opera Don Calabria”

** Introduction by Fr. Miguel Tofful at the 4th Meeting of the Calabrian Health System Sector for the presentation of the CHSS 2021-23 Programming, held with online means on 06th of October 2020.*

Dear all, welcome to this online meeting of the Health System. I am very happy to see you and greet you all.

Last year we met in Marituba, in that very beautiful meeting where we shared the joy of staying together and continuing to deepen the mission of the Opera in the healthcare framework, as a manifestation of the Calabrian Charism.

I was asked to share with you some aspects of the theme: "Healthcare as expression of the Charism of the Opera Don Calabria".

What is healthcare for? Mainly to treat the sick, to give dignity to people who are leaving a precarious situation due to lack of health. The health system is at the service of the person, of the sick person, since it takes care providing that the person recovers his health in compliance with his dignity.

This is a very meaningful and relevant field of apostolate: the care of the sick as expression of the Charism of Fatherhood of God, of taking care of situations that are particularly in need. Today we cannot leave aside this intuition of Father Calabria, on the contrary, it must be always more increased and developed.

Father Calabria spent time and energies in the discernment and in identifying, through a design of the Providence, that taking care of sick people by managing a health facility was a mission that was fully part of the Charism and of its dissemination. He cared about this choice, followed it closely, accompanied it, encouraged religious and lay people to carry it out and prophesied the growth of health activity. It was a choice he really cared about. We can say that Father Calabria passed from a very "artisanal" care of the sick (personal experience of direct work with the sick, sensitivity towards sick people) to the choice of managing a concrete health structure because he saw in it the opportunity of disseminating the Charism of the Fatherhood of God through the care of persons.

Today we know very well how health systems in the world have developed and we also know how much complexity lies behind them. We have realities in the world that are different, but in my view it is important that we keep at heart these realities in order to spread the Calabrian Charism within the health system. The creation of the Health Sector within the General Administration was born from the need to work as a network, to create synergy and to organize better an attention to the sick centered on the fixed points of our spirituality. These assumptions must be taken into consideration in a health structure that is moved by the Calabrian spirit. I believe that after the experience of Covid-19 we have realized more than ever the importance of this service to the sick people.

I would like to underline some points that in my view it is important to take into account in order to make the charism visible within our health structures:

1. Take care of the sick person: "after God the sick person is our true master". A health system that looks particularly at the sick person, who is not a number, he is a son of God and our brother. Treat him in all his dimensions, not only in the aspect of health, but in his dignity as a person.
2. Take care of our collaborators and of those who care for the sick: the health system must be an expression of the Calabrian Charism of the Opera: people who work must know what the spirituality is and what is the way of approach that must be preserved. It is a great opportunity, a fundamental field of evangelization that the Opera holds to create a sensitivity in our collaborators, in order to live the spirituality of the Opera in taking care of the sick persons with our peculiar characteristics, taught and transmitted by Father Calabria. The importance of training.
3. Facilities and equipment: good must be done well. Also the facilities and the equipment must be at the service of the sick we take care of. The technology of medical means must always be updated to guarantee quality in the service and loving care of the sick.

4. A pastoral health care, to invest in the people who accompany the sick, to make them more present and to concretely translate the yearning of Father Calabria "souls, souls, souls", in order to guarantee spiritual and human assistance through a pastoral health care that takes into account the sick persons and their families.
5. A network that has strengthened because of the situation of Covid-19 and which must continue to grow and consolidate more and more, to keep high the level of this sharing of various experiences that enrich everyone and where we can all learn from each other. A synergy that helps us to plan and verify together to respond always more to current times and to keep always high the values of the Calabrian spirituality.

Finally, all this must increasingly help us to have a look and attention to the new times we are living today due to the pandemic and where health systems are the first to be involved. We should have a wide gaze to respond with "breadth of breath and freedom of impetus to new situations", as Father Calabria taught us.

I thank you for this opportunity of meeting and I wish everyone a good service, knowing that through health care we can make visible the spirit of the Opera, through the care of people who suffer.

P. Miguel Tofful
Superior General PSDP

PRESENTATION

We are living in a time of changes, made even more drastic by the recent pandemic caused by the Coronavirus. Saint John Calabria urges us not to despair and to face the changes of the “new times” with renewed confidence, without fear, avoiding falling into the temptation to withdraw in the past, but fully living the present. Such an exhortation is clearly expressed in the cover text of this programme document, written by the Founder in the journal *L'Amico* in 1934: *"The new times always require new adaptations: it takes breadth of breath, freedom of impetus for the good in any possible form"*.

We believe that the "Calabrian Health System - CHS" Sector, through the 2021-2023 programme, can support the health structures that are part of the network to adequately address these "new times", as ascertained through the verification of the previous 2018-2020 programme.

During the three years of existence and operation, the “Calabrian Health System” Sector has strengthened the interaction and, through planning and synergy, it helped to overcome the moments of crisis experienced by the health structures. In the last, the most important, resulting from the onset of the Covid-19 pandemic, the networking promoted by the Calabrian Health System has made it possible to support health centres in this great challenge, through organizational and technical exchanges but also through the access to specific material resources.

Networking and sharing a common programme helped to save lives.

The 2021-2023 operational programme outlined in this document aims to give continuity to the programming of the previous three-year period, but also to propose innovative activities and strategies suitable to the "new times", the result of the verification work carried out together with the hospitals in past few months. We believe, in fact, that this programme can be an useful tool for health care structures to innovate and stay up to the times, as desired by St. John Calabria.

Finally, we hope that the programme develop a health care standard, consistent with the charisma of the Congregations, create communion, technical excellence and humanized services, in order to offer to the sick a suitable and complete support, as the Founder dreamed.

May God the Provident Father accompany each of the health structures that belongs to the System in the path that leads to the achievement of the objectives of this three-year programme, outlined in the following chapters.

Bro. Gedovar Nazzari
General Administrator



POVERI-SERVI
DELLA-DIVINA
PROVVIDENZA

AMMINISTRAZIONE GENERALE ORGANIGRAMMA AMMINISTRATIVO

MISSION

Promuovere un modello di gestione profetica ispirato dal carisma dell'Opera, con uno stile sinodale e di reciprocità nella programmazione, gestione e verifica, per vivere nell'ambito economico la "profetia della comunione".

SETTORE SISTEMA
CALABRIANO DI SANITÀ
SETTORE SOCIO-EDUCATIVO
E DISABILITÀ
COMMISSIONE CONSULTIVA
ECONOMICA GENERALE
SEGRETARIA GENERALE
E ARCHIVIO STORICO
SETTORE PASTORALE
E PARROCCHIE

VALORI

Comunione, sinodalità, collegialità,
accoglienza delle povertà e delle diversità,
reciprocità, abbandono alla Provvidenza,
trasparenza, competenza, rinnovamento,
innovazione, fraternità e solidarietà.

VISIONE

Essere un'Opera nata da un carisma che
promuove una gestione profetica
in comunione. Un'Opera con una gestione
che promuove rapporti di reciprocità,
sinodalità, collegialità, spirito di famiglia e
aperta alle innovazioni che i tempi attuali
richiedono.

UFFICIO DI GESTIONE
AMMINISTRATIVA
SETTORE BENEFATTORI
SETTORE FORMAZIONE
SETTORE PROGETTI
CON LE MISSIONI
SETTORE COMUNICAZIONE
CENTRO DI CULTURA
E SPIRITUALITÀ CALABRIANA

DELEGAZIONE SAN GIOVANNI CALABRIA - DELEGAZIONE MAMA MUXIMA - DELEGAZIONE NDSSA SENORA APARECIDA - DELEGAZIONE ISH KRIPA
DELEGAZIONE MARIA INMACULADA - DELEGAZIONE MARY MOTHER OF THE POOR - MISSIONE ST. JOSEPH - IRCCS NEGRAR

Da questo tutti sapranno che siete miei discepoli, se avrete amore gli uni per gli altri (Cv 13,35)

The Calabrian Health System Sector in the PSDP Administrative Organization Chart

GENERAL OBJECTIVE OF THE CALABRIAN HEALTH SYSTEM SECTOR

The Calabrian Health System (CHS) is a Sector of the General Administration of the Congregation of the Poor Servants of the Divine Providence, which brings together the health and social-health care activities managed by the Congregation. It is made up of technical personnel from the health and administrative area, appointed by the General Council. Also health structures managed by other Institutions can be part of the CHS, after approval by the General Administration.

The General Objective of the Calabrian Health System is to create synergy, to develop a network between the health structures composing the system, to share health technical processes, management and training processes, to develop cooperation projects for the sustainability of health and social-health activities.

Specific objectives of the Calabrian Health System Sector:

- a) **Deepen the Calabrian charisma** in the area of health in order to give an evangelical meaning to the service offered to the sick.
- b) **Create a standard Calabrian management model** in health structures that combines the way of managing with the institutional charisma.
- c) **Organize periodical meetings** between the members of the Calabrian Health System with the aim of promoting technical-charismatic training and of creating opportunities of exchange of implicit knowledge.
- d) Support the **management of health structures** by promoting the development of ongoing and networked relationships between themselves, helping them to overcome the technical and operational challenges they may encounter in the development of their activities.
- e) Help and stimulate health structures to carry out **tele-medicine and technical professional exchange programmes** in order to encourage staff training, to increase the quality of services offered and as well as to raise awareness of people's needs .
- f) Help and stimulate health structures to carry out **permanent staff training programmes** using the technical resources of the same structures.
- g) Follow and support local administrations in the development and in the **execution of projects** for the expansion and renovation of hospital facilities, as well as for technological modernization.
- h) Collaborate with health structures promoting the adoption of administrative programmes and procedures with the aim of implementing **quality management and certifications**, to improve the effectiveness and efficiency of the services offered.
- i) **Cooperate with the "Projects with the Missions" Sector** in order to work out projects and seek the needed funds for the maintenance and the development of health structures in the missions.
- j) Do the **three-year planning** of the Calabrian Health System and the **three-year action plan** for each health and social-health activity that is part of the system.

PROGRAMME OF THE CALABRIAN HEALTH SYSTEM 2021-2023

Verification of 2018-2020 programme

The evaluation of the operation of the CHS during the three-year period 2018-20 was carried out through a direct confrontation with the single health structures; the evaluation highlighted on one hand the values of the interchange produced by the network and, on the other hand, the difficulties encountered and the areas on which to have a greater impact in the next programme.

The various structures are placed in different contexts, each with its own programmes and problems; perhaps this is why at first they were not fully aware of the potentialities of the network. However, the confrontation and the dialogue highlighted the existence of three macro-objectives that unify the structures: promoting Calabrian formation, updating physical and technological infrastructures, qualifying services.

VALUES:

- Generally, the benefits coming from the unification of the health structures in a single system are evident and tangible, in a sharing of knowledge, competencies and programming that allows the planned and balanced development of those centres that experience more situations of contingent difficulties at local level. It is important, now, to insist on the culture of cooperation between hospitals, in order to share expertise on specific issues identified by the single units.
- The management of the Covid emergency represented an important factor of union and knowledge for the system, and highlighted its significance. The technical-scientific intervention promoted by the Negrar Hospital in support of the other structures was immediately reflected and feasible in the already organized and functioning interchange network, although with margins of improvement. The experience produced at this juncture, thanks to the use of telemedicine and tele-formation, facilitates a continuity and an expansion of the exchange of competencies also towards other clinical and organizational areas.
- The growth of awareness has involved the entire CHS network, which is not a superstructure to what is already working, but rather a platform that leads us back to the motivations of our Founder. In this sense, the network makes the structures aware of what they are, of the reason why we work in the field of health; in their diversity, health centres have the same dignity: structures that express values, Calabrian values. In a continuous dialogue that makes you grow.



- This has also made grow the sense of belonging to the Calabrian family: in the hospitals everyone's interest and involvement in this project is evident.
- Calabrian formation for collaborators is part of a process of belonging to our values and to the needs of the poor, but must be modulated on the basis of values of the local culture.
- The CHS, with its office dedicated to international health projects, has produced a substantial number of programs that enabled all the structures to take steps forward in their structural and technological configurations, functional to the starting of new services or to the qualification of the existing ones. The negative international situation has partially slowed down this progression, but the structuration of the system has consolidated.
- The validity of the network was evident also for the management and operational aspects; the management control office provided continuous support in administrative procedures, while the periodic meetings between the CHS Sector and the hospitals made it possible to identify the short-term organizational problems and to propose solutions suitable to the context.
- The improvement of the organizational and strategic planning introduced by the CHS led to a positive evolution in the various partnerships with public bodies, increasing the collaboration and recognition of our services (case of the accreditation of the BFPC of Manila).

LACKS:

- In the context of Charismatic Formation, some structures note the difficulty that religious members experience in carrying out a continuous programme, taking into account the several pastoral activities. The officials live various moments of Calabrian spirituality, but the relational aspect with the patient, that is necessary to promote the humanization of health services, is missing; an aspect that must be absolutely valorised, also through a structured training plan.

It is a new topic for some structures, which requires materials, skills and advice for its correct application. Consequently, the themes proposed in the 2018-20 Programme have been addressed in a partial and non-homogeneous way, depending on the initiatives of the individual local managers and not on a structured programme shareable by all the structures.

- An aspect that must be carefully reassessed is the importance of the role of the religious in the health structure. Currently only 21 Poor Servants operate in hospitals, which represent the activity with the greatest social, organizational and financial impact. The risk we run is the progressive weakening of the presence and of the charismatic spirit within the structures, the gradual

sense of extraneousness and non-belonging of the religious to the Calabrian health project, which instead our Founder wanted to be strong in the charisma, since first experiences with the hospice of the Sacred Heart of Negrar.

Main inspirations and lines of programming emerged

From the confrontation with the realities that are part of the CHS, promoted in view of the meeting in October 2020, considerations and proposals emerged that enrich the operational planning of the Sector for the coming years and reinforce the synergy of the network.

- 1) It is reaffirmed that it's important that the periodic Action Plan of the CHS is common to the different health structures; in consideration, however, of the several peculiarities of each Delegation and to encourage the work of all, it is agreed about the definition of a limited number of general objectives and strategic lines, to be expanded in the single **Management Plans**. These will have to contain references to specific clinical, training and operational needs of the single contexts.
- 2) The Calabrian Management System remains the administrative methodology to be adopted for the management of the structures, capable of giving effectiveness and efficiency to a management that wants to be consistent with the charismatic values of the Congregation. For a better adaptability to administrative and organizational dynamics, it is appropriate to think of a specific handbook for **the management of health structures**, in order to promote and harmonize the application of management processes in all hospitals.
- 3) The Calabrian method must be active in all the operational practices of health technicians, through the definition of a **Calabrian model of assistance and care of the sick**, recognizable, characterizing and peculiar to the health services provided by the structures of the Congregation because it is based on the charismatic values of welcome, assistance, sharing.
- 4) In fact, among the priority themes emerged from the sharing process with the single healthcare realities, the need to give higher content and structure to the **training of personnel at a charismatic level** must be underlined.
With "higher content", we mean the identification, or the production, of specific training material on the processes of assistance and care of the patient, developed according to the thought of Father Calabria; this is im-



portant also for the benefit of the structures that have less experience in this area and/or that have greater difficulties in obtaining these materials locally.

By “higher structuring” we mean the presence of an annual program of integrated formation (charismatic, human, professional) with a calendar and related annual internal verification.

As evidence of the result of the charismatic training activities, we propose to measure the concrete impact of training in the health services, defining how to evaluate the “**Calabrian quality**” of the assistance that is at the basis of our activities.

- 5) The **tele-medicine** is considered as an essential tool in order to make skills of high technical value available in the Congregation health structures, providing the access to diagnostic and therapeutic opportunities for all patients followed, with the aim of structuring and enhancing the scientific interchange in the network.
- 6) This technology also allows the development of the **tele-formation** method at all levels, with constant, timely and immediate training activity to facilitate the adaptation and optimization of the quality standards of work.
- 7) It is desirable that professional exchange between the structures of the network is stimulated, as soon as the epidemiological conditions allow it, with **training stage** for doctors and nurses in the areas of greatest interest.
- 8) Taking into account the characteristics of the healthcare contexts in which the structures operate, **scientific and clinical research** can become a tool capable of generating new methodological approaches by doctors, based on data collection, discussion and analysis of scientific information, in order to use research as a mean to improve health management.
- 9) With the aim of providing technical, administrative, scientific and methodological support to health structures that may express the need of help in managing the activities, it is proposed to adopt the "**Project of Co-responsibility in Management**", which has the purpose of implementing a shared management, in a synergy between the Calabrian Health System, the Treasurer's Office of the Delegation and the Administration of the requesting health structure. This integration aims to achieve together the objectives set and required by the network of CHS - with particular reference to the qualification of the management processes envisaged by the Calabrian Management Methodology - and to create the conditions to be able to offer to the patients an effective and excellent health service.
- 10) The diversity of organization and organic situation between the structures

of the CHS requires also the skill to analyse productivity data in a transversal and harmonized way, in order to encourage analysis, comparison between results and the exchange of experiences, with the aim of achieving performance optimization. It is therefore necessary to **develop a statistical format**, adaptable to all situations, to collect the data of the activities, at the level of quantity, quality and management, in order to allow for an in-depth analysis of the whole and a comparison between the different performances.

- 11) The collaboration and interaction of the network must be substantiated, to create a **culture of health** in the Congregation. The Negrar Hospital has a collection of writings by St. John Calabria and about Calabrian spirituality related to the health aspect of the Charism, to be collected and made available to all structures.
- 12) With regard to the **presence of religious** in the structures, particularly two priorities emerged in the meetings held with the SCS network:
 - a) that the religious assume a more specific role, to be studied in depth, in the health structures;
 - b) that the number of religious present in the health structures is increased, because these activities represent the main management commitment of the Congregation

In the planning of the next three years, therefore, the aim will be to encourage and offer the opportunity to the religious who wish to work in the healthcare area, giving them the possibility to train themselves technically and in the charisma.

- 13) The presence of the religious within the health structure is also a charismatic factor and a witness of the values that distinguish Calabrian organizations; sick people, collaborators, visitors: all benefit from this presence, which also becomes interaction, exchange and spiritual deepening. The **enhancement and the renewal of the Chaplaincy** within the hospital centre is an additional area of work in the planning of the next three years.
- 14) A further reflection was made about the opportunity to draw up an annual "**Health Mission Report**" which underline the health activities carried out in the world and which highlight the peculiarities of the different structures in relation to the specific needs of each single reality and its social and economic impact on the territory (social value of the structure).

THREE-YEAR PROGRAMME 2021-2023

Need	Priority Activities	Actions to be carried out	Verify
<p>1. Technical and charismatic formation of collaborators.</p>	<p>1.1 Humanization of the services offered in health care activities, as an essential part of the Calabrian anthropology.</p>	<ol style="list-style-type: none"> 1. Creation of a Calabrian Healthcare Training Office to support the charismatic training programmes of health structures. 2. Definition, promotion and adoption of the Calabrian Model of Patient's Assistance and Care. 3. Production and implementation of charismatic training courses for collaborators in the health area: Calabrian Anthropology; Humanization and Technology: how to use the technique to humanize health services; humanized management in the light of the Calabrian charisma; Bioethics and Calabrian Health System Sector. 4. Production and organization of written material on Calabrian spirituality in the health area. 	<p>Verify the availability of a religious to manage the Calabrian Healthcare Training Office of the CHS.</p> <p>Production of the handbook for the Calabrian Model of Assistance and Care.</p> <p>Carry out a training course in every healthcare activity that is part of the Sector.</p> <p>Verify the implementation of training courses in the healthcare structures.</p> <p>Identify in the structures the presence of persons in charge for charismatic formation.</p>
	<p>1.2 Continuous professional training and periodical technical updating as a methodological system for the reinforcement of operational processes.</p>	<ol style="list-style-type: none"> 1. Definition and implementation of a training plan for health and administrative personnel in each health structure, related to specific technical issues and to the administrative processes envisaged by the Calabrian Health System. 2. Organization and use of tele-medicine and tele-formation for a clinical and scientific interaction between the hospitals of the CHS network. 3. Realization of professional exchanges of technical improvement between the structures of the CHS. 	<p>Review the training plans.</p> <p>Request the reports of the technical and management training.</p> <p>Check the number of tele-medicine and tele-consultation sessions.</p> <p>Check the number of technical exchanges and the outcome of the trainings.</p>
	<p>1.3 To encourage religious to work in the activities for the benefit of the sick in health structures, as an expression of the charisma.</p>	<ol style="list-style-type: none"> 1. Offer by the Delegations the opportunity and encourage religious who wish to operate in the health area. 2. Involvement of the religious who work in the Calabrian Health System, giving them the opportunity to train technically and in the charisma. 3. Organization of training sessions in Calabrian health management during the training courses of the Postulation. 4. Implementation and qualification of the Chaplaincy in the hospitals, With particular regard to the "Apostleship of the sick". 	<p>Check the number of religious who work in health structures.</p> <p>Evaluate training courses for religious in Calabrian management.</p> <p>Examine the contents and methodology of the Calabrian health management course for Postulants.</p> <p>Assess the activity of the Chaplain.</p>

THREE-YEAR PROGRAMMING 2021-2023			
Need	Priority Activities	Actions to be carried out	Verify
2. Institutional development of activities.	2.1 Adoption of an administrative methodology focused on the economic and financial sustainability of the healthcare structures.	<ol style="list-style-type: none"> 1. Preparation of the annual financial planning based on the specific Management Plans. 2. Monthly/quarterly verification of the analytical accounting budget compared with the financial forecast. 3. Implementation of public and private collaborations aimed at increasing the sources of livelihood. 	<p>Check financial execution and forecast deviations quarterly.</p> <p>Evaluate periodic operating results and costs coverage.</p>
	2.2 Development of structures and technologies in healthcare activities.	<ol style="list-style-type: none"> 1. Development of an investment plan for the improvement of structures and of the technological equipment. 2. Establishment of a sector for the elaboration of projects aimed at finding financing useful for the activities development. 	<p>Together with the CHS sector, carry out a periodic check and define the percentage of achievement of the pre-established objectives.</p>
3. Reinforcement of Calabrian health management procedures.	3.1 Certification of management processes and of health services offered by the hospital.	<ol style="list-style-type: none"> 1. Elaboration of the Management Plans of the structures consistent with the 2021-23 Programme of the CHS, starting from the local needs and from the Country's health policy. 2. Implementation of the Unit of Quality and Patient's Safety (UQPS). 3. Make operational the ISO 9001 quality programme or other quality programme for the healthcare area. 	<p>Evaluate the single Management Plans.</p> <p>Check yearly the quality program development rate.</p>
	3.2 Strengthening of the cooperation activities with public, private and civil society entities, in order to develop sustainability with the territory.	<ol style="list-style-type: none"> 1. Identification on the territory of new emergencies and poverty. 2. Conclusion of operational and strategic agreements with public, private and third sector institution. 	<p>Assessment and evaluation of the concluded agreements.</p> <p>Verification of the increased impact on the society.</p>
	3.3 Reinforcement and standardization of the Calabrian Management System applied to the health structures of the CHS.	<ol style="list-style-type: none"> 1. Production of a handbook about administrative implementation of Calabrian health management processes. 2. Definition of a statistical format for the exchange of information and indicators concerning productivity, quality and performance of health structures. 3. Enhancement of the "Project of Co-responsibility in Management" as a methodology of support by the CHS to the health structures. 4. Implementation of the "Health Mission Budget" in all structures. 	<p>Monitor the use of the handbook in health structures.</p> <p>Collect periodically information and indicators, creating a framework for comparison.</p> <p>Discussion on the purposes of the "Project of Co-responsibility in Management".</p> <p>Annual data collection and reporting.</p>

THREE-YEAR PROGRAMMING 2021-2023			
Need	Priority Activities	Actions to be carried out	Verify
4. Scientific innovation.	4.1 Implementation of evidence-based and scientific proof-based testing procedures as a tool to improve health management and clinical guidance.	<ol style="list-style-type: none"> 1. Design and implementation of studies and surveys for cognitive and statistical purposes on recurrent pathologies in health structures, for the improvement of the technical skills of health professionals. 2. Definition of viable collaborations for the development of scientific researches carried out together with the IRCCS Sacred Heart, aimed at improving health services. 3. Creation of on-line sessions for the shared consultation of technical contents concerning guidelines, studies, researches of scientific nature. 	<p>Supervise data and evidence collection activities. Coordinate the relationship between IRCCS Sacred Heart and other health structures.</p>
5. Expansion of the presence of health care activities of the CHSS.	5.1 Design of strategic-operational programs finalized to the promotion of health initiatives in Delegations lacking this service.	<ol style="list-style-type: none"> 1. Identification of Missions / Delegations potentially capable of starting and developing social-health activities, taking into account the social context. 2. Drawing up of programmatic viability plans for the promotion of new social and health initiatives, considering the positive impact on other activities in terms of good management and the adoption of administrative practices typical of Calabrian management. 	<p>Create a list of feasible health activities to be developed. Verify the viability plans and the potential impact produced.</p>

CONCLUSION

The will of gathering all the health structures of our Congregation around a shared working programme has a deep meaning, which goes far beyond the pure and simple operational planning.

We are asked to be united, one "single thing", we feel the need to exchange information, experiences, ideas... Not only because, by doing so, we will be able to improve health care for the communities most in need, but also to fulfil a specific call of St. John Calabria, who saw in the service to the sick a founding component of the charisma.

The main road, therefore, is to insist on the culture of collaboration between our hospitals, in a relationship of mutual enrichment that puts technological notions and human values at the same level. The credit of the Calabrian Health System is precisely that of having created a platform that leads us back to the motivations of our Founder, a network that makes clear the reason why the structures act in health field: in their diversities, hospitals are and remain structures that express values, Calabrian values.

The Programme of the Calabrian Health System Sector 2021-2023 outlined in this document aims to be the guiding tool in this common path. It defines objectives and activities on which we will work together in the coming years, it shows viable and desirable scenarios to translate our expectations into operations. The Management Plans of the single structures that will arise from this general programme will be adjusted according to the needs and the constraints of the various contexts, but they will have a common and shared horizon. To build and establish together the Calabrian model of health management.



POOR-SERVANTS
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Istituto Don Calabria
IRCCS Ospedale
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Presidio Ospedaliero Accreditato - Regione Veneto



Hospital
**Divina
Providência**
"Eu vim para que todos tenham vida..." Jo 10-10



Hospital
Divina Providência
Luanda - Angola



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